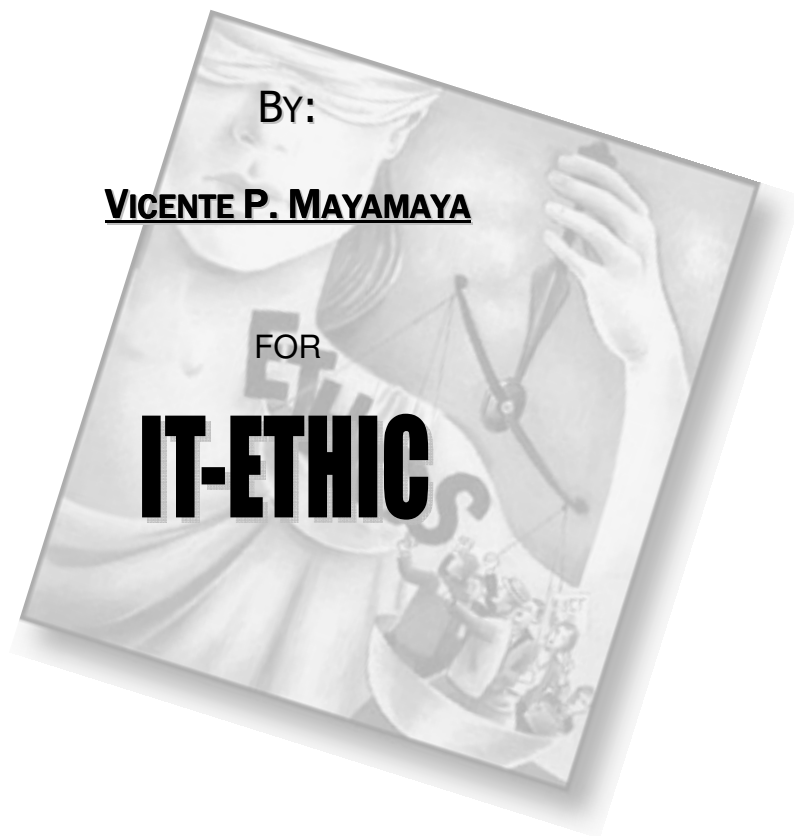


AN

ETHIC READER



This work is licensed under a [Creative Commons Attribution-Noncommercial-Share Alike 3.0 Philippines License](https://creativecommons.org/licenses/by-nc-sa/3.0/philippines/).



TABLE OF CONTENTS

BOOK REVIEWS

- BOOK REVIEW 1
- BOOK REVIEW 2
- BOOK REVIEW 3
- BOOK REVIEW 4
- BOOK REVIEW 5
- BOOK REVIEW 6
- BOOK REVIEW 7
- BOOK REVIEW 8
- BOOK REVIEW 9
- BOOK REVIEW 10
- BOOK REVIEW 11
- BOOK REVIEW 12
- BOOK REVIEW 13
- BOOK REVIEW 14

CASE STUDIES

- PIRATES CAN'T BE STOPPED
- ANDRA PRADESH
- CASAS BAHIA
- CODE OF ETHICS
- ANNAPURNA SALT
- CEMEX
- HINDUSTAN LEVER
- JAIPUR FOOT
- RACIAL OPPRESSION
- ICICI BANK
- VOXIVA
- ITC E-CHOUPAL
- FORTUNE AT THE BOTTOM OF THE PYRAMID: A MIRAGE
- SECURITY AND PRIVACY (EXERCISE)
- INTELLECTUAL PROPERTY RIGHTS AND COMPUTER TECHNOLOGY

QUIZZES

- QUIZ 1 AND BONUS QUESTION

ASSIGNMENT

- INTEGRATIVE QUESTIONS: COPYRIGHT LAWS

PROJECT

- CODE OF ETHICS
- CORPORATE SOCIAL RESPONSIBILITY

Book Reviews

The Essence of Business Ethics

Business Ethics

Business Ethics: A Guide for Managers

Managing Business Ethics:

Straight Talk about How to Do It Right

Business Ethics: A Global Managerial Perspective

Clashing Views on Controversial Issues in Business Ethics and Society

Business Ethics (David F.)

Information Security and Ethics: Social and Organizational Issues

Ethical and Social Issues in the Information Age

Book Title : The Essence of Business Ethics

Author : Peter Pratley (Edited by: Adrian Buckley)

I used to think that Ethics is a rule of conduct that guides us to what is right and wrong. It acts as a guide for you to know if you are doing something that benefits more people with minimal risk of conflict. But I turned out to be missing some parts of its definition to make me realize that ethics is not just that.

Ethics, as defined by Pratley, is a branch of philosophy that aims to study both moral and immoral behavior in order to make well-founded judgment and to arrive at adequate recommendations. It has twofold objective namely: (1) to evaluate human practices by calling upon moral standards; and (2) it gives prescriptive advice on how to act morally in a specific kind of situation.

“... Moral behavior must only be judged according to its proper cultural standards...” (pg. 11)

Each nation has their own set of cultures and traditions, and each has their own set of moral values that govern them which is mostly religion or their ancestral customs and traditions. For example, you cannot sue a Muslim for having many wives nor blaming a Christian for hurting himself in “penitence” every celebration of the passion of Christ.

In support for that quote, another quote from the book, “... habit makes the man...” (pg. 12) say that we, as person are defined by the moral values that are taught during our childhood years, and as we grow old, we are used to that values and make it a habit, a habit can be defined as either: (1) a thing done often and hence, usually, done easily; practice; custom; or (2) a pattern of action that is acquired and has become so automatic that it is difficult to break (definition of habit taken from: <http://www.yourdictionary.com/habit>), and that habit will be carried out until you are old. If you are used to “mano” to your grandparents or elderly during your childhood years as a sign of respect to them as taught by your parents, you will carry it until you are an adult. You’ll learn to respect the elderly and it will define you as someone who gives importance to the elderly. As to our professor in Vertical Solutions subject, he told us that “your character defines you as a person, and in the corporate world, it is not your great knowledge that matters, it is your attitude”. That attitude, for the example of respecting the elderly by “mano”, as what you are used to is now your moral behavior which was taught by your parents from your religion and that is one of the cultures of your family and therefore, you are not to be judged by other cultures as immoral for that act.

“... A general scan of what really makes the difference between humans and other animals may help to understand what abilities really make the difference...” (pg. 63)

We gauge on how we differ from animals for us to know that we are human and what makes us human. It’s not just because we think is that we are higher than animals because animals can think too, we, as human can think freely and decide consciously.

We are responsive to where we are standing and status in life and we strive to learn in order for us to be competent to other people in a way that we do not hurt them. We have choices and we think about things before we make that decision.

“...people always have a choice...” (pg. 75)

Every people has their choice when they are making a decision, there is no such thing as “you don’t have a choice” because you still have the choice to do it or not. You decide or you make a choice on what you know will be beneficial to you or to most of the people without hurting anybody or if really inevitable, you minimize the risk of hurting somebody or doing something that would harm them or their reputation as a person.

Book Title : Business Ethics

Author : William H. Shaw

Chapter 1: The Nature of Morality

Ethics, by Robert Solomon, came from the word *ethos* which means character or custom. The etymology of ethics suggests its basic concerns: (1) individual character including the definition of being a “good person”; and (2) social rules which govern our conduct which we call morality. According to Shaw, Nowadays, we define the word *ethos* as the distinguishing disposition, character, or attitude of a specific person.

Morality concerns a person’s well-being, if you did something that harms human being then it is immoral and according to Shaw, Morality is not necessarily based on religion. Although we draw our moral beliefs from many sources, for philosophers, the issue is whether those beliefs can be justified.

“Scrupulous observance of rules of etiquette does not make one moral...” (Chapter 1: page 7)

Etiquette refers to any special code of behavior or courtesy. It is a personal code of ethics that when applied, you are socially acceptable. As said in the second paragraph, morality concerns human well-being. As long as people are not harmed, it is not a moral issue as to the standards set to monitor morality.

In relation to business, from a situation given from the first part of chapter 1: page 2, Michael R. Milken, the Drexel Burnham Lambert’s junk-bond chief was sent to jail due to cases filed against him and he was to pay a fine of \$ 650 million for his illegal act that has affected many businessmen. After two years of imprisonment, he was released and was accepted in a university to teach about high finance but after some time, he did the same illegal act and was sent back to jail and another fine of \$ 49 million.

Milken did an act that harmed many people and due to that, this can be considered an immoral act but does not necessary mean that he did not comply with his etiquette.

As we are all aware, self governance makes us more aware of ourselves as well as our responsibility to those around us. As said by Hugo Grotius, you can’t govern a nation, a city, and a family if you cannot govern yourself. Therefore, molding yourself with ethical and moral acts allows you to be a better person.

Chapter 2: Normative Theories of Ethics

“Egoism contends that an act is morally right if and only if it best promotes an agent’s long term interest. Egoist uses their best long term advantage for measuring an action’s rightness...” (Chapter 2: page 46)

As according to one of the ethical myths, ethics is personal which is considered a fallacy because ethics is universal in nature. However, we all have our “brute factuality” wherein what is true for me may not be true for you (personal type of egoism) unless I have convinced you that my truth is better than what you have realized (impersonal type of egoism).

Personally, I think that egoism can be both good and bad. It is good in the sense that you pursue your goal and you are determined to reach it whatever the cause. However, not considering other people if you had harmed them is a moral issue. If you have something in mind as your goal, make sure that it considers other people and have respect on them. You should be sensitive enough to think of consequences not only for yourself but also to other people.

In relation to a short example in page 45, Firestone is egoistic in a sense that they don’t care about those who died and those who are injured. It is very immoral (in a sense that it harmed people).

Chapter 3: Justice and Economic Distribution

“Justice also requires that people get what they deserve” (Chapter 3: page 88)

Justice, as we all know, is about fairness where all are equal and balanced. If you are treated unjustly by other people, you claim to let them be punished for their wrongdoings.

In relation to ethics, we said that being ethical is about considering individual character including the definition of being a “good person” and social rules which govern our conduct which we call morality. If we are moral, then we are to think and consider those around us. We should respect those around us and treat them as person as we treat ourselves. In business, we have what we call “win-win” situation wherein both parties benefit from what they have decided therefore there is fairness and justice.

Book Title : Business Ethics: A Guide for Managers

Book Author : Elizabeth Tierney

Chapter 1: Why Create an Ethical Working Environment?

This chapter gave views on what is the role of ethics in business through reflections on standards on your workplace.

“Whatever the scope or nature of the admonitions or expectations, presumably you were expected to work according to them.” (page 11)

Every company has their own unique set of standards to follow as to their culture. They do this in order for the company to gain identity and for the diverse employees to be unified for a reason. Soon, at some point in time, if you had become the company’s manager, it will be your turn to set standards, through realization; you will see that it should not only benefit you or your employees but the company as well. This would soon increase your competency through several reasons such as productivity not only for the company but also its employees including you as their manager, simplifying complex procedures to reduce wasting time (since time is equal to money), reduce conflicts over employees, and anticipating problems and find ways to solve it.

Ethical dilemmas are inevitable in the business life. It is always there and to be anticipated if it comes and find ways to solve it. Resolving it could be tough due to some consequences that we are to face and our concern for its impact not only on the company, but to the employees as well; their morale or in their motivation to work. But ignoring ethics in the company is perilous not only on your side but the company as well. Some companies are in the news for some questionable business practices and decisions. As said in the book and quoted “*We are all subject to potential public scrutiny*” we are trying our best (given the situation that we are the managers) to have a good company name that would make a good impression on the customers.

Chapter 2: Why Do People Make Unethical Decisions?

We are taught to be good and molded as a better person since we are little. We have our own models of a good conducts, it may be our parents, teachers, friends, cartoon characters, and so on. By them, we see the possible consequences if we broke the rules and thus we acquired some ideas on what are right and wrong. We aren’t always good; we are to face consequences after our decisions that we think it will be for the better of the majority in our command especially when we are in a higher position.

“Each one of us is a complex combination of fears and doubts, of hopes and dreams, of hopes and worries. Each one of us is different” (page 37)

Each of us is a unique being. None of us are the same, maybe at some point similar at some aspects, but not similar at all. This makes us diverse at some aspects that through making a standard, it will be reduced and makes people more connected at some point where they agree.

At some point, we are making tough decisions. We take into consideration some of our aspects on what we think are right and moral as well as beneficial to the majority of those in the company. After our decision, we are to face the consequences of our decision whether good or bad. But we are also human and commit mistakes, we as human have our own set of moral standards and own set of values among ourselves. What's true for a person as based on experience or based on his or her religion or norm might differ from yours (brute factuality) but still, as a decision maker as well as a good manager, you should take considerations on your part and the majority of people in your company.

Chapter 3: What Does Unethical Behavior Cost?

As mentioned in chapter 1, since ethical dilemmas are inevitable in the business life, resolving it could be tough due to some consequences that we are to face and our concern for its impact not only on the company, but to the employees as well. But ignoring ethics in the company is perilous not only on your side but the company as well and some companies are at risk for some questionable business practices and decisions and thus we are always subject to potential public scrutiny due to the fact that making a good impression on customers is a must for productivity and increase in sales.

“Your success as a manager is, in part, contingent on your ability to establish trust”
(page 53)

Since productivity in sales is increased when your employees are motivated due to your good ethical standards or practice, you establish good impression on your customers thus then put their trust on you and your company. You as a manager should have the ability not only to establish trust but to also maintain it.

Book Title : Managing Business Ethics:
Straight Talk about How to Do It Right

Book Author : Linda K. Treviño

Chapter 1: Introducing Straight Talk about Managing Business Ethics:

Where we're going and why

This chapter gave an insight about business ethics as well as promoting ethical behavior not only in you but to others as well. Ethics is critical to all of us because it represents the very essence of a civilized society. Ethics is the foundation of all relationships where we learn how to deal and relate to those around us not only in the company but to everyone it serves as the connection to everything around us.

“... ‘Bad apples’ may turn bad because they’re spoiled by ‘bad barrels’...” (Page 9, paragraph 4)

“Bad apples” doesn’t literally mean apples in this context but in relation to that, it is agreeable that bad apples are caused by those that stores them just like putting a nice cupcake into a filthy canister, soon that cupcake won’t be as nice as it is when it is fresh from the oven or the best example would be a child if not taken care and molded early then they are to be “spoiled brats”. The bottom line is that if you are a manager and your ethics in your company environment was not fixed at the beginning, then soon it will make the employees suffer by being unmotivated or things like being too rude or having bad attitudes toward the customers. (page 33)

Chapter 2: Why be Ethical? (Why Bother? Who Cares?)

This chapter gave the importance of business ethics not only to managers but also to an individual.

“...we helped establish a reputation that, in a long run, will draw us business... it always pays off in the long term...”

As the old saying goes, “you reap what you sow”, each of us earns what he or she had done. If you as a manager did a good thing, it will pay off at certain point in time. If you are ethical, your employees will be motivated and thus will be productive enough and soon will increase customer sales and loyalty.

Chapter 3: Common Ethical Problems

“Since discrimination by race, religion, national origin, sex, and age is prohibited by federal law in the United States, many companies have defined policies prohibiting any kind of discrimination...” (page 55)

True enough, discrimination should be eliminated in the workplace. A diverse cultured company will be productive due to the fact that different cultures give different ideas that when collaborated will give an innovative business strategy.

Book Title: Business Ethics: A Global Managerial Perspective
Book Author: David J. Fritzsche

Chapter 1: Business Ethics: A Global Framework

This chapter gave an insight about business ethics and discussed types of issues that business encounters and presented some examples of dealing with them.

“The complexity increases when stakeholders have conflicting claims...” (Page 1, paragraph 2)

All things become complicated when a lot of people argue about it. Many things are involved due to the different ideas presented by each of the stakeholders that argue about it. A good ethical behavior would be solving the problems in a structured and systematic manner that would listen to both sides and do not have bias.

Chapter 2: The Importance of Ethics in Business

This chapter gave the importance of business ethics not only to managers but also to an individual.

“Ethical behavior is essential for long term business success...”

“You reap what you sow”, we receive merits for what he or she had done. If you as a manager did a good thing, it will pay off at certain point in time. If you are ethical, your employees will be motivated and thus will be productive enough and soon will increase customer sales and loyalty. Rushing for the outcomes just might make things complicated.

Ethics would also define you as a corporation and will be your corporate image. As a corporation, a lot of people looks up unto you and you will serve as role models in the society, if you are doing such unethical manner as a company then it will reflect you as a company on whatever you are doing and will carve a bad image to the rest of the society.

Chapter 3: Moral Standards

“Moral standards are the yardsticks of business ethics” (page 42)

As according to Gert, A moral system is a system whose purpose is to prevent harm and evils and also to promote human flourishing and has other characteristics like public, informal, rational, and impartial. Rules of conduct are action-guiding rules which can be either a directive or rules for guiding the actions of individuals or social policies or rules for establishing social policies while principles of evaluation are evaluative standards used to justify the rules of conduct, therefore, as a part of that social policies, an evaluative standard like a moral standard is formed which serves as the basis for acting right or wrong. If Christians have a bible, and Muslims have Koran, then ethical people have Moral standards. It gives not only the employees the idea on how to act properly but also defines the do's and don'ts that would mold them to be a better employee and an individual

Book Title: Clashing Views on Controversial Issues in Business Ethics and Society
Book Author: Lisa H. Newton and Maureen M. Ford

Part 1: Capitalism and Corporation

“... Each animal is still obliged to support and defend itself, separately and independently, and derives no sort of advantage from that variety of talents with which nature has distinguished its fellows...” (Issue 1 page 7 paragraph 3)

Each animal has their own uniqueness. Same as the human, we all have our own set of abilities that makes us unique. That is why as a human resource manager, you should be able to know how an employee differ from each other and put them into where they could enhance their skills better and enhance it and become more productive.

Since each of us has their own abilities and skills, we have our own specialties that can be useful for the company and each of us have their own part in the company to maintain its everyday cycle. Lacking someone with a specific ability would cripple the company even if someone is “multi-tasking” to do both jobs, they wouldn’t really fill the specific position due to the bulk of work given everyday thus will give them a lot of stress.

Besides, a specific work given to you gives you identity in the company, for example you are an IT person and under the network administrators, then when the other employees talk about networks they will remember you or your co-workers under that department.

