

## ETHICS READER

By: Andrew Sy



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## Book Review 3: Business Ethics – A Global and Managerial Perspective by David J.Fritzsche

### Chapter 1 – Business Ethics: A Global Framework

This chapter talks about the global issues one business experience. Every business has its own issues involve, whether just a simple retail business or a huge corporation, there is bound to be an issue unresolved. There are many type of issues involve in a business or corporation, one issue is bribery. Since the old age, bribery has been a huge issue in a transaction business. As stated at the book, bribery is used to manipulate people by buying influence. It means that bribery is a gift to influence people to do what you want them to do. It is stated at the book that bribery can come in different forms; the more common forms of bribery are call girls and cash payments. While the least common or least noticeable bribery is gifts. This chapter also shows a chart of common ethical issues faced by business executive. Among the ethical issues are bribery, coercion, theft, deception, theft and unfair discrimination. It is stated at the book that coercion can be defined as controlling people by force or threat. Deception is stated at the book as manipulating people and firms by misleading them. Theft is defined in the book as taking of something that does not belong to you. Unfair Discrimination is defined in the book as unfair treatment or denial of normal privileges to persons because of their race, age, sex, nationality or religion. These are the more common ethical issues that one business experience

### Chapter 2 – Importance of Ethics in Business

This chapter discusses the importance of applying ethics in business decisions. As stated at the book, this chapter includes the importance of ethics in business relations, the distorting effect of unethical behavior on the allocation of goods and services in our economic system, the public policy implications of unethical actions and the impact ethical relationships have on maintaining and furthering the customer base. This chapter introduces us the macro perspective. As stated at the book, those who believe in the macro perspective believes that that the market system is a more efficient and effective way of allocating a country's resources than any command system. A command system as defined in the book is an economic system in which a central authority allocates the country's resources. In this chapter also states the effect of unethical behavior from a macro perspective. Chapter 2 also talks about the micro perspective. It is stated in the book that from the perspective of the firm, ethics is closely associated with trust. In my opinion, trust is one of the most important factors in an organization. Trust can come in many forms, trust in the company, trust on the employees or perhaps trust on the customer relations and trust in supplier relation. Suppliers or perhaps may be called as vendors. Trust increase efficiency in trade talks and trade exchange between suppliers. A business can gain benefits in trusting suppliers. One of the benefits is the buyer gain a dependable source of supply. Quality of service is provided to those buyers trusted by suppliers. Trust in customer relations is also an important factor in business. As stated in the book, customers who trust suppliers are more likely to stay with. Last is the trust in employee relations. Trust in the employee gains the benefit of respect from them. By trusting employees, employees gain the confident in their work. As a summary, chapter 2 talks about the good ethics both from a macro perspective and micro perspective. We also learn that trust is an important factor in business. As stated at the book, trust promotes productivity and trust requires ethical behavior.

### Chapter 3 – Moral Standards

It is defined in the book that moral standards provide basis for deciding whether an act is right or wrong. In business, there are some people who believe in moral issues in handling business decisions. This chapter also talks about the Social Contracts Theory. Social Contracts Theory as stated in the book combines a universalist and a relativist perspective that recognizes moral diversity among cultures. There are 2 principles that is stated in this chapter, the consequentialist principles and the nonconsequentialist principle. Consequentialist principle may well known as technological principle. It is focused more on the outcome or result of the decision, it somewhat not concern on the consequence of it. The nonconsequentialist principle or better known as deontological principle is likely more ethical. This principle can be classified as either rights or justice based.

Book Review 4– Business Ethics by William H. Shaw (HF 5387 S47 1999)

#### Chapter 4 – The Nature of Capitalism

It is stated at the book that Capitalism can be defined ideally as an economic system in which the major portion of production and distribution is in private hands, operating under what is termed a profit or market system. This chapter talks briefly the history background of capitalism. It is stated at the book that the history of capitalism started on Renaissance in Europe during the fifteenth and sixteenth century. Capitalism has undergone changes since the start of it. This chapter also discusses the key features of capitalism namely companies, profit motive, competition and private property.

Capitalism permits the creation of companies or business organizations that exist separately from the people associated with them. Today, large companies have turned into corporations. The book states that “in the nineteenth century, Chief Justice John Marshall defined a corporation as “an artificial being, invisible, intangible, and existing only in the contemplation of the law. Although a corporation is not something that can

be seen or touched, it does have prescribed rights and legal obligations within the community.”

