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Cases, slices of business life, focus on actual problems and decisions facing a company. Students are challenged to put themselves in the protagonist’s place and suggest business strategies, tactics, and solutions.

New Cases

**Axel Springer and the Quest for the Boundaries of Corporate Responsibility (Abridged)**

As publisher Axel Springer AG moves into digital news, it considers its responsibility for digital devices and by extension the conflict minerals that are extracted for devices’ production. This case helps students consider where a company’s ethical responsibilities begin and end. *European School of Management & Technology #ES1561*

**B Lab: Can it Scale Business as a Force for Good?**

B Lab certifies and supports a community of over 1,300 businesses known as “Certified B Corporations,” which meet high social and environmental standards. Will B Lab be able to successfully scale in order to achieve its mission of redefining success in business? *Harvard Business School #415080*

**Chevron and Chad: A Pipeline Dream?**

Chevron Corporation’s investment in a Chad-Cameroon oil pipeline consortium was profitable through the 2000s, but alleged human rights violations there damaged the company’s reputation. Students explore the role of human rights in a complex setting and the challenges of creating an industry within a developing country. *WDI Publishing at the University of Michigan #W94C16*

**China Yintai: Developing Shared Value in China**

This case documents China Yintai’s recent collaboration with Peking University on founding China’s first master’s program of social enterprise management. By training management professionals for China’s philanthropy sector, CEO Shen Guojun hoped to bring about major long-term impact. *Harvard Business School #415078*

**Deutsche Bahn AG: The Heartless Train Conductor**

As the board member responsible for personal transportation, Ulrich Homburg had to publicly answer for a string of incidents in which employees of Deutsche Bahn AG, Germany’s national railway company, had forced children without tickets to disembark at unfamiliar station stops. This case can be used to discuss responsible leadership and business ethics, corporate social responsibility, change management, and service management. *European School of Management & Technology #ES1621*

**Ethics Beneath the Surface**

This note highlights a number of behavioral biases, decision traps, and blind spots that can significantly influence ethics. The authors explore how these behavioral influences can impair decision-making and how, if harnessed correctly, they can actually be used to help improve ethical decisions and actions. *Darden School of Business #UV7092*

**Faith and Work: Hobby Lobby and AutoZone**

This case examines the issue of religion in the workplace from both the employer and employee perspectives. In Part I, the arts and crafts company Hobby Lobby takes issue with parts of a new law that the company believes run contrary to the organization’s stated Christian values. In Part II, an employee of AutoZone faces religious discrimination. *Ivey Publishing #W14680*
FIFA: The Beautiful Game and Global Scandal
In May 2015, a sweeping series of corruption allegations and high-profile arrests forced FIFA's governance and organizational practices into the limelight. This case examines the history, structure, and practices of FIFA, as well as the FBI investigation that led to the scandal.  
TN  Ivey Publishing #W15398

Firestone: Crises Across the Decades
A documentary has uncovered documents revealing a 1991 deal in which Firestone agreed to pay Liberian warlord Charles Taylor $2.3 million in exchange for keeping its profitable rubber farm in operation during a bloody civil war. Students address the public relations crisis and explore Firestone's responsibility for confronting past wrongs, striking a balance between social equity and economic prosperity.  
TN  WDI Publishing at the University of Michigan #W94C12

Going Global—Working in Jumandia
Sonya was excited to be promoted and transferred to a developing country, but once there she discovered that her firm had budgeted a $5 million “consulting” payment for the local government. When Sonya protests, her manager suggests that she leave her post and get more experience back home.  
TN  Columbia Business School #CU05

Guiding Professional Accountants to Do the Right Thing
This case examines professional standards for the Institute of Chartered Accountants in England and Wales and a number of ethical situations its members have faced. Students debate how to respond to 3 particularly difficult situations.  
Harvard Business School #115028

Intel: Undermining the Conflict Mineral Industry
When Intel learned that its demand for tantalum, tin, tungsten, and gold was helping fuel deadly conflicts in Central Africa, the company set about developing a transparent and conflict-free mineral supply chain. Could Intel's new model be implemented throughout the entire industry?  
WDI Publishing at the University of Michigan #W94C11

Introduction to Ethics: The Language of Ethics for Managers
It is important that managers understand the language of ethics and the ways in which it is inextricable from the language of business. In this note, students will examine key theories of ethics and how they apply to management decision-making.  
Darden School of Business #UV7102

Is a Promotion Worth Hiding Who You Are? (HBR Case Study)
In this 3-page case, an ambitious young manager has an opportunity to move up to a job at headquarters in Korea. But he would be moving from the company office in San Francisco, where his being gay has not been a problem. Based on an actual case study. Optional expert commentary available.  
Harvard Business Review #R1510X