Part 2: Current Issues in Business

“...We call those things ‘just’ which produce and preserve happiness for the social and political community...” (Issue 5 page 102 paragraph 4)

As defined in <http://en.wikipedia.org/wiki/Justice>, justice is concerned with the proper allocation of things - wealth, power, reward, respect - between different people (distributive justice) or is concerned with the proper response to wrongdoing (retributive justice)

If everyone agrees, then it means it is just. Since ethics is public as according to Gert, everyone knows and is aware of it then it is just. In that case, as long as you do something that is equal to all or something that does not harm anyone and promotes respect to everyone, then you are just and promote justice.

In relation to business, if your company produces and preserves happiness to people, then your business is a ‘just’ company.

Part 3: Human Resource: The Corporation and the Employee

“...For whistle-blowing to be effective, it must arouse the audience...”

According to <http://en.wikipedia.org/wiki/Whistleblower>, A whistleblower is an employee, former employee, or member of an organization, especially a business or government agency, who reports misconduct to people or entities that have the power and presumed willingness to take corrective action. Generally the misconduct is a violation of law, rule, regulation and/or a direct threat to public interest, such as fraud, health/safety violations, and corruption.

Given the fact that steps to be undertaken as said by de George, one of them is that you must get the favor of the people. Without support from the people, your credibility is questioned and your whistle-blowing will be useless and ruins your reputation.

Book Title : Business Ethics
Author : David Stewart

Chapter 1: Why Business Needs Ethics?

“There are some skills that one can learn by reading a book or by taking lessons. Others can only be acquired through a developmental phase during which a person gains the right kind of habits” (page 5, paragraph 2)

“A skill is the learnt capacity or talent to carry out pre-determined results often with the minimum outlay of time, energy, or both.” (<http://en.wikipedia.org/wiki/Skill>) We need the skills to finish what our task are, and is also a pre-requisite to a specific job.

Acquiring skills are sometimes achieved by reading books since our childhood years through our school lessons. We are taught right manners, to compute numbers, to spell our names and words correctly, to observe and analyze, and so on. These are some necessary skills that are enhanced to let us gather knowledge to know things in this world.

But these are only the basic skills. The advanced skills are usually acquired from experiences as we develop. We learn things as we go over them day by day and later on we develop habits which can be good or bad, depending on how it affect other people. Books can be a reference for learning skills of good habit but it is to be developed by you through daily activities and practice. Soon, you build up good habits as a foundation of your being and can define you as a person.

Chapter 2: Developing Ethical Habits

“... A modern organization does not have a long list of rules and books for procedures. The organization uses mutually understood vision and values to guide decision-making and relies on collaboration and trust to get things done” – William Byham, Ph.D. (page 46)

Not all things are by the book, usually practice defines procedures well. Books are just references and also made by those who practice it. Since we are all in continuous improvement and base much of our processes and procedures on what are the “best practices”, then we do not rely much on those books, we gather them from experience. We are all aiming to achieve goals and visions as an organization and we learn how to trust and work with each other, and in order to achieve that, we are setting common beliefs and values to let us blend in together despite our diversity.

Chapter 3: Ethical Basis of Cost-Benefit Analysis

“the end justifies the means” –Niccolo Machiavelli (page 73, paragraph 1)

Some things are difficult to accomplish and we can only do that through other means. It is a real challenge for us to deviate usually from our common principles just to achieve our goal and to finish what has to be done.

But people might misunderstand your actions for that particular purpose. They may see it negatively as opposed to what your visualized outcome is. Therefore, in the end, they see the positive outcome but have negative impressions on you.

Business-wise, companies build an image, your goals and visions should also mind people who look up to you for them to respect you and support whatever projects you might have. Achieve it to what your principles are and those principles are defined in your code of ethics.

Book Title : Information Security and Ethics: Social and Organizational Issues
Book Author : Marian Quigley

Chapter 1: MAMA on the Web: Ethical Considerations for Our Networked World

“Since we have become dependent on the Web and, from all accounts, we will continue if not increase our dependence on the Web, it is important for the data and information to be available.” (pg. 5 par 3)

This is the information age and we are all exposed to computer especially web technology. We are connected worldwide through the World Wide Web and since that is the case, we tend to be dependent more on the technology and sometimes we consider it a necessity as means of communication due to the fact that it is the most efficient form of communication as of now. We input our personal information to the web for transaction but sometimes with questionable security.

Chapter 2: Establishing the Human Dimension of the Digital Divide

“We live in a society where information is fundamental to the workings of everyday life” (pg. 28 par 3)

The information age began and due to that fact, we all are depending much on the information in order to get the company to be more marketable. Companies use the information from the client to improve their service as well as creating new products that we will like and need. We, as customers use the information to transact business with the companies. Nowadays, information is good as cash

Chapter 3: Socio-economic Influence on Information Technology: The Case of California

“Today technology has become so intertwined with our everyday life that a broad understanding of its utilization and distribution requires a thorough examination of the socio-economic environment” (pg. 55 par 3)

Technology now is a fad to the extent that every 3rd month, a new technology is born and others are now obsolete. Due to that, as time goes by; the technology becomes more and more complicated. Now it came to the extent that all technology is born and improvement and optimization is the only key to competency and in order to create new ones, thorough studies of cultures of the people are needed in order for the companies to know what to create for the potential customers. They conduct surveys on what do they want and what do they need. Usually, they are targeting the upper class wherein whatever they are creating whatever the cost is available to the upper class consumer. A few companies are targeting the lower class to provide technology that is available to the masses.

Book Title : Information Security and Ethics: Social and Organizational Issues
Book Author : Marian Quigley

Chapter 4: The Ethics of Web Design: Ensuring Access for Everyone

“Many people enjoy accommodations and devices originally designed to address problems encountered by individuals with disabilities” (pg. 79 par 1)

A part of being a business person is to create whatever the people would need and that would make them buy the product. Disabled people are also a target market of some companies not as part of a charity work but to help them and in return would give them profit. It is a give and take relationship.

Some people who have experienced that disability and wanted to help other people build technology to help and ease their pain, and accommodate anyone who need it even the poor.

Chapter 5: Web Accessibility for Users with Disabilities: A Multi-faceted Ethical Analysis

“Users with disabilities have a right to access technology that is available to the general public” (pg. 111 par 2)

All of us are human; we have the same needs and rights. Therefore even those with disabilities have the right to have the same treatment as we treat other people. Let's not make them feel that they are secluded. Let them know that they are also like us. Each person is unique and whatever you lack makes up to something that makes you special.

Like normal people, disabled ones also should have access to the technology that we enjoy. Since technology is also public, this also should be applicable even to them

Chapter 6: Internet Voting: Beyond Technology

“A secure system “is one that can withstand attack when its architecture (cryptography, firewalls, locks, etc.), is publicly known” “(Rothke, 2001, p. 16). (pg. 122 par 2)

According to J.M. Kizza (Ethical and Social Issues in the Information Age), security can be considered a means to prevent unauthorized access, use, alteration, and theft or physical damage to property (pg. 101)

Due to that definition, something secured is safe, but up to what extent we are sure that it is safe? Since there are a lot of issues concerning security nowadays, and due to that, we turn to security programs that are top rated and recommended by many people.

Book Title : Information Security and Ethics: Social and Organizational Issues
Book Author : Marian Quigley

Chapter 7: Protection of Minors from Harmful Internet Content

"Most would agree that children need protection from certain Internet content because consumption of it may cause harm to them" (pg. 144 par 3)

Contents of the internet sites can damage the children. Some people tend to use the internet to put examples that would corrupt minds of the children and sometimes, those would lead to confusion.

There are also adult sites that are not verifying the age of their viewers that might be younger than the legal. Security should be imposed to make sure that those sites would not be reached by minors.

In addition, not all sites are factual, some are just fruits of idealists that are to be respected but in the eyes of the children are genuine and makes them wonder and be confused of what they should be learning

A plant cannot grow to a great tree unless a wind made it grow inclined and someone did not make any effort to bring it back to track

Chapter 8: Mobile Communities and the "Generation that Beeps and Hums"

"Ownership of mobile phones has become ubiquitous amongst teenagers, who regard them as almost a necessity in order to maintain social links with their peers." (pg. 164 par 1)

Mobile phone is now a fad. Even those pre-school children have mobile phones to communicate with their parents. Even the teenagers are into this technology where they can communicate with their peers wherever they are. But what's disturbing is their dependency on it that affects not only their studies but to the bills that their parents are paying.

In an article from <http://www.theage.com.au/news/National/Mobile-phones-bankrupting-more-teens/2007/11/07/1194329297045.html> , Mobile phones are to blame for the increasing numbers of young Australians seeking to declare themselves bankrupt, the NSW government says.

Fair Trading Minister Linda Burney said a survey conducted by the Office of Fair Trading (OFT) had highlighted concerns about "premium" mobile phone content and the massive bills being racked up - often unknowingly - by users.

"Suddenly they have got bills of \$3,000 to \$4,000 because they thought services they were getting in term of downloads and ringtones, and voting on Big Brother, were free," Ms Burney told reporters.

In that case, control over their usage of technology matters most. There is no wrong in engaging to technology as long as you know your limit of using it and be concerned on who will be affected.

Chapter 9: Insights from Y2K and 9/11 for Enhancing IT Security

“High-level managers rarely have an understanding of the technical risks of computer systems” (pg. 185 par 1)

Since the high level managers use conceptual skills and focus more on the business competency, they tend to neglect the security and the risks of disasters. If there is a way to business continuity, they should prepare it. If in case of that disaster, all important files are safe and will allow the business to continue.

Book Title : Ethical and Social Issues in the Information Age

Book Author : Joseph Migga Kizza

Chapter 1 : Introduction to the Study of Social and Ethical Computing

“As the level of computer crimes increases on the one hand and our reliance and dependence on computer and telecommunications technology increases on the other, we are becoming more and more susceptible and exposed to cyberspace evils and insecurity.” (pg. 13, par 1)

Since this is the information age, a lot of people are dependent on the computer technology not only for communications but also for other things as well. In that case, their dependence on computer technology leads also to other things like computer crimes. Some people take advantage of the people who uses the computer for stealing money or using the information to use other people’s identity. This leads to cyberspace evils and insecurity due to the fear of being hacked or be taken advantage of as their identity are stolen and be used for mischief.

Chapter 2 : Morality and the Law

“Conventional laws of a society are determined by the moral beliefs of that society” (pg. 31, par. 3)

I disagree on this statement because being conservative does not mean moral. Besides, ethics is public that is applicable to everyone either liberal or conservative. A value-based theory which focuses on the characters of people may agree on this, but taking reality into consideration, conventional laws are made by the combination of liberal and conservative people that consolidated to bring balance to both sides.

Chapter 3 : Ethics, Technology, and Values

“Successful technological revolutions tend to create tempting situations often resulting in a loosening of individual moral values, and the computer revolution tops that list.” (pg 61. par 1)

As said on my reaction from the first statement, quoted that “...their dependence on computer technology leads also to other things like computer crimes. Some people take advantage of the people who uses the computer for stealing money or using the information to use other people’s identity. “, this leads to loosening of moral values.

Furthermore, some of the cyberspace temptation leads to more crimes as well as diverging moral conduct of children that makes them vulnerable to lose their manners taught by their elders since those people in the cyberspace are mostly liberal that sways their usual ways of life.

Book Title : Ethical and Social Issues in the Information Age
Book Author : Joseph Migga Kizza

Chapter 4 : Ethics and the Professions

“As students go through high school, content should become progressively more sophisticated. The message on responsible use of computers should be stressed more. The teen years are years of curiosity and discovery and a lot of young people find themselves spending long hours on computers.” (pg 75, par 1)

Addiction to computer is rampant on children nowadays due to the emerging of computer online games that causes their interest to be focused on the game and lose focus on their studies.

Moreover, most of the children get physically stressed out and makes them emotionally stressed as well and makes them less interested in studying.

In order for us to reduce that behavior, parents should give limitations to their children in playing or using the computer. In that case, they will be more disciplined and would learn to use the computer responsibly.

In schools, they should also teach the proper discipline of the real use of computer rather than playing games. The children should be taught on advanced usage of computer and make them more productive by using it.

Teens are also prone to addiction; they are more into personal sites or virtual community sites where they meet friends. There is nothing wrong with meeting friends but sometimes, some people tend to abuse this communities which sometimes tend to sway the morality of the teens.

Chapter 5 : Anonymity, Security, and Privacy and Civil Liberties

Even though information is a treasure, it can also be a liability; (pg 100, par 2)

Information can be a double-edged sword, it can kill yet it can help. Proper usage of information will make a company productive and in return, their productivity helps their consumers.

Since information is so powerful that it can reach everyone in the world and can see through everything, those who have these information have the liability if making sure that these information are kept and secured from those who wanted to use it for illegal acts.

Chapter 6 : Intellectual Property Rights and Computer Technology

“Computer technology in particular was born out of this individual creativity and the adventurism of young entrepreneurs.” (pg 129, par 3)

According to Lawrence Lessig, the founder of creative commons, in his speech in the TED (Technology, Entertainment, and Design) talk, he mentioned that we are in the

RW (read-write) culture where we recreate from the existing and allow us to enhance our creativity rather than just watching what others do that keeps us away from touching our creativity skills.

This allows us to create something from existing which will be useful for the community; this allows us to increase our knowledge as well as the capability of technology nowadays.

Book Title : Ethical and Social Issues in the Information Age
Book Author : Joseph Migga Kizza

Chapter 7 : Social Context of Computing

“There is a myth that young people use computers and the Internet far more than any other age group.” (pg 165, par 3)

Young people are eager to learn more on the unknown. They are curious enough that makes them seek for the knowledge and see for themselves what can it do. The thing is that they should be more careful in finding the answers, as the saying goes, “curiosity killed the cat.” They should put boundaries to what extent on what they are hoping to find.

Knowledge can be also a double edged sword, can kill and can give life. You can use it to help and you can use it to destroy everything.

Chapter 8 : Software Issues: Risks and Liabilities

“Because computers are increasingly becoming a part of our lives, there are numerous ways computers and computer software in particular affect our lives. In many of these encounters, there is risk involved.” (pg 211, par 1)

We are becoming very dependent to computer nowadays, and we even put our personal data and some important information on the computer especially in the internet. Computers are made to ease man’s work, but depending much on them makes us more vulnerable to risks of information theft as well as identity theft.

Being dependent on computers has risk; we also have the responsibility to protect the data that we have encoded on the computer from those who have the intention on using that information to do bad things that would harm you or other people.

Anticipate the risks and be prepared to have plans on what to do if in case that risk happened.

Chapters 9 : Computer Crimes

“The danger is real; the ability to unleash harms and terrorize millions of people, thus causing widespread panic, is possessed by many. The arena to play the game is global, and there is no one who can claim a monopoly on such attacks.” (pg 255, par 1)

As I mentioned earlier, being dependent on computers has risk; we also have the responsibility to protect the data that we have encoded on the computer from those who have the intention on using that information to do bad things that would harm you or other people. We should anticipate the risks and be prepared to have plans on what to do if in case that risk happened

The danger is serious in the sense that one crime that you have done in the internet would harm a lot of people because the scope of internet is global which connects different people in different parts of the world.

Book Title : Ethical and Social Issues in the Information Age
Book Author : Joseph Migga Kizza

Chapter 10 : New Frontiers for Ethical Consideration: Artificial Intelligence, Cyberspace, and Virtual Reality

“Human beings are naturally curious and drawn to investigate new phenomena whenever possible.” (pg 264, par 2)

I mentioned in the 13th book review that “curiosity killed the cat.” they should put boundaries to what extent on what they are hoping to find. Knowledge can be also a double edged sword, can kill and can give life. You can use it to help and you can use it to destroy everything.

Knowledge is very powerful that allows you to create something, innovate, and recreate. But we are born to see the knowledge that is bigger than us. This knowledge can be blinding, making you lose focus and defy what you have believed since birth.

Chapter 11 : Cyberspace and Cyberethics

“By its very nature, cyberspace is a mass access medium, as we pointed out earlier. With the expansion of Internet use, many companies are becoming heavy users because there are many advantages, especially for research personnel. Many Internet users are in a scavenger hunt for leaking information.” (pg 296, par 1)

I mentioned in the 13th book review on the past chapter that “we are becoming very dependent to computer nowadays, and we even put our personal data and some important information on the computer especially in the internet. Computers are made to ease man’s work, but depending much on them makes us more vulnerable to risks of information theft as well as identity theft. Being dependent on computers has risk; we also have the responsibility to protect the data that we have encoded on the computer from those who have the intention on using that information to do bad things that would harm you or other people.” In that case, since information is powerful, a lot of people are tempted to use it for harming you or other people. They seek unprotected information and steal it, use it to do things that might harm other people and who would be blamed? It can be the person that he got the information on.

Due to this risk, we are responsible on protecting our information and making it safe from the scavengers.

Chapter 12 : Computer Networks and Online Crimes

“Prevention is perhaps the oldest and probably the best defense mechanism against online crimes.” (pg 332, par 2)

“Prevention is better than cure” a cliché that has been making everyone prepared from the unexpected things that are to happen.

Since we are not sure on what will happen next, we anticipate every risk and look on different angles.