Profit Motives is the second characteristics of capitalism. It is basically the motive of the company, to gain money and acquire huge profit. This book also states that Robert Heilbroner points out “the idea that gains ought to be a tolerable - even a useful – goal in life would have appeared as nothing short of a doctrine of the devil.”

Competition in the meanwhile is explained by Adam Smith as a thing that keeps the capitalism active. We are free to pursue our own interest, however, it is because of this interest is where we cross path with other people with the same interest as we have. This becomes a motivation for us to become better than the other.

Private Property as stated at the book is central to capitalism, capitalism as a socioeconomic system is a specific form of private property.

This chapter also discusses about Adam Smith’s famous concept of the Invisible Hand. “He argues that when people left to pursue their own interest or will, they will without intending it produce the greatest good of all. Each person’s individual and private pursuit of wealth results in the most beneficial overall organization and distribution of economic resources. Basically, this chapter talks about the definition of capitalism, its key features, two classical moral justification of capitalism, fundamental criticisms of capitalism and the problems facing capitalism in the United States today.

## Chapter 5 – Corporations

In this chapter where we can learn on certain topics like, the meaning of responsibility and the debate over whether corporations can be meaningful said to have moral responsibility; the broad and narrow view of corporate social responsibility; the four key arguments in this debate namely the invisible hand argument, the hand of government argument, the inept-custodian argument. The book discusses on the meaning of moral responsibility. “In first sense, it refers to holding people morally

accountable for some past action. In second sense, it refers to one's accountability, not particular past action, but for the care, welfare, or treatment of others as derived from the specific social role that one plays. The third sense of it refers to one's capability for making moral or rational decisions on one's own. This chapter talks a lot of the roles of a corporation and its moral responsibility to the society. It talks about the pros and cons of being morally inclined in decision making.

Book Review 5: Business Ethics Ethical Decision Making and Cases by Ferrell, Fraedrich, Ferrell

## Chapter 6 – Organizational Culture and Ethical Decision Making

This chapter talks about structures of organization, their roles and goals. Organizations are much more than structures in which we work. Organization structures can be discussed in 2 major categories. Centralized organization is where decision-making authority is concentrated in the hands of top-level managers, and little authority is delegated to lower levels of the organization. The responsibilities are still rested on the top managers. This kind of structure is for advanced organizations that take high risk decisions that required top-notch skills. This centralized organization

structure is more formal on rules, policies and procedures. The division of work is well defined; each worker or employee knows their role and responsibility to the organization. But even a formal type of organizations can have major problems. One ethical problem is that people tend to blame other people especially one that is higher than their position for bad outputs. "The problem of poor communication between the company and a subcontractor in centralized organizations can also result in allegations of unethical activity." Another type of organization structure discussed here is the decentralized organization. In this kind of structure, decision-making authority is delegated as far down the chain of command as possible. These kinds of organization structure as an advantage on adaptability and early recognition of external change. This chapter also defines a corporate culture as a set of values, beliefs, goals, norms, and rituals that members of the organization share. It is stated in the book that corporate culture is often expressed informally. Ethics can be a component in corporate culture. This chapter also defines the meaning of leadership, it is the ability or authority to guide and direct others toward achievement of a goal, has a significant impact on ethical decision making. This chapter also defines motivation as a force within an individual that focuses his or her behavior to achieve a goal. Power is also defined in this chapter as a second dimension of leadership. Power refers to influence on other people. The 5 power that is discussed in this chapter are reward power, coercive power, legitimate power, expert power and referent power.

## Chapter 7 – Organizational Relationships and Conflicts in Ethical Decision Making

The corporation can be viewed as a moral agent held accountable for ethical conduct. Significant others include superiors, peers, and subordinates within the organization who influence the ethical decision making process. Relationships among these individuals are an important part of the functioning of a business organization, strongly influencing ethical behavior. This chapter discusses that a role is a part that a particular person plays in an organization; it refers to that person's position and the behavior others expect from someone holding the position and the behavior others

expect from someone holding the position. Each worker, employee, individual has its own task and role in an organization. In decision making, there is always opportunity and conflict that affects the ethical content in decision made in the business. This chapter defines opportunity as a set of conditions that limit unfavorable behavior or reward favorable behavior. A logical kind of concept, an unethical individual who is not punished will still continue its unethical work while an ethical worker that is punished will feel offended by its nature. This chapter also said that conflicts occur when there is misunderstanding in ethical theories in decision making. Conflicts arise when an individual's philosophies or methods are totally different from the view of the organization. This chapter shows different kinds of conflicts, a personal-societal conflict develops when an individual's values differ from the society. Organizational-societal conflict is when the organization's beliefs, values and theories are opposing to the society. Managers and corporate officers should act as role models to their employees. A good manager or head is someone who is respected by its employees thus motivating the employees to do their best for the benefit of the organization.