The Man in the Mirror (A)
This case is about a whistle-blower who exposes bribery and corruption in defense contracting in the Middle East. Sebastian is hired to manage a $3.25 billion military contract, but he must decide what to do when he realizes his company is paying bribes to local officials.  
TN  INSEAD #INS959

Maynard Leigh Associates: Consultantpreneurs’ Dilemma of Purpose or Profit
The cofounders of Maynard Leigh Associates, an HR consulting firm based in the U.K. and India, are in a quandary about how to respond to 2 ethical dilemmas. Students examine the pros and cons of strict ethical stances and their impact on an organization's short- and long-term success.  
TN  Ivey Publishing #W15372
Note on Human Behavior: Situation versus Character
Conventional wisdom holds that moral behavior stems from personal integrity and strong character. But recent research suggests that situational factors often dominate character in ethical decision-making—for leaders and for members of their organizations.

Harvard Business School #316078

The Rise and Fall of Petrobas
From humble beginnings, Petróleo Brasileiro S.A. (Petrobras) became one of the world’s largest oil and gas companies and was often cited as one of the best-managed national oil companies. But by 2016, the company was embroiled in a multibillion-dollar corruption scandal—and was now one of the most indebted companies in the world.

Thunderbird School of Global Management #TBO433

Religion in the Workplace: A Managerial Outline for Navigating the Law at the Intersection of Business and Religion
This technical note provides an overview of religious discrimination law in the U.S. and provides managers with a meaningful understanding of their rights and obligations when an employee’s religious beliefs or practices conflict with work responsibilities.

Darden School of Business #UV7099

Religion in the Workplace: Vignettes
This case presents 14 short vignettes that cover religious and spirituality issues and are designed to facilitate a discussion on the place of religion in the workplace. The vignettes make reference to a variety of religions, including Christianity, Judaism, Islam, and Hinduism. The instructor can use all 14 vignettes during 1 class session or choose to devote a separate class to each.

Darden School of Business #UV7044

Starbright Jewelers
Roger Cosgrove was shocked to hear that a trusted, longtime employee may have stolen as much as $120,000 from Cosgrove’s former business partner over a 6-year period. Should Cosgrove fire the employee based on the accusation alone? What are the ramifications for his business, his reputation, and his customers?

North American Case Research Association #NA0321

Uber Technologies, Inc.: Global Strategies, Local Challenges
Uber is controversial everywhere it goes. Some see the company as scrappy, while others think its conduct is abrasive, unethical, or downright illegal. Students analyze how technology can impact business models and assess the challenges of adhering to an ethical plan in the face of an agile business environment.

WDI Publishing at the University of Michigan #W04C43

Using a Framework to Create Better Choices
Decision-making frameworks can help leaders make better, more ethical decisions while avoiding costly errors. This note outlines the process for applying a framework.

Darden School of Business #UV7104

What Is Water Worth? Nestlé Walks a Fine Line
This case examines Nestlé’s approach to water resource management. Amid increased global focus on water as a human right and a controversy surrounding the company’s policies, CEO Paul Bulcke must make recommendations about Nestlé’s water use going forward.

WDI Publishing at the University of Michigan #W94C15

Who Is This Guy?
The chair of the accounting department at Southern Regional University has just learned that his new hire, assistant professor Henry Hernandez, does not possess the academic and professional credentials he claimed.

North American Case Research Association #NA0337

Teaching Note Available
Popular Cases

Barclays and the LIBOR Scandal
In 2012, Barclays plc admitted that it had manipulated the London Interbank Offered Rate (LIBOR) interest rate and agreed to pay $450 million in fines to U.K. and U.S. regulators. This case explains why LIBOR is an essential part of the global financial market, the mechanism used to establish the rate, and what Barclays did wrong.

TN Harvard Business School #313075

Blood Bananas: Chiquita in Colombia
In 2004, Chiquita voluntarily revealed that it had been making protection payments to terrorist groups in Colombia. The result was a plea deal with the U.S. Justice Department that included a $25 million fine and the distinction of being the first major U.S. company to be convicted of dealing with terrorists.

TN Thunderbird School of Global Management #TB0245

Cipla 2011
Dr. Yusuf Hamied, head of the Indian pharmaceutical and generics manufacturing company Cipla, weighs options for how to support the global fight against HIV/AIDS while positioning his company for growth in a changing regulatory landscape. Harvard Business School #511050

Following Lance Armstrong: Excellence Corrupted
After years of denials, in 2013 Lance Armstrong admitted that he “doped” in each of his record 7 consecutive Tour de France victories. This confirmed the findings of the U.S. Anti-Doping Agency that he had orchestrated “a massive team doping scheme, more extensive than any previously revealed in professional sports history.”