Case Studies

Pirates Can't Be Stopped

Andra Pradesh

Casas Bahia

Code of Ethics

Annapurna Salt

CEMEX

Hindustan Lever

Jaipur Foot

Racial Oppression

ICICI Bank

Voxiva

ITC e-Choupal

Fortune at the bottom of the pyramid: A Mirage

Security and Privacy (Exercise)

Intellectual Property Rights and Computer Technology

Pirates can't be stopped:

<u>Company</u>	<u>Pirates</u>
<p>Planted booby trapped versions of songs and films to frustrate downloader</p> <p><i>(Commandment number 2): Thou shall not interfere with other people's computer work in forms of sending thoughtless stuffs on the internet</i></p>	<p>(page 1) Ethan starts poking around on the company's servers (MediaDefender). He found folder after folder labeled with the names of some of the largest media companies on the planet: News Corp, Time Warner, Universal.</p> <p><i>It violates the third commandment: Thou shall not snoop around in other peoples' work.</i></p>
<p>Saaf try to contain the problem to Napster and will try to block it from getting out into the internet</p> <p><i>(Commandment number 10): Thou shall use computer in ways that ensure consideration and respect for your fellow humans</i></p> <p><i>(Myth number 9): Business Ethics is not a matter of good guys pressured by bad guys—it should pay respect to everyone and be applicable to everyone as long as it doesn't hurt anyone. In this case, access to the internet is a privilege of everyone. Besides, governing oneself is the best form of government.</i></p>	<p>(page 2) He hands me a flash drive containing documents that I was later able to independently verify as internal, unpublished information belonging to MediaDefender.</p> <p><i>It violates the fourth commandment: Thou shall not use a computer to steal.</i></p>
<p>The record industry shut down Napster</p> <p><i>(Myth number 9): Business Ethics is not a matter of good guys pressured by bad guys—it should be not bias to any of the side.</i></p>	<p>(page 2) Ethan says, he figured out how to read MediaDefenders' email.</p> <p><i>It violates the seventh commandment: Thou shall not use other's computer resources without authorization or proper compensation.</i></p>
<p>Trace people who upload files so they can sue them</p> <p><i>(Commandment number 3): Thou shall not snoop around people's work—uploads are still private and tracking it will be a form of snooping around files</i></p>	<p>(page 2) listen to its phone calls.</p> <p><i>It violates the tenth commandment: Thou shall use computer in ways that ensure consideration and respect for your fellow humans.</i></p>

<p>(California Bill) Crack down on pre-texting—a practice if using false pretenses to get personal information about someone</p> <p><i>(Myth number 6): Information is not neutral and amoral—information is a double edged sword that is why they should use it with care and acquire it in a proper manner.</i></p> <p><i>(Commandment number 5): Thou shall not use computer to bear false witness—though for a good cause, they shouldn't lie.</i></p>	<p>(page 2) Access just about any of the company's computers he wanted to browse.</p> <p><i>It violates the third commandment: Thou shall not snoop around in other peoples' work.</i></p>
<p>The biggest spear in the neck for the pirates: being vigilant, prosecuting, and making fun of them.</p> <p><i>(Commandment number 10) Thou shall always use a computer in ways that ensure consideration and respect for your fellow humans—making fun of other people though for a good cause, still is not a good act.</i></p>	<p>(page 2) He uncovered the salaries of the top engineers as well as names and contact information kept by C.E.O. and co-founder Randy Saaf (with notations of who in the videogame industry is an "asshole" and which venture capitalists didn't come through with financing).</p> <p><i>It violates the second commandment: thou shall not interfere with other people's computer work.</i></p> <p><i>It violates the third commandment: Thou shall not snoop around in other peoples' work.</i></p>
<p>Holly wood tried lobbying Sweden to do something about the Pirate Bay.</p> <p><i>(Commandment number 4) Thou shall not use a computer to steal—information cost a lot nowadays, that is why stealing it means stealing money</i></p>	<p>(page 2) He also figured out how the firm's pirate-fighting software works.</p> <p><i>It violates the third commandment: Thou shall not snoop around in other peoples' work.</i></p>
<p>Police confiscated 186 pieces of computer equipment and hauled in Svartholm and Neji for questioning</p> <p><i>(Myth number 9): Business Ethics is not a matter of good guys pressured by bad guys—it should be not bias to any of the side unless it harmed a person's well-being.</i></p>	<p>(page 6) Sunde then reads the reply he is about to post: "For fuck's sake," it begins, "get your facts straight, and become more insulting from there.</p> <p><i>It violates the second commandment: Thou shall not interfere other peoples computer works.</i></p>

<p>Executives sent flurries of emails about how to stage-manage product demonstrations</p> <p><i>(Myth number 10) Ethics can be managed—ethics are set and managed through standards given.</i></p> <p><i>(Myth number 5): Good business doesn't mean good ethics—best practices doesn't mean good ethics, it may be into good etiquette but not moral.</i></p>	<p>(page 3) “These guys are not right; I’m going to destroy them.” Says Ethan</p> <p><i>It violates the ninth commandment: thou shall think about the social consequence of the program you are writing or the system you are designing.</i></p>
<p>They run a honey pot to trap pirates through a video site called MiiVi</p> <p><i>(Commandment number 5): Thou shall not use computer to bear false witness—it is a form of lying in a sense that you did that site for other purposes rather than what is said in the description</i></p> <p><i>(Commandment number 10) Thou shall always use a computer in ways that ensure consideration and respect for your fellow humans—luring others for some reason that they are not really aware of is a disrespect for them.</i></p>	<p>(page 3) They grabbed a half-year’s worth of internal emails and published them on the same file sharing prowled by MediaDefender.</p> <p><i>It violates the eight commandment: Thou shall not appropriate other peoples’ intellectual output.</i></p>

Pirates can’t be stopped comparison:

Comparison

A. Points of Similarity

Company	Pirates
1. MediaDefender made some tricks to sabotage Pirate Bay, like putting booby trapped version of songs and films that frustrate the down loaders (Page 2, par 2, sen. 3)	1. He figured out how to read Media Defender email. (Page 2, Par. 5, Sen. 2)
2. The biggest spear in the neck for the pirates: being vigilant, prosecuting, making fun of them. (Page 5, par 2, sen. 2)	2. (page 2) listen to its phone calls.
3. Trace people who upload files so they can sue them	3. He figured out how to access just about any of the company’s computers he

	wanted to browse. (Page 2, Par. 5, Sen. 2)
4. They run a honey pot to trap pirates through a video site called MiiVi	4. He also figured out how the firm's pirate-fighting software works. (Page 2, Par. 5, Sen. 4)
5. The record industry shut down Napster in 2001 (page 4, par. 4, sen. 2)	5. He uncovered the salaries of the top engineers as well as names and contact information kept by C.E.O. and co-founder Randy Saaf (with notations of who in the videogame industry is an "asshole" and which venture capitalists didn't come through with financing). (Page 2, Par. 5, Sen. 3)
6. Police confiscated 186 pieces of computer equipment and hauled in Svartholm and Neji for questioning. (page 7, par. 3, sen. 3)	6. (page 3) "These guys are not right; I'm going to destroy them." Says Ethan

3. Points of Difference

Company	Pirates
1. M.P.A.A. filed a law suit against several websites in 2006. (Page 9, par. 4, sen. 3)	1. (page 1) Ethan starts poking around on the company's servers (MediaDefender). He found folder after folder labeled with the names of some of the largest media companies on the planet: News Corp, Time Warner, Universal.
2. If you can't beat them, join them. (Page 5, par. 4, sen. 1)	2. One of the country's (Sweden) top attorneys immediately signed on to defend the Pirate Bayers. (Page 7, Par. 4, Sen. 1)
3. MediaDefender and the rest of the anti piracy firms presents a trickier problem for Pirate Bay. (Page 7, par. 4, sen. 2)	3. (page 3) They grabbed a half-year's worth of internal emails and published them on the same file sharing prowled by MediaDefender
4. Holly wood tried lobbying Sweden to do something about the Pirate Bay. (Page 7, par. 3, sen. 1)	4. (page 6) Sunde then reads the reply he is about to post: "For fuck's sake," it begins, "get your facts straight, and become more insulting from there.

5. (California Bill) Crack down on pre-texting—a practice of using false pretenses to get personal information about someone.	5. (page 2) He hands me a flash drive containing documents that I was later able to independently verify as internal, unpublished information belonging to MediaDefender.
6. Executives sent flurries of emails about how to stage-manage product demonstrations	6. Down loaders aren't thieves; they're just rabid fans. (Page 10, Par. 3, Sen. 2)
	7. The law protects Sweden's internet service providers from being sued for what passes through their network. (Page 7, Par. 2, Sen. 1)
	8. Ethan put a link at Digg that led the bloggers accused the company for running a honeypot to trap pirates who were uploading a protected content. (Page 9, Par. 1, Sen. 3 and 6)

Andra Pradesh

“Is it possible for it to be implemented in the Philippines?”

Yes it can be implemented in the Philippines through continuous focus. Most Filipinos are into traditional ways of doing things. Making something automated takes time for them to be familiar of them. Take the counting machines in voting as an example, it was to be implemented but due to some anomalies and soon was forgotten and became a white elephant project.

Corruption is something that is inevitable but can be minimized at some cost but through tight security of the system to be implemented; soon it would diminish and soon will be reduced to zero.

In the case in Andra Pradesh, though it was successfully implemented, corruption through middlemen still exist but as to their studies, it will be eradicated soon as time goes by due to the reason that the land deeds cannot be easily acquired from the system.

In the eSeva (or e-service), they have successfully implemented it as to the feedbacks of the citizens that used the technology. According to them, saved time from avoiding those long lines, corruption is already gone, and all transactions are done in a single location.

In the Philippine setting, this types of system has been implemented, just like the e-banking systems of the banks that was somehow being used by most of the Filipinos. One example is the BPI Family Bank's e-banking, the customers can pay their bills as well as depositing online even if they are in their homes, it reduced their time of going to the banks or pay centers for paying their bills. But as of now, not all Filipinos are into this technology, maybe some are aware but still they are into manual process as they are still adapting to the technology.

Casas Bahia

Casas Bahia is a store built by Samuel Klein when he went to Brazil after surviving the Nazi concentration Camp. At first, he sold blankets, bed linens, and bath towels door to door in Brazil just to support his family. He developed Casa Bahia to a large retail company after fifty years of hardwork. Now earning R\$4.2 billion with 330 stores with 20,000 employees as he serve Brazil's poor.

According to Michael Klein, the son of Samuel who is now managing day-to-day operations together with his brother Saul, his father realized that the average population was not wealthy due to the migration of the people from northeast region to their town in Sao Paulo. Due to that thought in mind, his father envisioned to fulfill the needs of the poor population by providing them with basic goods such as towels, linens, and sheets. But the dilemma is how would the poor pay? Michael answered that they can solve it through financing.

Though time goes by, the management of Casas Bahia rests with Samuel Klein as the "mind of the company" while he is in the headquarters and still their culture, though acquiring modern technologies, still remains. Due to that, Samuel doesn't sell a stake to outside investors because he believes that "Partners boss you around" and he also believes that culture and philosophy are important for continued success.

As for my opinion, I agree with Samuel Klein as he focused more on making the less fortunate as his primary market. Not only because of they have the greatest population but due to his vision of helping the poor by providing them with basic goods like linen, towels, and sheets. Though majority of those people don't have the capacity to pay and due to that, profitability is doubted but that dilemma was solved by financing as according to Michael Klein which I also believe is true. You could be successful in your business through proper management of your money (great businessmen are those who can manage and juggle their finances well).

I also agree that culture and philosophy are important because they give identity to your company. It allows you to be more productive and gives your employees motivation to be more productive and it also allows you to gain loyal customers.

Code of Ethics

Strength	Weakness
<ol style="list-style-type: none">1. Inspire the members to behave responsibly2. Guide the members of a profession in ethical choices3. Educate members of a profession about their professional obligation4. Codes inform the public about the nature and roles of the profession5. Discipline members when they violate one or more of the code's directives6. Codes "sensitive" members of a profession to ethical issues and alert them to ethical aspects they otherwise might overlook7. Codes enhance the profession in the eyes of the public	<ol style="list-style-type: none">1. Directives included in many codes tend to be too general and too naïve2. Codes are not always helpful when two or 3 more directives conflict3. A professional code's directives are never complete or exhaustive4. Codes are unaffecting (have no "teeth") in disciplinary matters5. Directives in codes are sometimes inconsistent with one another6. Codes do not always distinguish between micro ethics and macro ethics7. Codes can be self serving for the profession

Appendix A: ACM Code of Ethics

The Code shall be supplemented by a set of Guidelines, which provide explanation to assist members in dealing with the various issues contained in the Code. (Str 1)

It should be noted that although computing is not mentioned in the imperatives of Section B.3, the Code is concerned with how these fundamental imperatives apply to one's conduct as a computing professional. (Wkn 3)

It is understood that some words and phrases in a code of ethics are subject to varying interpretations... (Wkn 1)

Appendix B: Australian Computer Society Code of Ethics

I will serve the interests of my clients and employers, my employees and students, and the community generally, as matters of no less priority than the interests of myself or my colleagues. (Str 1)

I will distance myself professionally from someone whose membership of the ACS has been terminated because of unethical behavior or unsatisfactory conduct. (Wkn 7)

Appendix C: BCS Code of Conduct

You shall observe the relevant BCS Codes of Practice and all other standards which, in your judgment, are relevant, and you shall encourage your colleagues to do likewise. (Wkn 5)

This is a general responsibility, which may be governed by legislation, convention or protocol. (Wkn 6)

Appendix D: IEEE Code of Ethics

To seek, accept, and offer honest criticism of technical work, to acknowledge and correct errors, and to credit properly the contributions of others; (Str 2)

(Wkn 3)

Appendix E: Software Engineering Code of Conduct

Computers have a central and growing role in commerce, industry, government, medicine, education, entertainment and society at large. (Str 7)

It is not intended that the individual parts of the Code be used in isolation to justify errors of omission or commission. (Str 5)

Ethical tensions can best be addressed by thoughtful consideration of fundamental principles, rather than blind reliance on detailed regulations. (Str 2)

ANNAPURNA SALT CASE STUDY

1. What is the role of NGOs (Non-Governmental Organizations) in BOP markets according to Prahalad? Do you agree with this position?

According to Dr. C. S. Pandav, NGOs serve as an interface between people especially those who are poor and needy, and the private sector/government. In other words, they form a link between those who have and do not have. The strength of an NGO such as ours is competence, commitment, credibility, collaboration and advocacy.

Yes I agree with his position, since an NGO's primary role is to help the poor and the needy, and they ask aid not only from those who want to help but also from the government as well.

2. According to Rekha Balu of Fast Company, "poor people ... can become just as discerning about brands as rich customer". Do you agree with this statement? Is this applicable in the Philippines?

As said by Rekha Balu, product of value means higher quality of the product and offering them to the poor offers them a better quality of life. But as to my own opinion nowadays, in the Philippines, poor people don't mind much about the brands as long as they provide them their need. As much as they wanted those branded products, they don't have the capacity to afford that. In relation to that, since they cannot afford to buy those branded products, they are more into generic products. Like those of the medicines, those generic medicines provide the same effect as to those with known brands but cheaper. The government will be having the cheaper medicine law but it is still under discussion.

3. What is the nature of the breakthrough of K₁₅ Technology in your own words?

Its discovery for making an iodized salt that is "perfect" in the sense that it has the right amount of chemicals and would not lose its nutrients even in different environments.

4. What are the issues/difficulties in branding something like salt according to Vishal Dhawan?

Though people want to have brands for salts with a higher quality, but it is impossible to differentiate in products like salt.

5. Why is the Annapurna evolution necessary according to Vishal Dhawan?

It is because Annapurna needs to give reasons for the market to expand and the life of a product is usually 18 months.

6. What would the nature of the "differentiator" for Dr. Amitava Pramanik?

This is to differentiate Annapurna from the others, which recognizes deficiency in other brands.

7. What is the effect of advertising for the marketing strategy for Annapurna with K₁₅?

It was a big success with their advertising through a puppet show by which their advertisement is watched by their target market with an average of 4 times per day. In the future, Annapurna's advertisements will be tracked carefully.

8. What are the innovations of HLL with regards to transporting salt?

They began to transport salts by rails by 12 rake sized carriages carrying up to 2,200 tons. Then the rail would load it to trucks by "salt buffer depot" step to transport it to the wholesalers or retail outlets.

9. What is Project Shakti and what are its goals?

It is a project which identified six new growth opportunities of HLL which are:

- Confectionaries and sweets
- Consumer health cares
- SANGAM, an e-retailing program for daily ordering and delivery.
- Addressing the needs of top-end consumers
- Water
- Shakti, a direct to consumer initiative targeted at individuals at the bottom of the pyramid in rural India.

This project Shakti utilizes women's self-help groups for entrepreneur development training to operate as rural direct-to-home sales force, educating customers on the health and hygiene benefits of HLL brands and nurturing relationships to reinforce the HLL message.

10. How would you imagine SANGA, an "e-tailing program for daily ordering and delivery"? If you were its designer how would you describe it?

If I was its designer, I would describe it as the system for HLL that would accept orders for delivery and records each transaction in a database and would be operated through the internet (worldwide web).

11. Project Shakti caters exclusively to men. There have been requests for men to become Shakti dealers but HLL turned them down. If you were the decision-maker, would you allow men to become Shakti dealers? Why?

Yes, since I believe at the age of equalitarian that defines the equality among men and women where everything that a man can do is also applicable to women. If the women can have entrepreneurial skills, then a man can do it also through proper training.

12. What is i-Shakti? As an IM student how can you improve i-Shakti?

i-Shakti is an IT enabled rural community development initiative from Hindustan Lever Ltd and is a part of Project Shakti.

The objective of i-shakti is to offer Free Informational services to Rural Consumers through a network of kiosks controlled through a central server farm. Thousands of these kiosks in rural India allow consumers to access interactive rich media content across topics like Agriculture, Health, Education, Employment, Entertainment and Games. As

the services are offered free of cost there are a large number of villagers visiting these kiosks to suit their needs. This allows the network to act as an Advertising and Marketing Platform for brands interested in a rural audience.

Each i-Shakti kiosk comprises a desktop PC system operates fully de-coupled from all the other PCs (kiosks) in the network and a Central Server to which it can "synchronize" data through a dial up connection.

The i-Shakti Software will need to be installed on a PC with suitable technical configuration and works in a Custom Browser that gets deployed on the PC as part of software installation process.

The i-Shakti software once deployed on the PC acts as a kiosk and will "synchronize" with a Central server for updates and data transfer over a dial up internet connection.

(Details are taken from: <http://www.hllshakti.com/writeup.htm>)

As an Information Management student, I can improve this i-Shakti by first making it browser independent so that, anyone can access it if ever the custom browser is unavailable. Since, it transfers data via dial-up internet connection, possibly it is slow that is why a DSL (Direct Service Line) can improve its data transfers and updates.

13. HLL's would-be competitors decided to have a watch-and-wait policy. If you were a would-be competitor for HLL would you decide to get into HLL's market? Why? How?

I would just do benchmarking but I will improve my business through new products and improvement on my IT systems since a good IT system is a good competitive advantage.

14. Should HLL keep their K15 technology proprietary? Why?

Yes, it is where all of their advantage started, and then it will be a basis for their further improvement.

15. Do you think a program like Project Shakti would succeed in the Philippines? What do you think would be some of the anticipated difficulties?

Yes, but having a country which is geographically distributed would be a challenge for synchronizing and updating the data.

