## Contents

Thanks and acknowledgements	iv
Introduction	1
General notes for teachers	2
Language of discussion	5
Evaluation sheet	6
Breakfast cereals  Could this Canadian breakfast-cereal maker improve sales and profits if it changed its policy of 'not making cereals for anyone else'? (production, marketing, image, sales)	7
Planning for disaster  A Swiss multinational sells several famous brands of mineral water. In this 'better safe than sorry' meeting, they plan how to react if ever any of their bottles were contaminated. (pollution, image, after-sales, planning)	15
<b>Deciding where to invest</b> Toshoya Bank in Tokyo has important investment decisions to make. Which project will it favour – a dam, an irrigation project, a shipyard or a bridge? (investment, planning, forecasting)	23
Selling off a line of business Viljoen, the South African insurance company, is in financial trouble. Should they sell off part of the company? And which line could they choose? (financial management, planning, sales, marketing)	31
Human resources management Ticehurst, the UK computer servicing company, has never recognized the need for human resources management. Perhaps it is time to change this policy. Would HRM benefit the firm? (personnel, organization, IT)	39
A big new feature film  A film production company is considering making its first major film. Can this small business really undertake production of a major feature film? (planning, marketing, investment, financial management)	47
Servicing a debt  An international consortium has built the longest bridge in the world in Denmark. But this fabulous engineering achievement was extremely expensive. How can the managers service the enormous debt? (finance, investment, organization)	55
<b>Downsizing</b> A Japanese welding company recently took over a Brazilian competitor. Now factories must be closed, personnel dismissed and brand names dropped. (production, marketing, personnel, organization)	63
Extra perks This Korean toy manufacturer is in the unusual position of wanting to improve perks for its workers in factories around the world. Some pleasant, but nonetheless difficult, decisions need to be taken. (personnel, productivity, production)	71
Dealing with mistakes  An American software company reviews its expensive and possibly risky policy of sending free corrected versions of software to all customers who have bought a faulty product. (planning, marketing, image, after-sales)	78
Luxury perfumes Ghislaine exports its range of famous perfumes and beauty products to the five continents. Should it change its policy of selling its perfumes only in exclusive Ghislaine perfumeries? (marketing, distribution, sales, image)	86
No smoking  Can the chief executive of Owen Incorporated, the Australian multinational media group, impose a ban on smoking in all the companies in the group all over the world? (personnel, image, sales, customer relations, business ethics)	94