TN Harvard Business School #314015

Jextra Neighborhood Stores in Malaysia
Tom Chong, the Malaysia country manager for Jextra Stores, is considering how to handle 2 dilemmas. In the first, the mayor of a town in which Jextra would like to build a store offers to rezone the land—in exchange for the company paying for a new primary school. In the second, Chong suspects that one of his best employees might be taking bribes.

TN Thunderbird School of Global Management #TB0249

The National Football League and Brain Injuries
The National Football League oversees the most popular spectator sport in the U.S. and is a major economic entity. But the serious, long-term health effects of playing American football raise questions about its future. Students examine the ethical, legal, and economic aspects of an issue related to employee health and safety.

TN Harvard Business School #815071

A Note on Moral Disengagement
Moral disengagement is a process that allows people to engage in negative behaviors, from small misdeeds to atrocities, without believing that they are doing wrong. This note provides an overview of the 8 mechanisms of moral disengagement and provides examples of how they operate in our daily lives. Harvard Business School #612043

PepsiCo, Profits, and Food: The Belt Tightens
This case describes the issues facing Indra Nooyi after 5 years of PepsiCo’s controversial nutrition strategy. Students examine the challenges that leaders face when they take on important social and economic responsibilities and must think and act in strategic, financial, pragmatic, and political terms.

TN Harvard Business School #314055

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Brief Cases

Rigorous and compact, Brief Cases from Harvard Business School present realistic management challenges for students to discuss. Audio versions are available for select Brief Cases to aid in student preparation.

WeaveTech: High Performance Change
VP of human resources Frank Jennings must recommend how to reduce WeaveTech’s management workforce by 20%. The company has a new CEO, a new strategy, a changing market, a long history, and a deeply embedded high-performance culture. The case explores the HR manager’s ethical responsibilities during a period of non-crisis-driven change.

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MULTIMEDIA CASES

Available online, multimedia cases put students in the center of business dilemmas by bringing concepts to life with animated charts, audio, and video segments.

Fighting Corruption at Siemens
In 2006, German prosecutors raided offices and homes of Siemens AG staff as part of an ongoing investigation into bribery, and the subsequent investigations spanned operations in Asia, Africa, Europe, the Middle East, and the Americas. This multimedia case takes a look at how one of the world’s largest companies faced corruption head-on.

The Future of Financial Reporting
This case addresses the SEC’s work on improvements to financial reporting. Students review topical audio and video from various sources, including SEC footage and interviews with others involved. Students will be required to make actionable suggestions on the future of fair-value accounting and principles-based accounting.

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ARTICLES

Articles from Harvard Business Review and other renowned journals provide up-to-the-minute ideas from the best business thinkers.

New Articles

After the Wrongdoing: What Managers Should Know about Whistleblowing
This article helps managers understand how the whistleblowing process typically unfolds, who does it and when, and why they choose to report the wrongdoing internally or externally. Business Horizons #BH721
Disruptions, Decisions, and Destinations: Enter the Age of 3-D Printing and Additive Manufacturing
The authors consider the profound impact that 3-D printing will have on firms and consumers and raise the intellectual property and ethical questions that the practice will pose to policymakers. Business Horizons #BH663

Fraud Risk Management: A Small Business Perspective
Financial strain, rapid growth, and a lack of resources create opportunity for motivated fraudsters to take advantage of small businesses. The authors draw on insights from their time as fraud investigators to offer 7 practical recommendations to help small businesses prevent and detect fraud. Business Horizons #BH712

The Keys to a Positive Business Culture: The Value of Values
This article considers integrity at the individual level while exploring what companies can do to foster environments in which people behave with integrity together. IESE Insight Magazine #IIR149

Make Way for the Chief Integrity Officer: Beyond Compliance
The authors propose the creation of a new senior executive position, the chief integrity officer, to help address compliance challenges faced by managers. This role would support the CEO and board in shaping corporate culture and help create an environment in which people are proud to work. IESE Insight Magazine #IIR150

Measuring the Return on Character
In their research, the authors found that CEOs whose employees give them high marks for integrity and character have an average return on assets nearly 5 times greater than CEOs with low character ratings. Harvard Business Review #F1504A

Navigating the Realities of Emerging Markets: Compliance in Context
Based on research into compliance programs in emerging Latin American economies, this article explains how such programs must be adapted to on-the-ground realities in specific business contexts around the globe. IESE Insight Magazine #IIR151

Someone to Watch over Me: The Integration of Privacy and Corporate Social Responsibility
Firms’ relationships with key stakeholders are increasingly threatened by privacy concerns. Given the role of firm corporate social responsibility (CSR) initiatives in strengthening these relationships, this article examines the intersection between privacy issues and CSR activities. Business Horizons #BH706

Two Keys to Sustainable Social Enterprise
In their research, the authors found that social venture projects succeed when they change 2 features of an existing system: the economic actors involved (e.g., consumers instead of companies) and the enabling technology applied. These elements help social entrepreneurs create sustainable financial models that can permanently change the lives of their beneficiaries. Harvard Business Review #R1505G