CEMEX

1. How did CEMEX fundamentally change the way it conducted its business?

CEMEX shifted from selling individual products to selling complete solutions. They cited some of the sources of their own competitive advantage which are: (1) continued innovation in their business; (2) had high level of commitment to customer service and satisfaction; (3) proven postmerger integration expertise; (4) having a digital evolution through their sophisticated information systems which gave them efficient production, distribution, and delivery processes through; and (5) their ability to identify high-growth market opportunities in developing economies.

2. How does information systems contribute to CEMEX' competitive advantage?

The information systems provided CEMEX a great competitive cost advantage over their competitors through excellent distribution infrastructure and centralized, computerized delivery network in which every movement of every truck is monitored in real time. It gave them 97.63% on-time delivery of cement in Guadalajara.

3. What is social capital? How does CEMEX build social capital?

Social capital, referring to connections within and between social networks, is a core concept in business, economics, organizational behavior, political science, public health, sociology and natural resources management. Though there are in fact a variety of inter-related definitions of this term, which has been described as "something of a cure-all" for the problems of modern society, they tend to share the core idea "that social networks have value." (http://en.wikipedia.org/wiki/Social_capital)

CEMEX used Patrimonio Hoy which means "saving/property today". Patrimonio Hoy is a system that enables poor people to pay for services and building materials to upgrade their homes. This program blends the pursuit of profit and social responsiveness at CEMEX.

4. How is the low-income savings characteristics of Mexican society characterized?

The part of the lower class that has low income savings is "tandas or pools". If the families have spare money left to save they put it into the pool once a week or intervals after receiving paychecks. Members can bid for the pool by deep discount or win the pool through lottery. The pool is used for unanticipated family emergencies, education and housing.

5. How are the entrepreneurial characteristics of the women in Mexican society tied to the CEMEX BOP strategy?

Since women are the key drivers of savings in families, they are the ones who have the entrepreneurial instinct in the family. Studies have shown that 70% of

the women are the ones who are saving for the tanda system. Therefore they are the ones who allocate money that eventually will be used for housing purposes.

6. What did the CEMEX initial market research in Guadalajara discover?

They discovered that in Guadalajara the social and economic profile of low-income communities are the biggest in numbers, second CEMEX is losing its stronghold in the second largest city in Mexico and third the home of the people there all seems to be under construction; and the homes are composed of clay and limestone and they had to find other ways for the growth in Guadalajara.

7. What is the role of *socios* in the Patrimonio Hoy system? How important are they in the making the system successful?

The socios are the partners and they are the customers who were enrolled in the Patrimonio Hoy system. These socios are groups of that is structured to have only three people for discipline in the members and much easier to enforce payment. The groups are formed to help each other during emergencies.

8. Why do you think it was important for CEMEX to position itself as a *complete solutions provider* vs. just another product provider?

If CEMEX did not have an innovation, there wouldn't have any competitive advantage and differentiation towards their competitors for the customers to patronize their products.

9. How is the social capital of Patrimonio Hoy promoters related to economic capital?

The promoters are there to invite people to join this saving-credit system to help the people and in return the promoter will have points or commissions. The fewer economic capital they have, the greater they will be depending on their social capital that is why this encourages more promoters to bring a lot of loyal socios to CEMEX.

10. What, in brief, is the value of Patrimonio Hoy to a) its promoter b) its *socios* & partners c) its suppliers and d) its distributors?

Promoter recruits customers and they "evangelize" about the system to the non-members

The socios and the partners are those considered as the loyal customers or members of the system.

CEMEX have the bargaining power with their suppliers and as well as with their distributors. They negotiate with their suppliers in their three key factors: (1) generating a steady demand for materials; (2) create consistent revenue stream ; and (3) ensuring zero-risk collection of money.

The distributors offered participation in the program due to the push-pull strategy.

11. What is *patrimonio*? Why is this important for the marketing efforts for the Patrimonio Hoy system?

Patrimonio is the immovable properties that families leave for their child/ren. This motivates them to save money and thus as to their traditional values, they are convinced to enroll in the Patrimonio Hoy.

12. How can Patrimonio Hoy offer a slightly higher price than its competitors and maintain a competitive edge?

It is because they had negotiated a 7% discount from their distributors and see to it that it is reasonably priced through series of studies and they offer that price for a 70 week period for their socios.

13. How does the concept of freezing prices encourage *socios* to do more business for Patrimonio Hoy?

It is because the socios can buy more products when the prices are lower.

14. Intuitively, doing with business with a low income group would be riskier than traditional lending models but it is profitable for Patrimonio Hoy. Why?

They established three important factors: the group commitment, social capital and the penalty fee structure

15. What is the role of peer/community pressure in the Patrimonio Hoy lending model?

If the partner was unable to pay for the amount that he promised then he will have a penalty of fifty percent and the late payments can find difficulty of acquiring credit.

16. How has Patrimonio Hoy changed the consumer behavior in Mexico?

The Patrimonio Hoy helped the people to save money for their future needs and gave them the opportunity to build their houses through quality materials with reasonable amounts.

17. What are the challenges of the Patrimonio Hoy program?

Customer retention is a challenge of this program. After building a room, the owners will try to rest a while due to the payment charges. There is uncertainty whether they will start to build another room or not.

18. What does Construmex take advantage of the existing remittance market between U.S.A and Mexico?

The Construmex allows the Mexicans living in the United States to send their money directly to cement distributors in Mexico. Distributors are the one transacting between the company and its consumers. They are the one who

does the delivery of the orders too. The main purpose of Construmex is not for profit but for general awareness and for the education of the people and also for the marketing of the company.

19. CEMEX Philippines is exploring the possibility of replicating the Patrimonio Hoy system in the Philippines. What are the parallels between the Mexican and the Philippine market?

Philippines and Mexican market are quite similar. There are a lot of Filipinos who also want to build good and comfortable homes but they are not capable of building one due to the cost of building one. If they will be offering the Patrimonio Hoy here in the Philippines, it will open doors for the low-income Filipinos to have the opportunity in building their houses.

20. As an IT practitioner looking at the Construmex business model, what IT-driven systems can you propose to make CEMEX more competitive? (name 10-15)

1. Supply Chain Management System
2. Customer Relationship Management System
3. E-Commerce Website
4. Decision Support System
5. Fleet Management System
6. Transaction Processing Systems
7. Accounting System
8. Sales and Inventory System
9. Executive Support System

Hindustan Lever Limited Case Study Guide Questions

1. What is the innovation that HLL introduced in the area of diarrheal disease prevention?

The innovation that HLL (Hindustan Lever Ltd.) introduced in the area of diarrheal disease prevention is through marketing a common consumer good which is the soap.

2. Why is handwashing an excellent preventive measure against diarrheal disease?

According to a research, “washing hands with soap could significantly reduce incidences of infection” and “washing hands with soap reduced diarrhea attacks by 48 percent” (Market at the Bottom of the Pyramid, page 209)

3. Why is an MNC in the best position to influence behavioral change in combating diarrheal disease?

It is because a multinational corporation especially in the soap industry has the capacity to reach out to the different people of India.

4. According to Yuri Jain of HLL, what is the connection between diarrheal disease prevention and HLL products?

Since HLL are the largest seller of soap in India (as according to Yuri Jain), they should be the one to effectively approach the people and make them aware of the health risk and as they become aware, they would buy their product that will increase their market and then the people would have the chance to lessen their risk of acquiring diarrhea, therefore both parties can benefit.

5. According to Harpreet Singh Tibb, what is the connection for HLL between economy, beauty and health?

According to Tibb, if the HLL could successfully establish why health is important or why soaps contribute to the reduction of health incidents, then they can save money from medical bills which can be a long term savings.

6. What was the impact of the Central American Handwashing Initiative to its beneficiaries?

It developed a handwashing habit to those beneficiaries that allowed them to decrease the risks of diarrhea.

7. What was the reason for Dr. Vedana Shiva's opposition to the PPP? Is it justified?

Dr. Vedana argued that the women in Kerala are literate enough to know about health and hygiene and in addition, they have the access to safe water and thus they can minimize the risks of having diarrhea. Having PPP would be an insult to them.

8. If you were in a position to decide how to go ahead with PPP while knowing the opposition how would you go about it?

Yes, because it is an awareness campaign, I would suggest pursuing it. Regarding to those who oppose the PPP, I would first hear their side and justify my objectives regarding the PPP, I will negotiate and see to it that both parties could benefit and be contented with the decision.

9. How did Lifebuoy re-brand itself? Do you agree with HLL Chairman Marvinder Sing Banga's decision? Why?

Lifebuoy re-branded itself through creation of other products other than soap wherein they also plan to have products such as talc powder, shampoos, and others. Yes I agree with Chairman Banga regarding the re-branding, in order for a company to be competitive, they should also have other products.

10. What is Chairman Banga's approach to costing Lifebuoy? Do you agree with this approach?

They reformulated Lifebuoy and set the price that is affordable to the masses. I agree with this approach since a good target market is the masses and in addition, health and hygiene products should be affordable to everyone.

11. What is the key to sustained community behavioral change according to Harpreet Singh Tibb?

According to Tibb, the key to community behavior change is to be interactive. Since going to rural areas is very expensive, they need to ensure that those community that they have reached out are dedicated and appreciated the program.

12. The Lifebuoy Swasthya Cheetna program decided to go through the local school system? Would this approach work in the Philippines?

Yes. Back in year 2005, the safeguard (Procter and Gamble Philippines) have this project regarding the proper way of handwashing and they are into schools. The project is quite successful as to my assessment due to the fact that my previous alma mater did change the students to handwashing habits.

13. What is the Lifebuoy Swasthya Cheetna's process for creating behavioral change?

The Swasthya Cheetna's process for creating behavioral change are: (1) Initiation and Information; (2) Large Scale Propagation; and (3) Reinforcement and preparing for sustainability (Market at the bottom of the Pyramid, page 226)

14. Each exposure in the behavioral change process involved 5 key communication tactics? Can you add or subtract to these tactics? Would these tactics work in the Philippines?

Yes, I believe that it could work in the Philippines. I don't think I can add more to that tactics.

15. Explain the germ-glow demonstration. Do you think it was effective? Are there any alternatives?

The germ-glow demonstration allowed the people to know that “visually clean is NOT safe clean” (Market at the Bottom of the Pyramid, page 227). They used the glow-germ powder and a black box that is used after they have washed their hands. They see the germs that are left in their hands and thus they become aware of the fact that there are still germs left after washing only in water.

16. How did you think the Swasthya Cheetna program impact HLL? Was it a success?

Yes it was a success, it improved the image of HLL and not only that, I also increased their customer loyalty as well as increased their market value that increased their sales as they reached local schools and through provinces.

17. How can wealthier Indian populations benefit from the health and hygiene messages?

They are visited by the team after the school is out and send the same messages

18. Is the PPP scalable? What about the Swasthya Cheetna program?

It is hardly scalable. But some data said that they are growing as given by the figures such as the increase of their sales by 30% (Market at the bottom of the Pyramid, page 229)

19. Yuri Jain claims that PPP has scale. Do you agree with him?

Yes, since some benefits can be quantifiable, it can be scaled.

20. Why do you think PPP was slowed down while the Swasthya Cheetna program pushed through?

It is due to same goals that results to confusion to both projects.

Jaipur Foot Case Study Guide Questions

1. What is the innovation of Jaipur Foot?

Jaipur Foot is a prosthetic foot “tailored to the active lifestyle of the poor and costs only about \$30” (The Fortune at the Bottom of the Pyramid, pg. 244) as compared to other prosthetic foot in the United States, it is much cheaper and affordable by the people of India. It is “provided and serviced for free to impoverished handicapped citizens in India” (The Fortune at the Bottom of the Pyramid, pg. 244)

2. What is the business of Jaipur Foot?

Jaipur Foot is a “predominantly hand-made artificial foot and lower limb prosthetics. It has revolutionized life for tens of thousands of amputees around the world. This foot was originally designed to meet the needs of a developing country lifestyle such as squatting, walking (barefoot), and sitting (cross-legged).” (The Fortune at the Bottom of the Pyramid, pg. 244)

3. Who are the main beneficiaries of Jaipur Foot's products?

The main beneficiaries of Jaipur Foot’s products are the amputees.

4. Why is Afghanistan one of the markets of Jaipur Foot?

It is due to the great number of landmines that leads to the amputation of at least 300 inhabitants (The Fortune at the Bottom of the Pyramid, pg. 246)

5. How does Jaipur Foot's product pricing compare with the West?

Jaipur Foot products are much cheaper compared to other companies in the U.S. that provides the same product.

6. What is the Gait Cycle?

“It is the rhythmic alternating movements of the two lower extremities comprise the gait cycle which results in forward movement of the body. Simply stated, it is the manner in which we walk”(The Fortune at the Bottom of the Pyramid, pg 249)

7. How was the first Jaipur Foot artificial limb developed?

It was made by Ram Chandra who was born into a family of artisans. He made the first Jaipur Foot from rubber where he got the idea from having a flat tire while thinking of an alternative way of having a prosthetic foot that is flexible enough to squat or cross-leg. With the help from the other doctors, they developed refined it then patented it.

8. What are the design considerations in the Jaipur Foot Design Process?

They have considered the lifestyles of those poor people that lost their limbs and due to the lack of benefits such as the social security, they need to earn for a living and thus they need a prosthesis that can support their work.

9. What are the constraints in the development for Jaipur Foot?

- Poverty
 - Majority of the amputees are poor
- Closed economy
 - Limited import of foreign materials
- Work lifestyle
 - Long hours of working and working in uneven ground level
- Limited trained manpower
 - Lack of skilled laborers of prosthesis.

10. How can you compare the raw materials for Jaipur Foot vs. other products?

The raw materials for Jaipur Foot are locally made and much cheaper.

11. Explain a typical fitting day for a Jaipur Foot? How does it compare with the West?

Jaipur Foot does not focus on speed of service alone, they see to it that they cater also the psychological needs of the patients and serve free food and accommodations for their patient's relatives.

12. What is the BMVSS? How does Jaipur Foot conduct community outreach?

Bhagwan Mahaveer Viklang Sahayata Samiti (BMVSS) is a non governmental, nonprofit and non-religious organization that primarily fabricates and fits Jaipur Foot. (The Fortune at the Bottom of the Pyramid, pg. 244) They make sure that Jaipur Foot is available to as many amputees as possible. (The Fortune at the Bottom of the Pyramid, pg. 256)

13. Compare Jaipur Foot with Ossur - which one is more competitive? Why?

Jaipur is more competitive. It is because their great difference lies on their market and sales which makes Ossur the second competitive in the production of prosthesis in the world.

14. Is the Jaipur Foot model scalable? Explain.

Yes, through the camp system which allow them to reach to remote areas of India.

15. What is the significance of Jaipur Foot's cooperation with ISRO?

It allows them to reduce the cost of manufacturing and also allowed them to make the product lighter.

1. Who is Barack Obama?

Barack Hussein Obama, Jr. is the junior United States Senator from Illinois and a leading candidate for the Democratic nomination in the 2008 U.S. presidential election. (http://en.wikipedia.org/wiki/Barack_Obama, par 1)

2. Transcript of Obama's Speech in Philadelphia, Pennsylvania

International Herald Tribune
Transcript: Senator Barack Obama's speech

Tuesday, March 18, 2008

The following is the text of Barack Obama's speech in Philadelphia, as prepared for delivery and provided by his campaign.

"We the people, in order to form a more perfect union."

Two hundred and twenty one years ago, in a hall that still stands across the street, a group of men gathered and, with these simple words, launched America's improbable experiment in democracy. Farmers and scholars; statesmen and patriots who had traveled across an ocean to escape tyranny and persecution finally made real their declaration of independence at a Philadelphia convention that lasted through the spring of 1787.

The document they produced was eventually signed but ultimately unfinished. It was stained by this nation's original sin of slavery, a question that divided the colonies and brought the convention to a stalemate until the founders chose to allow the slave trade to continue for at least twenty more years, and to leave any final resolution to future generations.

Of course, the answer to the slavery question was already embedded within our Constitution – a Constitution that had at its very core the ideal of equal citizenship under the law; a Constitution that promised its people liberty, and justice, and a union that could be and should be perfected over time.

And yet words on a parchment would not be enough to deliver slaves from bondage, or provide men and women of every color and creed their full rights and obligations as citizens of the United States. What would be needed were Americans in successive generations who were willing to do their part – through protests and struggle, on the streets and in the courts, through a civil war and civil disobedience and always at great risk - to narrow that gap between the promise of our ideals and the reality of their time.

This was one of the tasks we set forth at the beginning of this campaign – to continue the long march of those who came before us, a march for a more just, more equal, more free, more caring and more prosperous America. I chose to run for the presidency at this moment in history because I believe deeply that we cannot solve the challenges of our time unless we solve them together – unless

we perfect our union by understanding that we may have different stories, but we hold common hopes; that we may not look the same and we may not have come from the same place, but we all want to move in the same direction – towards a better future for of children and our grandchildren.

This belief comes from my unyielding faith in the decency and generosity of the American people. But it also comes from my own American story.

I am the son of a black man from Kenya and a white woman from Kansas. I was raised with the help of a white grandfather who survived a Depression to serve in Patton's Army during World War II and a white grandmother who worked on a bomber assembly line at Fort Leavenworth while he was overseas. I've gone to some of the best schools in America and lived in one of the world's poorest nations. I am married to a black American who carries within her the blood of slaves and slaveowners – an inheritance we pass on to our two precious daughters. I have brothers, sisters, nieces, nephews, uncles and cousins, of every race and every hue, scattered across three continents, and for as long as I live, I will never forget that in no other country on Earth is my story even possible.

It's a story that hasn't made me the most conventional candidate. But it is a story that has seared into my genetic makeup the idea that this nation is more than the sum of its parts – that out of many, we are truly one.

Throughout the first year of this campaign, against all predictions to the contrary, we saw how hungry the American people were for this message of unity. Despite the temptation to view my candidacy through a purely racial lens, we won commanding victories in states with some of the whitest populations in the country. In South Carolina, where the Confederate Flag still flies, we built a powerful coalition of African Americans and white Americans.

This is not to say that race has not been an issue in the campaign. At various stages in the campaign, some commentators have deemed me either "too black" or "not black enough." We saw racial tensions bubble to the surface during the week before the South Carolina primary. The press has scoured every exit poll for the latest evidence of racial polarization, not just in terms of white and black, but black and brown as well.

And yet, it has only been in the last couple of weeks that the discussion of race in this campaign has taken a particularly divisive turn.