## Book Review 6: Ethical Decision Making and Cases by Ferrell, Fraedrich, Ferrel

### Chapter 8 –Development of an effective ethics program

It is stated at the book that an effective organizational compliance program involves the following: codes of ethics and compliance standards; high-level personnel responsible for the ethical compliance program and the delegation of authority; effective communications and ethical training programs; monitoring systems that monitors, audit and enforce ethical standards; and other efforts needed to keep improving the ethical compliance program. Having an organizational ethics program should help reduce the possibility of legally enforced penalties and negative public reaction of misconduct. Basically, every company must have a standard effective ethical program to teach employees the right and wrongs. It ensures the employees to understand the values of the business and comply with the policies given. This chapter also talks about the Federal Sentencing Guidelines for Organizations. It is stated in the book that this encourages companies to assess risk, then self-monitor and aggressively work to deter unethical acts by punishment. Ethical behavior in a company can be encouraged by establishing organizational standards of conduct, particularly codes of ethics. Codes of ethics are formal statements regarding the behavior that the organization expects from the employees. A company that is without a uniform standard will lead to employee's difficulties in determining acceptable behavior of the company. This chapter also states the 6 steps in effective implementation of code of ethics. They are namely comprehensive distribution, assisting in the interpretation, specifying management roles, informing employees about the code's objective and responsibility, establish grievance procedures and providing a conclusion statement. This chapter states that effective communication by top managers or executives are important. It keeps the firm on its ethical course. The top officers must ensure that the ethical climate is consistent with the company's overall objectives. Successful ethics training is important in helping employees identify ethical issues and providing the means to address such issue and resolve them.

## Chapter 9: Business Ethics in a Global Economy

This chapter states that the global business involves the development, promotion, pricing, and distribution of goods and services across national boundaries. The global businessperson must not only understand the values, cultures, and ethical standards of his/ her own country but also be sensitive and alert to those of other countries. Each nation has different kinds of cultures, religions and beliefs. Each nation may differ in their ethical beliefs. But most nations agree on some global ethical issues. Major global ethical issues range from sexual and racial discrimination, human rights, price discrimination, and bribery. Price discrimination creates an ethical issue and may be illegal when the practice violates either country's laws; when the market cannot be segmented or the cost of segmenting exceeds the extra revenue from legal price discrimination. It is stated in the book that globally, companies have begun working together to minimize the negative effects of pollution and support environmental responsibility. Advances in telecommunications have intensified such ethical issues as copyright infringement and unauthorized duplication of fashion designs.

## Book Review 7: What's Right and Wrong in Business? By Raphael Gomez

### Chapter 4: The meaning of business ethics

“Ethics is seen as God’s will reflected in human actions. Man of course must maintain a personal relationship with God and this relationship is prayer.”

- I was deeply moved by this quote, this message is clearly telling us that even we are involved in business, we must observe proper good conduct that doesn't go against God's will.
- This statement is very true in terms of morality. As a businessman, we should not only concern ourselves about our business but also for the welfare of the society.
- As a businessman, we should be careful in making our decisions or judgments, we must be sure that we don't affect those that aren't supposed to be affected.
- In every work we do, every aspect of life we encounter, we must always value not only ourselves but also other people.
- Each businessman has their own religion to believe in, but whatever the religion is, it is always for the best of humankind.
- Every human has its own instinct of what is right and wrong; it is up to their instinct to determine the thing that is for the betterment of the society.
- Some say that ethics and business aren't supposed to be mixed, but to some extent we must always consider the right from the wrong.
- There may be some instances where all things are allowed but are not beneficial.
- As a successful businessman, we must stand to what is right, observe proper behavior in making decisions, do not be selfish in one's own act, differentiate what is right from wrong.