Your Company May Unwittingly Be Conducting Business with Human Traffickers: How Can You Prevent This?
Companies could be contributing to the $32 billion human trafficking industry through business operations and relationships. This article helps firms identify where they may be at risk and suggests steps for using influence over suppliers and business partners to help prevent involvement. Business Horizons #BH665
Popular Articles

Developing and Sustaining an Ethical Corporate Culture: The Core Elements
Of all the issues boards of directors, executives, and managers face, unethical corporate activity has significant potential negative impact—and is difficult to properly address. This article discusses the 3 key elements necessary to develop and maintain an ethical corporate culture. Business Horizons #BH506

The Drivers of Greenwashing
Greenwashing—misleading consumers about the environmental performance or benefits of a product or service—can have profoundly negative effects on consumer and investor confidence in green products. This article examines the drivers of greenwashing and offers recommendations to decrease its prevalence. California Management Review #CMR494

Ethical Breakdowns
Despite investments in compliance programs, unethical behavior in business remains widespread. The reason is that cognitive biases and organizational systems blind managers to unethical behavior. The authors offer 5 reasons for this blindness and offer strategies to combat it. Harvard Business Review #R1104C

A Global Leader’s Guide to Managing Business Conduct
Meeting core standards of corporate behavior requires a new approach to managing business conduct—especially for multinationals, in which different cultures follow different rules. This article offers guidelines for global organizations to follow when navigating their complex ethical landscapes. Harvard Business Review #W1109A

Greased Palms, Giant Headaches
Bribery is pervasive in emerging markets, in part because of growth imperatives from headquarters, and companies can rack up millions in fines. The authors draw on extensive research to suggest steps managers can take to keep employees on the right side of the law. Harvard Business Review #F1209A

How (Un)ethical Are You?
This article explores 4 related sources of unintentionally unethical decision-making: implicit bias, in-group bias, a tendency to overclaim credit, and conflicts of interest. To counter these unconscious biases, traditional ethics training is not enough. Harvard Business Review #R0312D

A Question of Principles
One of the greatest fallouts of the recent economic crisis was a loss of trust, both between people and between companies and institutions. This article examines the foundations of trust, its value, and the methods used to build and maintain it. IESE Insight Magazine #IIR013

When the Crowd Fights Corruption
Corruption is a major impediment to doing business in Russia, as in many emerging markets, but recent citizen-driven initiatives are raising awareness about the problem. This article focuses on RosPil, a web-based effort to expose corruption in Russia, and the issues that these efforts raise for businesses. Harvard Business Review #R1301K

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This book is a road map for intrapreneurs seeking to reshape companies into drivers of change. Drawing from on-the-ground lessons, the authors offer tools for creating positive social change within organizations. Available as an eBook. Harvard Business Review Press #11057

Conscious Capitalism: Liberating the Heroic Spirit of Business
Whole Foods Market cofounder John Mackey and Conscious Capitalism, Inc., cofounder Raj Sisodia argue for the inherent good of both business and capitalism. Featuring some of today's best-known companies, they illustrate how these 2 forces work to create value for stakeholders. Available as an eBook. Harvard Business Review Press #10845

Getting Beyond Better: How Social Entrepreneurship Works
This book presents a theory of social entrepreneurship and describes its role in modern society. Authors Roger L. Martin and Sally R. Osberg then outline a framework for understanding how successful social entrepreneurs produce transformative change. Available as an eBook. Harvard Business Review Press #15009

Managing for Ethical-Organizational Integrity
These chapters provide a practical overview of business ethics for managers and students. They include:
- Doing What Is Good #BEP111
- Ethics Programs #BEP113
- Rights, Duties, and Other Obligations #BEP112

Business Expert Press

Return on Character: The Real Reason Leaders and Their Companies Win
Author Fred Kiel's landmark research study found that leaders of strong character achieve up to 5 times the ROA for their organizations as do leaders of weak character. This book provides managers with tools for assessing their own character habits and improving their individual and organizational performance. Available as an eBook. Harvard Business Review Press #16899

What Happened to Goldman Sachs: An Insider’s Story of Organizational Drift and Its Unintended Consequences
Author Steven G. Mandis examines the “organizational drift” at Goldman Sachs—addressing why and how the firm changed from an ethical standard to a legal one as it grew. This insider’s history offers invaluable perspective to leaders interested in managing organizational drift. Available as an eBook. Harvard Business Review Press #11798

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- Cipla 2011 #511050
- Franco Bernabe at ENI (A) #498034
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- Chris and Alison Weston (A) #612019
- IKEA’s Global Sourcing Challenge: Indian Rugs and Child Labor (A) #906414
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