On one end of the spectrum, we've heard the implication that my candidacy is somehow an exercise in affirmative action; that it's based solely on the desire of wide-eyed liberals to purchase racial reconciliation on the cheap. On the other end, we've heard my former pastor, Reverend Jeremiah Wright, use incendiary language to express views that have the potential not only to widen the racial divide, but views that denigrate both the greatness and the goodness of our nation; that rightly offend white and black alike. I have already condemned, in unequivocal terms, the statements of Reverend Wright that have caused such controversy. For some, nagging questions remain. Did I know him to be an occasionally fierce critic of American domestic and foreign policy? Of course. Did I ever hear him make remarks that could be considered controversial while I sat

in church? Yes. Did I strongly disagree with many of his political views? Absolutely – just as I'm sure many of you have heard remarks from your pastors, priests, or rabbis with which you strongly disagreed. But the remarks that have caused this recent firestorm weren't simply controversial. They weren't simply a religious leader's effort to speak out against perceived injustice. Instead, they expressed a profoundly distorted view of this country – a view that sees white racism as endemic, and that elevates what is wrong with America above all that we know is right with America; a view that sees the conflicts in the Middle East as rooted primarily in the actions of stalwart allies like Israel, instead of emanating from the perverse and hateful ideologies of radical Islam.

As such, Reverend Wright's comments were not only wrong but divisive, divisive at a time when we need unity; racially charged at a time when we need to come together to solve a set of monumental problems – two wars, a terrorist threat, a falling economy, a chronic health care crisis and potentially devastating climate change; problems that are neither black or white or Latino or Asian, but rather problems that confront us all.

Given my background, my politics, and my professed values and ideals, there will no doubt be those for whom my statements of condemnation are not enough. Why associate myself with Reverend Wright in the first place, they may ask? Why not join another church? And I confess that if all that I knew of Reverend Wright were the snippets of those sermons that have run in an endless loop on the television and You Tube, or if Trinity United Church of Christ conformed to the caricatures being peddled by some commentators, there is no doubt that I would react in much the same way

But the truth is, that isn't all that I know of the man. The man I met more than twenty years ago is a man who helped introduce me to my Christian faith, a man who spoke to me about our obligations to love one another; to care for the sick and lift up the poor. He is a man who served his country as a U.S. Marine; who has studied and lectured at some of the finest universities and seminaries in the country, and who for over thirty years led a church that serves the community by doing God's work here on Earth – by housing the homeless, ministering to the needy, providing day care services and scholarships and prison ministries, and reaching out to those suffering from HIV/AIDS.

In my first book, *Dreams From My Father*, I described the experience of my first service at Trinity:

"People began to shout, to rise from their seats and clap and cry out, a forceful wind carrying the reverend's voice up into the rafters....And in that single note – hope! – I heard something else; at the foot of that cross, inside the thousands of churches across the city, I imagined the stories of ordinary black people merging with the stories of David and Goliath, Moses and Pharaoh, the Christians in the lion's den, Ezekiel's field of dry bones. Those stories – of survival, and freedom, and hope – became our story, my story; the blood that had spilled was our blood, the tears our tears; until this black church, on this bright day, seemed once more a vessel carrying the story of a people into future generations and into a larger world. Our trials and triumphs became at once unique and universal, black and more than black; in chronicling our journey, the stories and songs gave us a

means to reclaim memories that we didn't need to feel shame about...memories that all people might study and cherish – and with which we could start to rebuild."

That has been my experience at Trinity. Like other predominantly black churches across the country, Trinity embodies the black community in its entirety – the doctor and the welfare mom, the model student and the former gang-banger. Like other black churches, Trinity's services are full of raucous laughter and sometimes bawdy humor. They are full of dancing, clapping, screaming and shouting that may seem jarring to the untrained ear. The church contains in full the kindness and cruelty, the fierce intelligence and the shocking ignorance, the struggles and successes, the love and yes, the bitterness and bias that make up the black experience in America.

And this helps explain, perhaps, my relationship with Reverend Wright. As imperfect as he may be, he has been like family to me. He strengthened my faith, officiated my wedding, and baptized my children. Not once in my conversations with him have I heard him talk about any ethnic group in derogatory terms, or treat whites with whom he interacted with anything but courtesy and respect. He contains within him the contradictions – the good and the bad – of the community that he has served diligently for so many years.

I can no more disown him than I can disown the black community. I can no more disown him than I can my white grandmother – a woman who helped raise me, a woman who sacrificed again and again for me, a woman who loves me as much as she loves anything in this world, but a woman who once confessed her fear of black men who passed by her on the street, and who on more than one occasion has uttered racial or ethnic stereotypes that made me cringe.

These people are a part of me. And they are a part of America, this country that I love.

Some will see this as an attempt to justify or excuse comments that are simply inexcusable. I can assure you it is not. I suppose the politically safe thing would be to move on from this episode and just hope that it fades into the woodwork. We can dismiss Reverend Wright as a crank or a demagogue, just as some have dismissed Geraldine Ferraro, in the aftermath of her recent statements, as harboring some deep-seated racial bias.

But race is an issue that I believe this nation cannot afford to ignore right now. We would be making the same mistake that Reverend Wright made in his offending sermons about America – to simplify and stereotype and amplify the negative to the point that it distorts reality.

The fact is that the comments that have been made and the issues that have surfaced over the last few weeks reflect the complexities of race in this country that we've never really worked through – a part of our union that we have yet to perfect. And if we walk away now, if we simply retreat into our respective corners, we will never be able to come together and solve challenges like health care, or education, or the need to find good jobs for every American.

Understanding this reality requires a reminder of how we arrived at this point. As William Faulkner once wrote, "The past isn't dead and buried. In fact, it isn't even past." We do not need to recite here the history of racial injustice in this country. But we do need to remind ourselves that so many of the disparities that exist in the African-American community today can be directly traced to inequalities passed on from an earlier generation that suffered under the brutal legacy of slavery and Jim Crow.

Segregated schools were, and are, inferior schools; we still haven't fixed them, fifty years after *Brown v. Board of Education*, and the inferior education they provided, then and now, helps explain the pervasive achievement gap between today's black and white students.

Legalized discrimination - where blacks were prevented, often through violence, from owning property, or loans were not granted to African-American business owners, or black homeowners could not access FHA mortgages, or blacks were excluded from unions, or the police force, or fire departments – meant that black families could not amass any meaningful wealth to bequeath to future generations. That history helps explain the wealth and income gap between black and white, and the concentrated pockets of poverty that persists in so many of today's urban and rural communities.

A lack of economic opportunity among black men, and the shame and frustration that came from not being able to provide for one's family, contributed to the erosion of black families – a problem that welfare policies for many years may have worsened. And the lack of basic services in so many urban black neighborhoods – parks for kids to play in, police walking the beat, regular garbage pick-up and building code enforcement – all helped create a cycle of violence, blight and neglect that continue to haunt us.

This is the reality in which Reverend Wright and other African-Americans of his generation grew up. They came of age in the late fifties and early sixties, a time when segregation was still the law of the land and opportunity was systematically constricted. What's remarkable is not how many failed in the face of discrimination, but rather how many men and women overcame the odds; how many were able to make a way out of no way for those like me who would come after them.

But for all those who scratched and clawed their way to get a piece of the American Dream, there were many who didn't make it – those who were ultimately defeated, in one way or another, by discrimination. That legacy of defeat was passed on to future generations – those young men and increasingly young women who we see standing on street corners or languishing in our prisons, without hope or prospects for the future. Even for those blacks who did make it, questions of race, and racism, continue to define their worldview in fundamental ways. For the men and women of Reverend Wright's generation, the memories of humiliation and doubt and fear have not gone away; nor has the anger and the bitterness of those years. That anger may not get expressed in public, in front of white co-workers or white friends. But it does find voice in the barbershop or around the kitchen table. At times, that anger is exploited by

politicians, to gin up votes along racial lines, or to make up for a politician's own failings.

And occasionally it finds voice in the church on Sunday morning, in the pulpit and in the pews. The fact that so many people are surprised to hear that anger in some of Reverend Wright's sermons simply reminds us of the old truism that the most segregated hour in American life occurs on Sunday morning. That anger is not always productive; indeed, all too often it distracts attention from solving real problems; it keeps us from squarely facing our own complicity in our condition, and prevents the African-American community from forging the alliances it needs to bring about real change. But the anger is real; it is powerful; and to simply wish it away, to condemn it without understanding its roots, only serves to widen the chasm of misunderstanding that exists between the races.

In fact, a similar anger exists within segments of the white community. Most working- and middle-class white Americans don't feel that they have been particularly privileged by their race. Their experience is the immigrant experience – as far as they're concerned, no one's handed them anything, they've built it from scratch. They've worked hard all their lives, many times only to see their jobs shipped overseas or their pension dumped after a lifetime of labor. They are anxious about their futures, and feel their dreams slipping away; in an era of stagnant wages and global competition, opportunity comes to be seen as a zero sum game, in which your dreams come at my expense. So when they are told to bus their children to a school across town; when they hear that an African American is getting an advantage in landing a good job or a spot in a good college because of an injustice that they themselves never committed; when they're told that their fears about crime in urban neighborhoods are somehow prejudiced, resentment builds over time.

Like the anger within the black community, these resentments aren't always expressed in polite company. But they have helped shape the political landscape for at least a generation. Anger over welfare and affirmative action helped forge the Reagan Coalition. Politicians routinely exploited fears of crime for their own electoral ends. Talk show hosts and conservative commentators built entire careers unmasking bogus claims of racism while dismissing legitimate discussions of racial injustice and inequality as mere political correctness or reverse racism.

Just as black anger often proved counterproductive, so have these white resentments distracted attention from the real culprits of the middle class squeeze – a corporate culture rife with inside dealing, questionable accounting practices, and short-term greed; a Washington dominated by lobbyists and special interests; economic policies that favor the few over the many. And yet, to wish away the resentments of white Americans, to label them as misguided or even racist, without recognizing they are grounded in legitimate concerns – this too widens the racial divide, and blocks the path to understanding.

This is where we are right now. It's a racial stalemate we've been stuck in for years. Contrary to the claims of some of my critics, black and white, I have never been so naïve as to believe that we can get beyond our racial divisions in a

single election cycle, or with a single candidacy – particularly a candidacy as imperfect as my own.

But I have asserted a firm conviction – a conviction rooted in my faith in God and my faith in the American people – that working together we can move beyond some of our old racial wounds, and that in fact we have no choice is we are to continue on the path of a more perfect union.

For the African-American community, that path means embracing the burdens of our past without becoming victims of our past. It means continuing to insist on a full measure of justice in every aspect of American life. But it also means binding our particular grievances – for better health care, and better schools, and better jobs - to the larger aspirations of all Americans -- the white woman struggling to break the glass ceiling, the white man whose been laid off, the immigrant trying to feed his family. And it means taking full responsibility for own lives – by demanding more from our fathers, and spending more time with our children, and reading to them, and teaching them that while they may face challenges and discrimination in their own lives, they must never succumb to despair or cynicism; they must always believe that they can write their own destiny.

Ironically, this quintessentially American – and yes, conservative – notion of self-help found frequent expression in Reverend Wright's sermons. But what my former pastor too often failed to understand is that embarking on a program of self-help also requires a belief that society can change.

The profound mistake of Reverend Wright's sermons is not that he spoke about racism in our society. It's that he spoke as if our society was static; as if no progress has been made; as if this country – a country that has made it possible for one of his own members to run for the highest office in the land and build a coalition of white and black; Latino and Asian, rich and poor, young and old -- is still irrevocably bound to a tragic past. But what we know -- what we have seen – is that America can change. That is true genius of this nation. What we have already achieved gives us hope – the audacity to hope – for what we can and must achieve tomorrow.

In the white community, the path to a more perfect union means acknowledging that what ails the African-American community does not just exist in the minds of black people; that the legacy of discrimination - and current incidents of discrimination, while less overt than in the past - are real and must be addressed. Not just with words, but with deeds – by investing in our schools and our communities; by enforcing our civil rights laws and ensuring fairness in our criminal justice system; by providing this generation with ladders of opportunity that were unavailable for previous generations. It requires all Americans to realize that your dreams do not have to come at the expense of my dreams; that investing in the health, welfare, and education of black and brown and white children will ultimately help all of America prosper.

In the end, then, what is called for is nothing more, and nothing less, than what all the world's great religions demand – that we do unto others as we would have them do unto us. Let us be our brother's keeper, Scripture tells us. Let us be our

sister's keeper. Let us find that common stake we all have in one another, and let our politics reflect that spirit as well.

For we have a choice in this country. We can accept a politics that breeds division, and conflict, and cynicism. We can tackle race only as spectacle – as we did in the OJ trial – or in the wake of tragedy, as we did in the aftermath of Katrina - or as fodder for the nightly news. We can play Reverend Wright's sermons on every channel, every day and talk about them from now until the election, and make the only question in this campaign whether or not the American people think that I somehow believe or sympathize with his most offensive words. We can pounce on some gaffe by a Hillary supporter as evidence that she's playing the race card, or we can speculate on whether white men will all flock to John McCain in the general election regardless of his policies.

We can do that.

But if we do, I can tell you that in the next election, we'll be talking about some other distraction. And then another one. And then another one. And nothing will change.

That is one option. Or, at this moment, in this election, we can come together and say, "Not this time." This time we want to talk about the crumbling schools that are stealing the future of black children and white children and Asian children and Hispanic children and Native American children. This time we want to reject the cynicism that tells us that these kids can't learn; that those kids who don't look like us are somebody else's problem. The children of America are not those kids, they are our kids, and we will not let them fall behind in a 21st century economy. Not this time.

This time we want to talk about how the lines in the Emergency Room are filled with whites and blacks and Hispanics who do not have health care; who don't have the power on their own to overcome the special interests in Washington, but who can take them on if we do it together.

This time we want to talk about the shuttered mills that once provided a decent life for men and women of every race, and the homes for sale that once belonged to Americans from every religion, every region, every walk of life. This time we want to talk about the fact that the real problem is not that someone who doesn't look like you might take your job; it's that the corporation you work for will ship it overseas for nothing more than a profit.

This time we want to talk about the men and women of every color and creed who serve together, and fight together, and bleed together under the same proud flag. We want to talk about how to bring them home from a war that never should've been authorized and never should've been waged, and we want to talk about how we'll show our patriotism by caring for them, and their families, and giving them the benefits they have earned.

I would not be running for President if I didn't believe with all my heart that this is what the vast majority of Americans want for this country. This union may never

be perfect, but generation after generation has shown that it can always be perfected. And today, whenever I find myself feeling doubtful or cynical about this possibility, what gives me the most hope is the next generation – the young people whose attitudes and beliefs and openness to change have already made history in this election.

There is one story in particular that I'd like to leave you with today – a story I told when I had the great honor of speaking on Dr. King's birthday at his home church, Ebenezer Baptist, in Atlanta.

There is a young, twenty-three year old white woman named Ashley Baia who organized for our campaign in Florence, South Carolina. She had been working to organize a mostly African-American community since the beginning of this campaign, and one day she was at a roundtable discussion where everyone went around telling their story and why they were there.

And Ashley said that when she was nine years old, her mother got cancer. And because she had to miss days of work, she was let go and lost her health care. They had to file for bankruptcy, and that's when Ashley decided that she had to do something to help her mom.

She knew that food was one of their most expensive costs, and so Ashley convinced her mother that what she really liked and really wanted to eat more than anything else was mustard and relish sandwiches. Because that was the cheapest way to eat.

She did this for a year until her mom got better, and she told everyone at the roundtable that the reason she joined our campaign was so that she could help the millions of other children in the country who want and need to help their parents too.

Now Ashley might have made a different choice. Perhaps somebody told her along the way that the source of her mother's problems were blacks who were on welfare and too lazy to work, or Hispanics who were coming into the country illegally. But she didn't. She sought out allies in her fight against injustice.

Anyway, Ashley finishes her story and then goes around the room and asks everyone else why they're supporting the campaign. They all have different stories and reasons. Many bring up a specific issue. And finally they come to this elderly black man who's been sitting there quietly the entire time. And Ashley asks him why he's there. And he does not bring up a specific issue. He does not say health care or the economy. He does not say education or the war. He does not say that he was there because of Barack Obama. He simply says to everyone in the room, "I am here because of Ashley."

"I'm here because of Ashley." By itself, that single moment of recognition between that young white girl and that old black man is not enough. It is not enough to give health care to the sick, or jobs to the jobless, or education to our children.

But it is where we start. It is where our union grows stronger. And as so many generations have come to realize over the course of the two-hundred and twenty one years since a band of patriots signed that document in Philadelphia, that is where the perfection begins.

Taken from: <http://www.iht.com/bin/printfriendly.php?id=11222332>

3. Why can't Obama disown his pastor?

Because he believes that disowning Reverend Wright is the same as disowning the black community. Since he will be running for presidency, black Americans will also be a part of his people.

4. How did Singapore come to existence?

Singapore came to existence because it is disowned by Malaysia for having a half-raced leader.

5. Do you agree with Malaysia? Why?

No. It is clearly discrimination to their leader.

ICICI Bank Case Study Guide Questions

1. What is ICICI Bank's innovation?

They have an approach of lending money to the poor people.

2. What is special about RBI's pilot project with NABARD in 1991?

It is a self-help linked groups with banks that will help the poor to have formal credits.

3. According to Mahajan, why are the transaction costs of savings in formal institutions as high as 10% for the rural poor?

It is because of the small average size of the transactions and distance of the branches to the villages (pg 293, par 2)

4. What are some of the problems of MFIs in India?

"Most of the problems with MFIs are due to the fact that their primary focus has been on access to credit. With such small loan (and thus meager interest payments) the key to sustainability becomes scale" (pg 294, par 1)

5. What are the two innovative BOP models of the ICICI?

- Direct Access, Bank-led model (pg 297, par 4)
- Indirect Channels Partnership Model (pg 312, par 2)

6. What is the connection between Grameen Bank and Bank of Madura?

The chairman of the Bank of Madura became familiar with the Grameen Bank and supported its initiative.

7. Describe ICICI's three-tier system. Discuss why it is three-tiered.

The three tiered system is a hierarchal based system where the project manager is on the highest position followed by the Coordinator, and the promoter. It is like a check and balance formation. The project manager oversees everything including the coordinator which manages the promoters.