## Chapter 5: The meaning of virtue

Virtue is something a human possesses which enables them to determine what is right from wrong. Virtue is an inborn nature of human, it is like a natural instinct that lets him/her think of what is right and wrong. "A virtue such as honesty or generosity is not just a tendency to do what is honest or generous, nor is it to be helpfully specified as a "desirable" or "morally valuable" character trait. It is, indeed a character trait — that is, a disposition which is well entrenched in its possessor, something that, as we say "goes all the way down", unlike a habit such as being a tea-drinker — but the disposition in question, far from being a single track disposition to do honest actions, or even honest actions for certain reasons, is multi-track. It is concerned with many other actions as well, with emotions and emotional reactions, choices, values, desires, perceptions, attitudes, interests, expectations and sensibilities. To possess a virtue is to be a certain sort of person with a certain complex mindset. (Hence the extreme recklessness of attributing a virtue on the basis of a single action.)" – taken from <http://plato.stanford.edu/entries/ethics-virtue/>

## Chapter 11 – Safety, Risk and Environmental Protection

This chapter of the book discusses the role of the corporation to ensure the safety of the society. As stated in the book, “Corporations produce goods and services needed by the society, and corporations supply employment for the members of the society.” This chapter also points that it is really wrong to provide services for bad doings. Quoted from the book is “Clearly it is unethical to provide a service of murderers for hire. Since it is also illegal to murder people, we can hardly imagine a group publicly incorporating for such purpose.” This shows that there is no way that people will create a corporation for the sole purpose of creating havoc to the society. Most of the companies are created to help the society or the least is not to harm the society. Nobody is dumb enough to create a corporation to harm the society. As stated at the book “Most products and services produced by corporations are clearly ethically permissible. Obviously none are illegal; otherwise the corporation would not be legally incorporated within the same jurisdiction.” This is the more logical explanation on why there are few “bad” corporations that aim to wreck havoc to the society. The principle of “Do no harm” is more on widely acceptable throughout the world. We can usually see in parks or zoos that “Do not harm small animals” signs. This is because the society is too concerned about the environmental safety of the country. Nobody likes to live on a dangerous environment that is polluted, full of dangers and practically not safe. In corporation, managers often put the safety of its employees as 1<sup>st</sup> priority. No corporation will put a certain employee on a dangerous environment to work in. Same goes for the employee, no employee wants to be assigned on a field that is dangerous. As stated in the book, “No one can reasonably insist that all products be made as safe as possible, regardless of expense; there are reasonable expectations of safety to which manufacturers can be held.” In reality, we can’t say we have 100% safe product, no product is perfect. Consumers must be cautious enough to be aware on the products they buy. Companies should also check on their products to assume a good

quality and safety for the consumers. This chapter has stated “The level of risk of a society wishes to accept in using products can be set informally by the state of the art for the particular type of product, or, in more complicated matters, it can be set by government.” This chapter also talks about corporate liability, stated from the book is “If a manufacturer knows of a defect that increase risk to the purchaser and neither corrects the defect nor informs the purchaser, then the manufacturer is open to a charge of reckless negligence.” This means that a company can be sued for not informing consumers about the risk of the product. Environmental Harm is also discussed in this chapter, stated in the book “The blame for the deterioration of the environment frequently falls squarely on business. Factories pollute; manufacturers pour toxics substances into rivers and streams and bury noxious substances, often without regard to public safety; greedy entrepreneurs denude forests, strip-mine the land, and heedlessly eliminate increasing numbers of species.” These are some examples on how big corporations usually deteriorate the environment. Pollution can be describe as something that deteriorates the environment, destroys the natural habitat of the environment and cause harm on the society. The book stated that “Pollution became a major issue when the free use of land, water and air as means of waste disposal started to cause known harmful effects on others.” These issues can be resolve in a more ethical manner. One example is by for “those who produce harm to reimburse those harmed for the harm done.” Another approach is to “allow the firm to pollute but attempts to eliminate the pollution or clean it up before it harms anyone. Yet another approach is “to prevent it at the source, it means that this pollution is not allowed to develop.” Companies, firms are solely responsible for the safety, the cleanliness , the healthiness of the society and environment.

## Book Review 9: Ethics at work by Bob Kelley

### Chapter 4: The Employees

“Workers through the ages have rarely received fair treatment although most employers probably prided themselves on their generosity. From pre-history until comparatively recent times the use of slave labour to fulfill manual and semi-skilled tasks was taken for granted without a thought that it was wrong to demean another human in that way.”

- This statement basically shows that even on the pre-historic age, there are already such hierarchy such as the master and the slave. Slaves were treated as something disgraceful, something not worth respecting. From the ancient times where workers are categorized as slaves, even during the world war times where hostages are treated as workers and slaves. The term “workers” has evolve through time, from a non-respected term to the current respected term of “hardworking individuals”. Just like the book has stated, “the metamorphosis from primitive commercial cultures to those with full respect and attendant rights for each individual.” This shows that in current age of time, the term worker is not only meant someone that is working on farms but rather someone working for a cause.