8. What are the 3 essential steps in the SHG process? Comment on why each step is necessary.

- Learn to save
- Learn to lend what you have saved; and
- Learn to borrow responsibly (taken from pg 305, par 1)

Self discipline will allow you to save and be charitable to help others

9. Discuss the NABARD checklist for SHG's. Comment on why each item on the checklist is necessary.

- "Is the group size between 15 and 20 members?"

The more members they have, the easier for them to pay the debt.

- "Are all members considered very poor?"

The purpose of the lending is for the very poor, this also allows them to calculate on how the debtors can pay.

- "Was there a fixed amount of savings collected each month?"

The fixed amount would allow them to know that the debtors can pay at the specified time of payment.

- "Is there more than 20% literacy?"

There should be at least one person who can read or write to coordinate with other groups or those who are higher in the hierarchy.

- "Have they used their savings for internal lending purposes?"

To monitor how their money is circulating in the internal part of the organization

- "Have the members kept a high level of attendance?"

To know whether the person or member is active or not.

10. What is the impact of micro lending in a household according to a NABARD study?

"The NABARD research concluded that SHG participation had significant impact on various aspects of confidence, communication, and decision making. One of the most important objectives for the SHG program is to improve the assertiveness of the SHG members, which NABARD measured in a survey published in their series on microfinance." (pg 311, par 1)

11. Discuss the possible implementation of a smart-card based payment system? Would it work? Why?

Smart card based payment system is possible due to the micro financing. Personally, I think it would work, but the people should first be educated for them not to be cheated.

12. Discuss the quote: "Banking with the poorer has undergone a paradigm shift. It is no longer viewed as a mere social obligation. It is financially viable as well". Do you think this quote can be applied in the Philippines? Discuss.

Since the poor can now have access to banking, they have the probability to alleviate their status from being very poor to becoming middle class which allows them to help other people as well.

Yes, it is applicable to the Philippines, the only problem here is the trust of the poor in financing as well as the trust of the banks that the poor people could repay their debts on time.

Voxiva Case Study Guide Questions

1. What is the innovation of Voxiva?

Having real time data collection for early detection of outbreaks and other matters by providing web based solutions by the usage of telephones.

2. What are the 3 ingredients of an effective system of disease surveillance and response?

- Real-time collection of critical information from a distributed network of people.
- Rapid analysis of data to drive decision-making and allocation of resources.
- Communication back to the field to coordinate response

(Taken from pg 362, par 2)

3. According to Meyer, what are his findings regarding ICT projects?

- Most projects were deployed on a pilot basis and were fundamentally not scalable. Making a system work in one village in India is very different from making it work 600,000 villages in India.
- Projects were overwhelmingly focused on connectivity and devices
- There was too much focus on the internet and computer as a solution, particularly given the challenges of electricity, hardware and maintenance costs, training, and literacy.

(taken from pg 363, par 2)

4. What is Meyer's observations regarding the use of telephones worldwide?

That people ignores the fact that telephones are many. Also, the telephones are much accessible and practical tool for most people in the world (pg 364, par 1)

5. What was the problem that Voxiva was originally designed to solve?

Voxiva was founded to deliver practical technology solutions to important problems in the developing world. Voxiva sought to extend the reach of software applications to people and communities without access to the internet and to connect them in a systematic and meaningful way to promote health and development (pg. 364, par 4)

6. What are Alerta Pilot's benefits?

- It is intuitive to use and accessible
- It allows for quicker, better informed decision making
- It fosters better data quality
- It allows for rapid feedback of information to the field
- It reduces the paperwork burden
- It promotes transparency and accountability
- It is cost-effective relative to the current system and other IT rollouts

(Taken from pg 369-370, par 4, par 1)

7. How can Voxiva help eradicate diseases?

This will allow the early detection of diseases and monitor it's progress

8. How can Voxiva be used for bioterrorism preparedness?

It was used to support an organization that helps in the disease surveillance.

9. What are some of the lessons learned in Voxiva's deployment in other countries?

- Foster two-way information flows.
- Leverage existing infrastructures
- Avoid stovepipes.
- Software is not a system.
- Technology alone will fail

(Taken from pg 374 – 375 par 1)

10. What are some of Voxiva's challenges?

- Have hit on a solution to a universal problem
- Ensure its capacity to win new business
- Focus on key opportunities and avoid distractions
- Deal with the challenges
- Develop recurring revenues
- Manage diverse team

(Taken from pg 377, par 2)

11. What is Meyer's beliefs regarding diversity? What is its connection to innovation?

He believes that innovation comes from bringing together people with diverse perspectives and forcing their minds to work together (pg 378, bullet 2)

12. Can this system be implemented in the Philippines? What target disease would you recommend?

Yes. It can target the diarrhea outbreak.

ITC e-Choupal Case Study Guide Questions

1. What is the innovation of the e-Choupal?

e-Choupal allows to connect subsistence to farmers with large firms, current agricultural research, and global markets (pg 320, par 1)

2. Discuss the paradox of Indian Agriculture?

Agriculture is economically, nutritionally, and socially vital to India. It contributes 23% of the gross domestic product (GDP), feeds a billion people, and employs 66 percent of the workforce. (pg 320, par 3)

3. Why is soya an important innovation in the Indian oilseed complex?

Forty percent of the increased output was attributable to the introduction of new crops (soya and sunflower). Soya therefore represents an important innovation in the Indian oilseed complex that is resulting in better utilization of scarce resources and greater cropping intensity. (pg 323, par 2)

4. Describe the marketing process before the introduction of e-Choupal.

There are three commercial channels for the products: manis, traders, or eventual resale to crushers, and producer-run cooperative societies for crushing in cooperative mills. The farmers traditionally keep a small amount for their personal consumption and get the produce processed in a small-scale job-shop crushing-plant called ghanti. (pg 323, par 4)

5. Why is the mandi not an optimal procurement channel?

Because they serve as the delivery point for the farmers to trade their products to the market

6. What were the advantages of ITC's competitors? How did ITC address them?

ITC began with buying and exporting DOC in product dynamics. ITC then began renting processing plant time and buying soya from mandis. ITC's procurement has grown rapidly since, and its initiative has seen the introduction of professional practices, transparency, and formal contractual relationships between agents and buyers. (pg 329, par 2)

7. How did ITC "re-engineer as opposed to reconstruct"?

They re-engineered the system rather than reconstruct it because they believe that is very useful. They kept the efficient providers and created roles for the inefficient ones.

8. How did ITC "address the whole, not just a part"?

The farmer's universe consists of many activities, ranging from procuring inputs to selling produce. Today the village trader services the spectrum of the farmer's needs. (pg 332, par 4)

9. Was it wise for ITC to install an IT-driven solution where most people would not?

It depends; it allows them to open an opportunity for a new technology. But if the people don't need it, it would be useless.

10. Why does the ITC insist that the sanchalaks NOT give up farming?

ITC insists that at no time should the sanchalaks give up farming, for this would compromise the trust the sanchalak commands. The fact that the sanchalak works on commission could undermine his credibility. (pg 336, par 6)

11. Why did the samyojaks introduce the ITC to the sanchalaks?

It will increase their profit and to be acceptable in the village

12. Describe the new ITC value chain. How different is it from the former value chain?

They reduced the chain which they believe will be efficient and effective.

13. What is the social impact of the e-Choupals?

Through the introduction of e-Choupals, the farmers will be more productive which allow them to raise income.

14. Describe Wave 6 of the e-Choupal. DO you think it is feasible?

The wave 6 is about the ambitious vision of sourcing IT-enabled services from the rural India. Personally, I think it will be feasible if the people are open to the advancement in the technology.

15. Can something similar to an e-Choupal be implemented in the Philippines?

Yes, since one of our main produce is root crops and wheat grains.

Fortune at the Bottom of the Pyramid: A Mirage

Principle	Fortune at the Bottom of the Pyramid: A Mirage
1. Price Performance	<ul style="list-style-type: none"> • Lower prices of the goods that the poor buy, which will in effect raise their income, and • Raise the income that the poor earn.
2. Innovation Hybrid	<ul style="list-style-type: none"> • View the poor primarily as producers, not as consumers. • Lend \$100,000 to an entrepreneur with managerial capabilities and business acumen and help her to set-up a garment manufacturing business employing 500 people. •
3. Scale of Operation	
4. Sustainable Development	n/a
5. Identifying Functionality	<ul style="list-style-type: none"> • Raise income for the poor • Commends the company for empowering women and helping eradicate poverty. •
6. Process Innovation	<ul style="list-style-type: none"> • The profit motive alone is enough to drive companies in this direction.
7. Deskillling of Work	
8. Education of Customers	<ul style="list-style-type: none"> • Eradicate poverty is to invest in upgrading the skills and productivity of the poor, and to help create more employment opportunities for them. (page 40) • We need to look beyond the expressed preferences and focus on people's capabilities to choose the lives they have reason to value. (page 18)
9. Design for Infrastructure	
10. Interfaces	<ul style="list-style-type: none"> • Small or local organizations
11. Distribution Accessing	
12. Challenges	<ul style="list-style-type: none"> • Cost-quality trade-offs

Security and Privacy

1. Define security and privacy. Why are both important in the information age?

According to J.M. Kizza (Ethical and Social Issues in the Information Age), security can be considered a means to prevent unauthorized access, use, alteration, and theft or physical damage to property (pg. 101) while privacy as Kizza quoted from Jerry Durlak (pg. 108), privacy is a human value consisting of four elements he calls rights. Privacy has traditionally been perceived as valuable and has even gained more importance in the information age because it guards an individual's personal identity, preserves individual autonomy, and makes social relationships possible. (pg. 109)

2. What is anonymity? Discuss two forms of anonymity.

Anonymity is the absence of identity (pg. 100) which has different types namely: (1) Pseudo identity or a pen name; (2) Untraceable identity; and (3) Anonymity with a pseudo address to receive and send correspondence with others. (pg. 100-101)

3. Discuss the importance of anonymity on the Internet.

The nature of the Internet, with its lack of political, cultural, religious, and judicial boundaries, has created a fertile ground for all faceless people to come out in the open. (pg. 101)

In my personal opinion, the importance of anonymity in the internet is to protect your identity from frauds in the internet since ingenuity is rampant in the internet.

4. Is total anonymity possible? Is it useful?

Personally, I would say depending on how you cover yourself. Through personal experience, my pseudo identity is quite similar to my real name due to the reason that you cannot totally have an identity separate from your real one. It takes effort to manage both identities (it depends on the people who have the ability to manage both) but useful enough to cover yourself and be protected from internet frauds.

5. Develop two scenarios—one dealing with ethical issues involving security, and the other dealing with ethical issues involving privacy.

Privacy: a person snooping around one's personal folder where all his files are located

Security: that person broke into the security tool that the other person is using to protect his files

6. Is personal privacy dead? Discuss.

Personally, no it is not. It depends on the person on up to what extent he or she wants what people has to see publicly. If you really need some privacy (not only to your personal tangible things but also to your softcopy files on your computer) then it is your responsibility to protect that file and see to it that only you are the one capable of accessing it.

7. List and discuss the major threats to individual privacy.

- Consumers willingly give up information about themselves when they register at websites, shopping malls in order to win prizes, and in mailing solicitations.

A lot of fake promotions appear on the websites and those lure most of the customers to enter their personal information such as credit card number.

- Consumers lack the knowledge of how what they consider a little bit of information can turn into a big invasion of privacy.

Since many customers are unaware of these phishing sites (defined as sites that get personal information that is used for invading one's privacy or stealing their money) and lured to give-out their important information

- Inadequate privacy policies

Some sites lack privacy policies that the fraud people take advantage of. They use it as the gateway to other customers

- Failure of companies and institutions to follow their own privacy policies

Companies sometimes are lenient in actualizing their own policies to the extent that some people or some employees take advantage of.

- Internet temptation that enables businesses to reach individuals in a very short time in the privacy of their homes and offices.

Since e-commerce cannot be controlled due to the fact that it has access all over the world, there are minimal laws that govern this wide connection.

8. Identity theft is the fastest growing crime. Why?

Personally, I think it is because some people are unaware that their names are used. In addition, more people are into virtual community sites, they have their information written there and are easy to copy.

9. Why is it so easy to steal a person's identity?

They are unaware and trust much on the sites that usually lacks privacy policies or since they gave trust to that person, they gave much information. In some

cases, they are inclined into virtual community sites, they have their information written there and are easy to copy

10. Suggest steps necessary to protect personal identity.

- Always protect your personal data
- Minimize giving out personal information on the internet
- Lock your pc (at work) and have your own password
- Lessen putting personal information on Virtual Community websites

11. Governments are partners in the demise of personal privacy. Discuss

Since the government has the ability to see through your files for legal purposes or to protect the country from harm, they are into intrusion of your personal files.

12. Anonymity is a doubly edged sword. Discuss.

Yes, it defines you depending on how you control your other identity. It can be used to hurt others (since your real identity is unknown, there is a tendency of doing some unethical things thinking that you are not known and is safe from being caught). It may also help to prevent identity theft.

13. Are the steps given in Section 5.4.5 enough to prevent identity theft? Can you add more?

Yes. I have no more to add.

14. What role do special relationships play in identity theft?

Personally, I would say that special relationships usually allow the person to give their information since they trust someone and they believe that their information is safe.

15. Modern day information mining is as good as gold! Why or why not?

We are in the information age, each piece of information is important. You may sell it to marketing department of a company and you are paid.

16. How do consumers unknowingly contribute to their own privacy violations?

They gave personal information to people or site that they **feel** that can be trusted and they are easily lured to sites that says they won a huge amount of money.

17. How has the Financial Services Modernization Act helped companies in gathering personal information?

Financial Services Modernization Act aimed to restrict financial institutions such as banks and brokerages from sharing customers' personal information with third parties, has allowed these same U.S. financial institutions to merge and form

what have been called financial supermarkets. This one Act has opened a door for these companies to merge and consolidate customer data from several sources. (pg. 111)

Due to that reason, all consolidated customer data are prone to theft and once acquired by someone, those personal information can be used in some illegal acts.

Intellectual Property Rights and Computer Technology

1. Discuss the problems faced by software developers trying to apply for protection under trade secret statutes.

There is no one acceptable description or definition of trade secrets. The generic definition is that it is a collection of information in a given static format with strategic importance. (pg. 135) The conditions that characterize a trade secret are in direct conflict with the requirements of a patent. Remember the main requirement for obtaining a patent is the full disclosure of all the information surrounding the product and its workings. This directly conflicts with the need for secrecy in trade secrets, so the patent applicant cannot claim a patent and at the same time claim protection using the trade secret laws (pg. 136)

2. Why is it difficult to apply patent laws to software?

It is because no patents are settled for software for some reasons like (1) the patent lasts for 17 years but the software usually has 2 years of viability; (2) Most of the computer programs on the market are simple one-person Ventures; (3) It has been and it is still very difficult to prove to courts and patent offices that algorithms are processes and therefore a form of manifestation of an idea. (pg. 151)

3. Why is it possible to apply patent law to software?

It is because it is an idea which can make something productive. Furthermore, there are softwares that are already patented.

4. Is it possible to trademark software?

Yes, because trademarks are symbols used to connect the software to the consumers. It will protect the program from being copied.

5. Discuss the ethical and legal issues surrounding software ownership.

Copying issues (piracy of softwares) is one of the biggest issues in softwares nowadays. They argue that piracy is the same as stealing from "them".

6. There is a move to do away with the current copyright law. Why?

Yes, since some of those laws are not yet finalized and lacking some proofs as well as some issues are not yet solved.

7. Why is the copyright law, in its present form, considered to be unenforceable?

It is because some of those laws are still being argued.

8. What changes would you suggest in the current copyright laws to make it enforceable in cyberspace?

None, the copyright law is already enforceable the only thing missing is the finalized solution for the current issues.

9. Has the Internet made software protection easier or more difficult? Why or why not?

It made it more difficult. It is because the copies are easily dispersed in the internet or emails and what makes it worst is that the internet is too big to be controlled by the law.

10. There is a movement (that includes hackers) that is advocating for free software! Discuss the merits of this idea, if any.

Yes, they usually argue that “knowledge is for the people” (Anti-trust, 2001). They claim that everyone has the right to what you have discovered since you have also got it from the earth. Therefore, you have no right to keep it for yourself.

11. Because of income disparities between north and south, and have and have-nots, fair pricing of computer products is impossible. Discuss.

Yes, it is because software is also quite difficult to price and in addition to that, the economy of different countries differing, it really is hard to have fair pricing in the software industry.

12. Most copyright violations are found in developing, usually, poor countries. Why?

It is because the genuine softwares are too expensive that the only thing that the people could do is to buy the pirated ones, since they would only use them for a defined range of time.

13. Does the high price of software marketing in developing countries justify the high rate of software piracy in those countries? Why?

Yes. For practicality, they buy pirated ones because they would only use that for a defined range of time then replace it with other.

14. What do you think is the cause of the rising cost of software?

Economic problem and shipping cost of some softwares from other countries and the added values by some corrupt officials.

15. Is globalization a means through which the developed, usually northern countries, will enforce the copyright laws?

It can be. But it should consider everyone affected by the copyright laws including those from the other countries

Quiz

Long Quiz 1
Bonus Question

Quiz

1. What is ethics? How can it be distinguished from morality?

Ethics is the study of morality. Morality, though as according to philosophers it has no universally agreed meaning, can be defined as a system of rules for guiding human conduct and principles for evaluating those rules.

2. What is meant by a moral system? What are some of the key differences between the “rules of conduct” and the “principles of evaluation” that comprise a moral system?

As according to Gert, A moral system is a system whose purpose is to prevent harm and evils and also to promote human flourishing and has other characteristics like public, informal, rational, and impartial. Rules of conduct are action-guiding rules which can be either a directive or rules for guiding the actions of individuals or social policies or rules for establishing social policies while principles of evaluation are evaluative standards used to justify the rules of conduct.

3. What does Bernard Gert mean when he describes morality in terms of a “public system”? Why is the notion of “personal morality”, an oxymoron?

According to Gert, morality system is public, everyone should know what rules are that define it. We have our own set of rules of what we believe is right and wrong and those which we call our own truth, this contradicts to the belief that the “rules” are known to all people.

4. Why does Gert believe that morality is an “informal” system? How is a moral system both similar to, and different from, a game?

Morality is an informal system because it has no formal authoritative judges presiding over it. Moral system is similar to a game in a sense that the rules are known to all players and players adhere to them even in the absence of formal official or referee to enforce the game’s rules. But on the other hand, the game is enforced by a referee in a manner that that approaches a legal system.

5. Describe how the ideals of “rationality” and “impartiality” function in Gert’s moral system

Moral system is rational because it is based on principles of a logical reason accessible to ordinary persons. The rules in a moral system must be available to all rational persons who, in turn, are moral agents bound

by the system of moral rules. A moral system is impartial in which it is ideally designed to apply equitably to all participants in the system.

6. What are values, and what are some of the key differences between moral values and non-moral values?

The term value comes from the word *valere* which means having worth or being of worth. Values are objects of our desires or interest. If we are thinking for being self righteous from being rational, it is not necessarily moral but when we became impartial then it becomes moral.

7. How do religion, law, and philosophy each provide different grounds for justifying a moral principle?

Religion – obedience to divine authority

Law – obedience to a legal system

Philosophy – based on ethical theory and logical arguments

8. What is the method of philosophical ethics, and what is a “philosophical study”? How is a philosophical study used in an analysis of moral issues?

The method of philosophical ethics is logical argumentation and ethical theory. Philosophical study is the method of study of philosophers by means of testing their hypothesis through testing it on the rules of logical arguments which are both rational and impartial and uses ethical theories.

9. How does a philosophical study differ from a descriptive study? Why are sociological and anthropological studies of morality usually descriptive rather than normative in nature?

Descriptive studies are tested by means of conducting experiments on a laboratory while philosophical study tests it on the rules of logical arguments which are both rational and impartial and uses ethical theories. It is because of logical arguments have some topics that have some issues that cannot be ended at all.

10. Summarize the four different kinds of “discussion stoppers” in ethical discourse that we examined?

- People disagree on solutions to moral issues
- Who am I to judge others?
- Ethics is simply a private matter
- Morality is simply a matter for individual cultures to decide

11. Why are these discussion stoppers problematic for the advancement of dialogue and debate about ethical issues?

It is because they often close down prematurely what otherwise might be a useful discussion

12. What is moral relativism? How is it different from cultural relativism?

Moral relativism is a normative judgment that asserts that one should not make moral judgment about the behavior of people who live in cultures other than one's own. Cultural relativism focuses more on the culture that one belongs to. It has a belief that morality is simply a matter for individual cultures to decide is widespread in our contemporary popular culture. It is based on the assumption that "different cultures have different beliefs about what constitutes morally right and wrong behavior". Cultural relativism is descriptive in nature because it makes no normative judgment about the belief systems of cultures

13. What is ethical theory, and what important functions do ethical theories play in the analysis of the moral issue?

It serves as a guide in investigations and analyses. It provides a framework for analyzing moral issues via a scheme that is internally coherent and consistent as well as comprehensive and systematic

14. What are the distinguishing features of consequence-based ethical theories?

- To produce desirable consequences or outcomes for its members
- The consequences provide ultimate standard against which moral decisions must be evaluated

15. Describe some of the key differences between act utilitarianism and rule utilitarianism

They both say that you are doing morally if you did it for the majority of the people but the difference is that in act utilitarianism the person does it for the sake of the people whom he knows or those under him/her while the rule utilitarianism does it for the benefit of all the people.

16. Which features distinguish duty-based ethical theories from alternative types of theories?

As according to Kant, morality must ultimately be grounded in the concept of duty, or obligations that humans have to one another, and never in the consequences of human actions. As such, morality has nothing to do with the promotion of happiness and achievement of desirable consequences.

17. Describe some of the main differences between act deontology and rule deontology

Act deontology gives you a choice for what would you do if conflicting obligation occurred while Rule deontology says that you should do all your obligations

18. What is meant by the expression “contract-based” ethical theories

It means it comes into virtue by having an agreement between individuals. It provides a motivation for morality in a sense that if all agrees, then it is moral

19. What features distinguish “character-based” (or “virtue-based”) ethical theories from alternative schemes of morality?

It stresses character development and moral education

20. How does James moor's "Just consequentialist" theory incorporate aspects of utilitarian and deontological theories into one comprehensive framework?

It allows the person to be moral in a sense that they deliberate first before they act for the sake of the other people so that they are not harmed and at the same time doing your duties to them.

Bonus Question:

Recall the four types of “discussion stoppers” that we examined in this chapter. Is that collection of “stoppers” complete? Can you think of any additional discussion stoppers that might also block or shut down moral discourse? Why is it so easy to fall victim to one or more of those stoppers when discussing moral issue in general, as well as moral issues involving one’s use of cyber technology in particular?

Besides those four, I think that there are no more to add. Because those four are generally applicable to certain issues about morality in respect for other cultures and people as well. It is easy to fall victim to one or more of these discussion stoppers when discussing moral issues because of the diversity of each person with different cultures, personality, and belief. They tend to disagree and unconsciously being ethnocentric as to what culture they are in and tend to ignore other’s belief.

Assignment

Integrative Questions: Copyright Laws

INTEGRATIVE QUESTIONS

1. When do you get the copyright for your works?

You get your copyright “the moment it’s written down”. The only things that are not considered copyrighted are extremely short writings and “if you simply copy what someone else has done, without adding anything new of your own”(Lessig, 1996)

2. Is copying an article from a website illegal?

It can be considered as infringement except otherwise given the permission to copy as to fair use or as to implied licenses. (Lessig, 1996)

3. Since the word “copy” covers many types of copying, what are those types?

- Copies of LESS THAN THE WHOLE THING
- PARAPHRASES
- MANUAL copies as well as mechanical copies; and
- PERSONAL copying as well as BUSINESS copying.

(taken from chapter 4 of Cyberspace Law for Non-Lawyers by Lessig)

4. Is copying a fact considered infringement?

No. Copying a fact is not an infringement since this knowledge is for the public BUT copying the exact word or phrases or using it commercially may be considered illegal.(Lessig 1996)

5. What is an implied license? Is it giving your copyright for free?

An implied license is an authorization automatically given to those who for example copied a line in a discussions list or similar to that. It doesn’t mean giving your copyright for free but since you posted it in a public domain, you already gave an express authorization for them to quote it express otherwise you have revoked their implied right to quote/copy it.

6. What is “Fair use”?

Fair use can be defined as using ideas from a copyrighted material for educational or academic purposes. This can be considered legal as long as those ideas are not used for commercial purposes.

7. What are the instances that are considered fair use?

As according to Lessig, in chapter 8 of his work titled “Cyberspace Law for Non Lawyers”, he said that the following are considered fair use:

- If you're copying only a LITTLE BIT - for text, this generally means no more than a couple of paragraphs here or there, but it could be less if you're copying from a work that's already quite short - your use is probably FAIR. (Lessig, 1996)
 - If you're copying more than a little bit, but you're doing it for (a) SYSTEMATIC NEWS REPORTING, (b) CRITICAL COMMENTARY (whether positive or negative), or (c) PARODY, your use is probably FAIR. (Lessig, 1996)
8. Given the instances of fair use, do you think piracies on videos are considered fair use?

No, as to the example given from the book about the WordPerfect software wherein a friend gave a copy of it to a friend and due to that, WordPerfect is losing money due to that copy where that friend is supposed to have bought it.

The entertainment industry loses money due to that piracy. But as for some people, they say that as to practicality they only watch it once then it can be disposed off easily or if the CD broke, then it is easily replaced.

9. Is a service provider responsible if their user infringed?

Personally, I think that the one who will be responsible is the user who posted the copyrighted material since the service provider cannot actually monitor each and every move of the users. But it is also the responsibility of the service provider to have guidelines in posting and moderate the discussion boards.

10. According to Lessig, what is privacy?

Privacy, as defined in chapter 13 of Cyberspace Law for Non Lawyers, is "the power to control what other people know about you. Better - it is the power to control the truths about you that other people know. Falsehoods are controlled through the law of defamation; privacy is concerned with your ability to hide the truth." (Lessig, 1996)

11. What is informational privacy? Is it good to give out your personal data to other companies? What are the odds?

Informational privacy is the privacy of your information on your transactions to a certain store or company. For marketing purposes, some of those companies sell your information to other companies even the "private" data.

No, since private data are personal, it depends on you on up to what extent you are willing to give your selected information to a company.

It starts to send out promotions to you or those "spam" messages.

12. Is accessing your bank accounts, emails and other personal messages in the web reasonable?

Personally, it is really unreasonable to access my personal data unless otherwise for legal investigation purposes with the consent of the court. Beyond that reason, it can be considered as invasion of privacy

13. What is ECPA? How does it protect privacy on the internet?

“ECPA (Electronic Communications Privacy Act) makes it for an individual or the government to intercept or disclose private electronic communications. To enforce this right, it gives victims the right to sue for damages.” (Lessig, 1996)

It protects the user’s privacy in a sense that it blocks interception (or those that monitors even your keystrokes in the keyboard) and protects the messages sent.

14. What are the limitations of ECPA?

For lawful purposes, it keeps a log of the messages sent and received to protect against fraud or abuse; it allows authorized law enforcement official to intercept a messages when necessary to assure the continuation of service or to protect the rights of the service provider. (Lessig, 1996)

15. What is a hacker? In your own opinion, why is hacking a crime?

A hacker (from wikipedia) is someone who breaks computer and network security. As for me, the illegality of hacking depends on its purpose; some hackers are hired to tighten the security of the company while others crack the codes of the software for evading paying its full version.

16. What is the benefit of encrypting data?

Encrypting your data allows you to secure your private data since it is also your responsibility to ensure that your important data are protected from those who want to access it illegally.

17. Is creating an alias in the internet allows you to conceal your real identity as to protecting your identity?

It can be, since in the cyber world, you cannot say what are those genuine and fake. Another means of protecting your identity is being anonymous or having another separate identity in the internet

18. Who is Lawrence Lessig?

Taken from (http://en.wikipedia.org/wiki/Lawrence_Lessig) , “Lawrence Lessig (born June 3, 1961) is an American academic. He is a professor of law at Stanford Law School and founder of its Center for Internet and Society. He is founder and CEO of the Creative Commons and a board member of the Electronic Frontier Foundation and of the Software Freedom Law Center, launched in February 2005. He is best known as a proponent of reduced legal restrictions on copyright, trademark and radio frequency spectrum, particularly in technology applications.

At the iCommons iSummit 07 Lessig announced that he will stop focusing his attention on copyright and related matters, and will instead work on corruption in the political system. This new work may be partially facilitated through his wiki — “Lessig Wiki” — which he has encouraged the public to use to document cases of corruption. In February 2008, a Facebook group formed by law professor John Palfrey encouraged him to run for Congress from California's 12th congressional district, the seat vacated by the death of U.S. Representative Tom Lantos. Later that month, after forming an "exploratory project", the decision was made not to run for the vacant seat.”

19. What is Creative Commons?

As defined from (<http://creativecommons.org/>), “Creative Commons provides free tools that let authors, scientists, artists, and educators easily mark their creative work with the freedoms they want it to carry. You can use CC to change your copyright terms from "All Rights Reserved" to "Some Rights Reserved.””

20. Who is Bruce Schneier?

From (http://en.wikipedia.org/wiki/Bruce_Schneier) , Bruce Schneier (born 15 January 1963) is an American cryptographer, computer security specialist, and writer. He is the author of several books on computer security and cryptography, and is the founder and chief technology officer of BT Counterpane, formerly Counterpane Internet Security, Inc.

21. Why is security important as well as encrypting your data?

Data security is very important; it allows you to protect your privacy online and allows you to preserve your anonymity.

22. According to Bruce Schneier, how does a security of a company differ from a security of a university?

As quoted from the text, (<http://www.counterpane.com/university-data-breaches.pdf>) “In general, the problems of securing a college or university network are no different than the problems of securing any other large corporate network. But universities have their own unique problems when it comes to data security. It's easy to point fingers at the student body: a large number of potentially adversarial transient insiders. But that's really no different than a corporation dealing with the usual assortment of employees and contractors. The difference between a university and a large corporation is the culture.”

23. What is AEP? Why is it important?

Taken from (<http://en.wikipedia.org/wiki/Rijndael>), In cryptography, the Advanced Encryption Standard (AES), also known as Rijndael, is a block cipher adopted as an encryption standard by the U.S. government. It has been analyzed extensively and is now used worldwide, as was the case with its predecessor, the Data Encryption Standard (DES). AES was announced by National Institute of Standards and Technology (NIST) as U.S. FIPS PUB 197 (FIPS 197) on November 26, 2001 after a 5-year standardization process (see Advanced

Encryption Standard process for more details). It became effective as a standard May 26, 2002. As of 2006, AES is one of the most popular algorithms used in symmetric key cryptography. It is available by choice in many different encryption packages.

24. Define PGP. What is its purpose?

“Pretty Good Privacy is a computer program that provides cryptographic privacy and authentication. PGP is often used for signing, encrypting and decrypting e-mails to increase reliability for e-mail communications. It was originally created by Philip Zimmermann in 1991.” (http://en.wikipedia.org/wiki/Pretty_Good_Privacy)

25. Who is Philip Zimmerman?

From (http://en.wikipedia.org/wiki/Philip_Zimmermann) , Philip R. "Phil" Zimmermann Jr. (born February 12, 1954) is the creator of Pretty Good Privacy (PGP), the most widely used email encryption software in the world[citation needed]. He is also known for his work in VoIP encryption protocols, notably ZRTP and Zfone.

26. What is EFF?

EFF or Electronic Frontier Foundation is the leading civil liberties group defending your rights in the digital world. (<http://www.eff.org/>)

Project

Code of Ethics

Corporate Social Responsibility (Philtop Industries)

CODE OF ETHICS

CLASS 00A

Professor Paul Pajo Jr. II

PREAMBLE

The Code applies to all IM PIONEERS. That this code is to promote the growth of ethically responsible students and future professionals in the IT industry and other fields through devotion to the premier standards of academic integrity and overall ethical conduct, this will also develop a sense of individual responsibility and also to become familiar with the policies and practices related to academic dishonesty and to strengthen the boundary of this group.

INCORPORATED

MODEST

PROFESSIONAL

INNOVATIVE

OPTIMISTIC

NIFTY

ENTHUSIASTIC

ENTREPRENEURS

RESPECTING / RESPONSIBLE

SENSITIVE / SOCIAL

1. Incorporated

- 1.1. United. All for one and one for all. Consider your team as your family. A broom cannot function without each and every parts working together.
- 1.2. A problem of one is should not be neglected unless given the consent of the person. If you have the chance to help, then do it.

2. Modest

- 2.1. Do not be overconfident.
- 2.2. If you ever had fault, admit and apologize.
- 2.3. Clients are always right. They provide the information and specifications of the job to be done, if you feel adding something, be polite enough and suggest.

3. Professional

- 3.1. Separate personal problems from work related task. If ever it is necessary for experience, use it as reference only
- 3.2. Focus and keep your mind on your work.
- 3.3. Be serious. When working, be serious but not uptight.

4. Innovative

- 4.1. Aim to create new things, find ways to make work a lot easier
- 4.2. Traditional is not that bad. Use it as the basis for creating something better than the traditional
- 4.3. Use what is existing and create new things from the combined existing

5. Optimistic

- 5.1. There is always a reason for everything, be positive.
- 5.2. Never-ends truth: At everything, every point, every way, there will always be only one truth, the truth of reality.

6. Nifty

- 6.1. Aim for zero defects and variance, aim for perfection. Do not be contented on what is existing and do something to make it better. Perfection may not be possible but at least it will lessen the defects and variance and as time goes, it will lessen until it reaches zero.
- 6.2. Always have back-up for every work done. If ever something happens, then you still have a back-up
- 6.3. Think before you act, there are many consequences and be ready to face it as to what you have decided
- 6.4. Mistakes are inevitable, minimizing it is a goal. Chances are given for every mistake; use it as the basis for improvement. Make sure to test each of your works before release.
- 6.5 Risk is an aspect of life, a challenge: Life exists because of challenges, challenges exist because of risk.

7. Enthusiastic

- 7.1. Application of what is learned is required. Exercise it everyday.
- 7.2. Do not rely much on what is there, experience is the best teacher
- 7.3. Do not be shy on giving your suggestions or sharing your ideas. There is no wrong idea, only innovative ones.

7.4. Hope for the best and expect the worst. Don't expect anything!

8. Entrepreneurs

8.1. Think of having profit in every products you have and its impact on the society

8.2. Always let your clients see the whole picture based on how you define it

8.3. Products are useless if there are no clients using it, be friendly enough to let them know about what you have provided for them

9. Respecting/Responsible

9.1. Each one is unique, respect each diversity and learn from them

9.2. Be responsible for your own actions. Think first before deciding and prepare for the consequences that lie ahead.

9.3. Respect is given, not asked. Give respect to others, for them to return it to you

9.4. Pick your words wisely

9.5. Respect privacy of other people.

9.6. Respect other's beliefs and other's words.

9.7. Respect all people in authority.

10. Sensitive/Social

10.1. Be sensitive to other's needs. Use it to build what is necessary

10.2. Be friendly and reach out to others. Don't be afraid to socialize

10.3. Do not use this project for social purposes. Let it be a tool to ease man's work

10.4. If in case you see something wrong that would affect majority of the people, ask your direct supervisor for that matter before taking further actions. There will be a grievance board to hear your plea.

Philtop Industries, Incorporated

Corporate Social Responsibility

Elinor Joy Antonio
Stephen Sze
Vicente Mayamaya
Erickson Ollodo

Philtop Industries, Incorporated

Corporate Social Responsibility

Company Overview

Phil-Top Industrial Incorporated was established on 1988 with its initial location at Malabon City. It first started in small business with 3 installed machines operating to produce hanger, water dipper and clothes grip – the primary products of the company. Winning customer's attention and trust were two of their difficulties.

The Innovation...

It took the owner a lot of guts, hard work, patience, and determination to be able to reach the company's present standing. He himself went to *Divisoria* to promote their products and attract more customers.

With its uniquely innovated products, the company was led to an unexpected success. Gradually, the company expanded and was resettled to a larger space to accommodate more machines, machine shop, recycling and mixer area, packaging area, and parking space for loading.

As years pass, customers and products continued to multiply so the need for expansion had once again arise. That's the time they bought two more lots near the vicinity as warehouses. Presently, their products consists of kitchen and house wares.

The company offers different kinds of products that has many stylish designs that cover various types such as house ware, kitchenware, even school and office organizers; all to indulge the varied needs of each customer. All through their operation, they offer goods to a very different market, which includes wholesale and retail shops, department stores, supermarkets, and promotional enterprises all over the country. The company's service also manufactures made-to-order molds for clients with particular needs.

Vision

Phil-Top and its quality products will be recognized and respected as the best and most sought after plastic houseware products not just in the Philippines but also internationally.

Mission

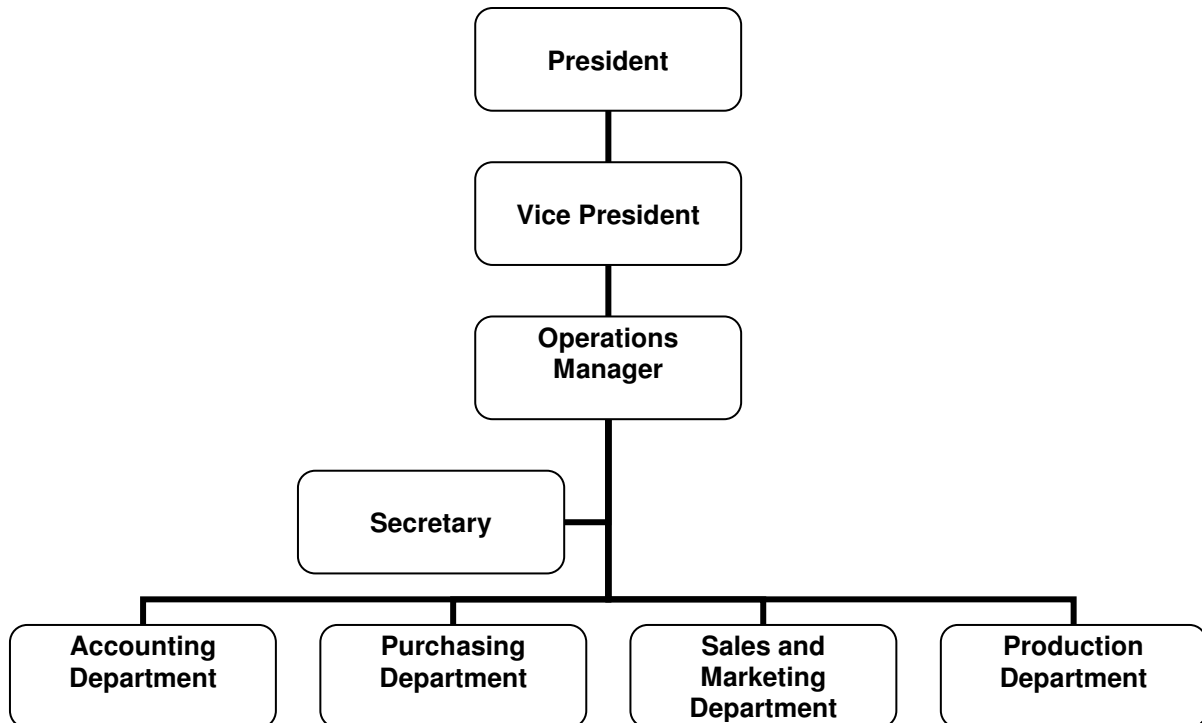
In order to realize our Vision, our Mission must be to exceed the expectations of our clients. We will accomplish this by providing product quality management and quality assurance in design, development, production, and even in transactions. In this way we will ensure that our profit, quality, and ethical goals are met.

Brief History

Phil-Top Industrial Incorporated was established on 1988 with its initial location at Malabon City. It first started in small business with 3 installed machines operating to produce hanger, water dipper and clothes grip – the primary products of the company. Winning customer's attention and trust were two of their difficulties. It took the owner a lot of guts, hard work, patience, and determination to be able to reach the company's present standing. He himself went to Divisoria to promote their products and attract more customers. With its uniquely innovated products, the company was led to an unexpected success. Gradually, the company expanded and was resettled to a larger space to accommodate more machines, machine shop, recycling and mixer area, packaging area, and parking space for loading. As years pass, customers and products continued to multiply so the need for expansion had once again arise. That's the time they bought two more lots near the vicinity as warehouses. Presently, our products consists of kitchen and house wares.

Inside the Organization...

PhilTop Industry Incorporated Organizational Structure



Description per position:

Position	Description
1. President	The job of the president is to find new innovative products in other country and tries to come up with the same benefits of that product or better.
2. Vice President	The job of the vice president is to make sure that everything in the company is doing well and manage the employees as well
3. Operations Manager	The job of the operations manager is to manage all operations including sales, production, etc
4. Secretary	The role of the secretaries is to help the operations manager do his or her work
5. Accounting	The role of the accountant is to keeps, audits, and inspects the financial records of individuals or business concerns and prepares financial and tax reports.
6. Purchasing	The role of the purchasing department is to issue purchase orders for supplies, services, equipment, and raw materials.
7. Sales and Marketing	The role of the sales and marketing department is to maintain and improve its sales of the company.
8. Production	The production department is in charge in the quality products and production.

.

—

Philtop Products:

B	C	D	E	F
Bag and File Case	Canister	Dish Drainer	Entertainment Rack	Flower Mat
Basin	Chairs and Stools	Dustpan		Fly Swatter
Basket	Clothes Grip	Doll Chair		Food Container
Bathroom Accessories	Colander			Food Keeper
Bowl	Crates			Fruit and Party Tray
Bread Box	Cutlery			Funnel
Bookshelves				
H	K	L	M	P
Hanger	Kitchen Utensils	Laundry Brush	Mug	Pail
	Kitchen Ware	Lunch Box	Multipurpose Container	Pitcher
		Lunch Carrier		Plate
		Lunch Kit		
R	S	T	U	W
Rack	Serving Tray	Tumbler	Utility Box	Waste Can
	Shoe Rack			Water Dipper
	Soap Tray			

Products for the poor...

Generally, all products produced by the Philtop are for the poor. They target class C, D, and E of the pyramid as well as provinces of the Philippines. As of today, they are still into reaching out to the poor and in remote provinces.

Clients' Profile

Promotions and Marketing	Provincial Customer	
Role Marketing	Colon Nade Supermarket	Southway Dept. Store
Venture's Link	Unirich Marketing	Injap Supermart
Simple Venture	Calumpung San Mart	Blue Field Trading
Grand Success Int'l Ventures Corp.	Dandiagas Sun Trading	Bohol Quality
Bless Line	Shopper Plaza	Golden Bell Commercial
Premium Article	Fit Mart Mall	Asia Trading
Tess Art Gift Shoppe	Anas Trading	Buenas Supermart
Asia Prime Commodities	Isulan Central Plaza	Sunscor Grocerama
	Davao Central Warehouse	Cebu Plastic Warehouse
	KCC Shopping Center	Bodega Glassware
	New Kim Chiong Trading	New Lucky Marketing
	Gleen Marketing	Cebu Progress
	Roxsy Marketing	Yu Tan Marketing
Others	Happy Convinient Center	Traffic Exchange Trading
Alaska Milk Corp.	Ororama Super Center	
Avon Cosmetics, Inc.	Palma Trade Center	
Republic Biscuits Corp.	Iloilo Big J's Mart	
Goldilocks Bakeshop	Golden Bell Grand Center	
Electrolux Philippines	Swana Mercantile	

Star Paper Corp.	LB Supermarket	
Naglayan, Inc.	Shop O Rama	
ABS-CBN Foundation, Inc.	New Young Mart	
	Shopper's Emporium	
	Alturas Supermarket	
	Best Mart	
	Lopue's Dept. Store	
	Contex Unimart	
	F.K. Mart	
	Tesco Hardware	
	Brodeth Marketing	
	Park'n Shop	
	Denver Sale & Marketing	
	City Square Trading	
	Plaza Marcela	
	Ria Thrifty Mart	
	South Seas Complex	
	P.F. Enterprises	
	RD Home Furnishing	
	Cangs Inc.	
	888 Marketing	
	Aklan Shoppers Mart	
	Royal Supply	

Major Client's Profile

1. **ABS-CBN** a Philippine multi-media conglomerate, is the largest integrated media and entertainment company in the Philippines with an asset base of more than PHP28 billion (US\$613 million) as of current 2007. ABS-CBN is principally involved in television and radio broadcasting, as well as the production of television programming for domestic and international audiences and other related businesses.
2. **SM Supermarket** has become the most dominant player in the retail industry. Having a national chain and housing over 3,000 employees, we maintain a constant hiring, training and development process to meet the highest level of competency and customer expectations.
3. **Alaska Milk products** were first manufactured in the Philippines in 1972 through Holland Milk Products, Inc. (HOMPI), a partnership between AMC's former parent company, General Milling Corporation (GMC), an industrial foods company with interests in flour, feed and soy bean milling, and a Dutch dairy company, Holland Canned Milk International B.V. HOMPI initially manufactured liquid canned filled milk products, (evaporated and sweetened condensed milk) and eventually expanded to manufacture powdered filled milk and UHT milk products division up until AMC's spin-off and incorporation as a separate and independent corporate entity in 1994. Shortly after its incorporation, Alaska Milk shares were listed in the Philippine Stock Exchange in 1995.
4. **Star Paper Corporation (SPC)** is a Filipino-owned corporation engaged in primarily in the distribution of quality goods from the United States, England, Japan, Sweden and other parts of the world. While we focus on supplying materials to the printing industry, our charter allows us to engage in trading and other business activities as well.
5. **Republic Biscuit Corporation (Rebisco)** is one of the pioneers in the biscuit industry and a leader in the fast moving consumer goods industry in the Philippines. From a basic portfolio of biscuits such as the famous and pioneering Rebisco Cracker Sandwiches that generations of Filipinos have loved, Rebisco now carries a wide variety of snack food ranging from nuts and seeds, cakes, wafer sticks, chips, curls, candies and gums.

On Competitors...

Competitive Profile Matrix

Critical Success Factors		Orocan		Tupperware		PhilTop	
	Weight	Rate	Score	Rate	Score	Rate	Score
Product Marketing	0.25	4	1.00	3	0.75	4	1.00
Resource Management	0.10	3	0.30	3	0.30	2	0.20
Product Quality	0.25	3	0.75	3	0.75	2	0.50
Machine Productivity	0.25	3	0.75	3	0.75	3	0.75
Advertisement	0.15	3	0.45	2	0.30	1	0.15
Total	1.00		3.25		2.85		2.60

Competitive Profile Matrix Explanation:

The Competitive Profile Matrix shows three aggressive companies, including the PhilTop Industrial Inc. The group also included top two companies who produce plastic products which are the Orocan and the Tupperware Company.

The table shows different critical success factors for the three companies. It has Product Marketing, Resource Management, Product Quality, Machine Productivity and Advertisement. Orocan has the highest total score which has 3.25, the Tupperware placed second and the last, which is PhilTop that has 2.60. This shows that PhilTop has poor advertising skills compared to other companies.

Identifying Strengths and Weaknesses...

Strengths

Product Trend Competitiveness

- The company always updates their product designs by finding new and unique products from other countries

Customization

- The company offers product customization

Financial Stability

- PhilTop Company is already stable because they have been in the industry for a long time and has a good revenue

Cost Leadership

- The company recycles products that are rejected by crashing and reusing it as a raw material

Employee Motivation

- The company provides excursion and trips for their employees once a year.

Weaknesses

Production Management

- Over production of products because there is no inventory system.

Manual Inventory

- The company cannot monitor their inventories correctly.

Quality of raw materials

- Recycled raw materials are reused.

Time Management

- PhilTop merges deliveries from two batches into one and it results late delivery to other customers

Advertising

- The company only advertises their business in PLDT yellow pages.

Internal Factors Evaluation (IFE) Matrix

IFE Matrix				
Key Internal Factors	Function	Weight	Rating	WTD Score
Strengths				
Product Trend Competitiveness	R & D	0.15	4	0.6
Customization of Products	Marketing	0.10	4	0.4
Financial Stability	Financial	0.10	3	0.3
Cost Leadership	Financial	0.10	3	0.3
Motivated employees	Culture	0.05	3	0.15
Weakness				
Production Management	Management	0.15	2	0.3
No Inventory System	Technology	0.10	1	0.1
Quality of raw materials	Technology	0.10	1	0.1
Time Management	Management	0.10	1	0.1
Advertising	Marketing	0.05	2	0.1
Total		1.00		2.45

Internal Factor Evaluation

The company strives to be competitive and flexible in making their products through their innovative designs and customizable product. Having a good financial stability gives the company an advantage to buy and adapt new technologies, and can fund employee motivation.

Despite of the strength of the company, the company has poor production management resolving poor quality of product. The company is having a hard time monitoring their inventory and there is always an excess in production because they don't have an inventory system to support their processes. The company also has a poor quality in product, because they use recycled raw materials to produce the product again to lessen the cost.

The External Environment...

Competitors Profile

Orocan

Produced by the Ashlar Industrial Corporation in the 1990s, the name 'Orocan' actually stands for their entire line of plastic products; which includes not just their trademark plastic drum, but also laundry basins, coolers, jugs, pitchers, utility storage, etc.

Alatone

Alatone Plastics Inc. was founded year 1969; emerge as one of the first companies in the Philippine industry of manufacturing plastic products. Its humble beginnings started by manufacturing only two items, pails and basins. Today, Alatone Plastics is engage in producing various types of items such as utility cans in different sizes, baskets, chairs, drawer and multi-purpose heavy-duty crates. The company is known for quality and durable plastic products

Sanko

Sanko Plastics Philippines is an affiliate of Manly Plastics Inc. Our businesses include Manly Plastics Inc., an experienced manufacturer of soft drink crates, original parts for major manufacturers of automobiles, electronics, home appliances and furnishings. They also pioneered the plastic pails that feature the double lock lid system ensuring a drip free and tamper evident seal for storing both dry and liquid items. Sentinel Plastics Manufacturing Corporation, which manufactures 400 pound load tested plastic tables and chairs, Filpet Inc. specializing in the blow-molding of PET bottles and jars and First Pinnacle Trading Corporation engaged in providing warewashing, handling and transport solutions to the restaurant, catering and hospital industry.

Ashlar Industrial Corp

Ashlar is an international private company that manufactures plastic products that is located at 143 Darlucio Compound, Panghulo Rd., Malabon City, , Philippines. Its' primary products are plastics; Plastic Pipe and Pipe Fitting Manufacturing.

Panaware

PANAMA PLASTIC PRODUCTS, INC. is one of the leading plastic houseware manufacturers in the country. Our products are popularly known in the nationwide market under the brands PANAWARE and EZ-STORE. Panama Plastic Products, Inc. is located at 65 Simoun Street, Acacia, Malabon City, National Capital Reg.

Amazon Manufacturing Inc

Amazon Manufacturing Corporation has received recognition in the 2004 National Shopper's Choice Annual Awards given by the Asia-Pacific Shopper's Choice Institute and its partners. These include the award for being the No.1 Makers of PE Screen, No. 1 Aquaculture Supplies (National), and No. 1 Agriculture Supplies (National), respectively. These awards are given to manufacturers who have proven their excellence in product quality, their strength in company reputation, brand recognition and consumer service.

Porter's Five Forces Analysis

Rivalry among competitors ☒ High ☐ Moderate ☐ Low

The company's competitors have the same target market and products. The only differentiating factor is the customized product from our company.

Threat of new entrants ☐ High ☐ Moderate ☒ Low

The amount of capital needed to establish a plastic manufacturing company is costly and thus, decreasing the number of interested entrepreneurs.

Threat of substitute products ☐ High ☒ Moderate ☐ Low

Most of the customers prefer plastic products as a form of practicality. Plastic materials are a lot cheaper and easy to replace when broken.

Bargaining power of buyers ☐ High ☐ Moderate ☒ Low

Since the company is offering their product to their customers in factory price. Bargaining is less demanded by the buyers.

Bargaining power of suppliers ☐ High ☒ Moderate ☐ Low

The company orders in bundle and thus suppliers give reasonable prices.

Identifying Opportunities and Threats

Opportunities

Development of new technology

Development of new technology because technology now days are becoming more innovative and so to remain competitive in the market they have to consider new options for information technology. (references)

Increased tax for imported products

The company considers this as an opportunity because once the taxes for imported products are high; china products have a lower chance for getting into the Philippine market.

People switching to plastic products

Some consumers really prefer using plastic products for easy storing and easy to use.

Advertising and promotion of companies

The company would be known all over the country once they have advertised their different products in other advertising mediums.

Increased GDP level (NSO)

The company would have an increase of sales.

Threats

China Imports

Clone products being produced by china and because of their low price it would greatly affect the company.

Fuel Inflation

The company will shoulder the gasoline of the delivery trucks for product delivery and so, if there is an increase in petroleum, it will affect the company by having an increase in the cost.

Raw material prices

It is a threat for the company because the pricing of raw materials may or may not increase.

Peso Fluctuation(BSP)

If the Philippine currency is low, it is a threat for the company because it will affect their sales.

Single location of business

The company just has one factory in the country, since they just distribute products through delivery and walk in.

External Factors Evaluation (EFE) Matrix

EFE Matrix				
Key Internal Factors	Function	Weight	Rating	WTD Score
Opportunity				
Development of new technology	Technology	0.15	4	0.6
Increased tax for imported products	Economic	0.15	2	0.3
People switching to plastic products	Socio-Cultural	0.10	2	0.2
Advertising and promotion of companies	Others	0.10	4	0.4
Increased GDP level	Economic	0.05	1	0.05
Threats				
China Imports	Economic	0.15	4	0.6
Gas Inflation	Economic	0.10	2	0.2
Raw material prices	Economic	0.10	2	0.2
Peso Fluctuation	Economic	0.05	1	0.05
Single location of the business	Socio-Cultural	0.05	1	0.05
Total		1.00		2.65

EFE Explanation:

This table shows us that the company has a great opportunity in developing new technology since that's one of their advantages towards other companies out there. With this, the company can invest more to it since they can see opportunity in that certain part; and when they have invested to it is also important for them to maximize the given opportunity.

Despite the opportunity of the company; PhilTop Industries Inc., is worried on the threat that could affect their sales and the company itself. And one threat is the entrance of China imports here in our country. Another threat would be the Peso Fluctuation; the company uses the peso as the mode of payment. Once there is a decrease in peso value, the company is greatly affected on that.

References:

<http://en.wikipedia.org/wiki/ABS-CBN>
http://www.smsupermarket.com/?page=about_us
<http://www.alaskamilk.com.ph/about-overview.php>
http://www.starpaper.com.ph/about_us.php
<http://www.rebisco.com.ph/about.asp>