In the competitive business, the trust of employees is rather important for the success of the company. There are some factors to be considered in employee with employee relationship, discrimination is one of the factors a manager should monitor between employees. Some employees tend to discriminate other employees, some managers also tends to discriminate their employees, this cause the employee to lose some trust with the company. Gender discrimination

is usually a common kind of discrimination. Some managers tend to underestimate the female side. Safety and Bullying at work is another factor managers should consider. A feud between employees is bad for the whole organization to achieve its goals. The safety of the employee has always been the primary concern of the management. No management wants their employees hurt.

Whistle-Blowing is another kind of issue that employees face. An employee might occasionally be forced to choose between his ethical rights or his job. "Making a public complaint about the practices of one's employees or colleagues has become known as whistle-blowing. Complaints come because the employee sense something ethically wrong about a certain task, or certain process of the company. Complaints also come from sensing an urge of judgment towards a fellow employee. Sometimes, a judgment is based on a debate on "Your ethics or mine?" It is based on one's own belief on certain action; it is based on one's own judgment on the act if it is ethically right or ethically wrong.

Confidentiality tells us that many thought "that employees have the right to expect confidentiality from their superiors and others with access to their files, and that to break this trust is unethical." Sometimes an old saying goes like, "There are some things that are better off remain unknown that regret for knowing it." Confidential things are supposed to remain confidential unless given permission to share it. The simple logic of losing trust because that someone spills something that supposes to be confidential is already a concrete explanation for keeping secrets.

Most often organizations face problems that deal with the beliefs of two or more parties. "Protest are likely to be greeted with incomprehension and possible derision." One must not rely on personal belief or standards to judge others.

## Book Review 10: Ethics At Work by Bob Kelley

### Chapter 6 - The Suppliers

The oriental race has a saying "it takes two hands to clap". This means in business, there is such thing as maintaining a client-supplier relationship. Maintaining a good mutual respect between client and supplier is a sign of a good business. Whether a long term or a short term is needs, having a good relationship with your suppliers can hasten the transactions in your business. The balance of power, the balance of respect between suppliers and clients must be observed to have a business effectively do their transactions. Bullying suppliers or vice versa is a weak relationship between. Payment has always been a factor in arguments between suppliers and clients. Delay of payment has always been the issue on both sides. There are too many ways a contract can be delayed longer. Some involves ethical issues on how to delay the payment.

Suppliers should be treated like a comradeship; suppliers are supposed to be the ones that will help you throughout your business life. Respecting both sides starts by showing good manners to other people, respect the other side if you want them to respect you. It takes a respectful businessman few words to make the deal done.

### Chapter 7 – The Community

It is important to also maintain a good relationship with the society or community. A company that earns the public community's trust has a better chance in establishing a great tycoon. To earn the public's trust, the company must first show the very motives of the business. A company's motive is an important essential in earning the trust of the society. One of the reasons that a company needs a good image from the society is to increase the hiring rate of the company. People want to join good companies that have brighter future. By earning the community's trust, the company showed them the opportunities the company has installed for them.

Motivating your business is another way to strengthen the workforce of your company. An employee feels more secured if the company shows support and leadership in every aspect. "Consistent strong criticism in public of their trading methods may well in time result in a weakening market for their products and services." "In fact, taking account of many of the issues widely regarded a ethical can be to a company's direct financial advantage."

Some companies harm the society indirectly. "Most extraction and heavy industry have enormous capacity to pollute the environment in and around the premises in which they work." This causes unsatisfactory result from the society's point of view. A society treats nature breaking business as a threat to the community. Other societies take extra action against these nature-breaking businesses. A disillusioned population is a bad market for any business. Dissatisfactory people can cause your company's downfall.

## Book Review 11 – There’s No Such Thing As “Business Ethics”; there’s Only ONE RULE for Making Decisions by John C. Maxwell

### Chapter 1 – Whatever Happened to Business Ethics?

The ethical dilemma today is that there are only a few who believes in Business Ethics, question raised are “Why is ethics in such a terrible state?” The book described ethical dilemma “as an undesirable or unpleasant choice relating to a moral principle or practice. It is believed in the book that one of the reasons why ethics is in such a terrible state is because people tend to do what they feel is convenient for them. “As human beings, we seem prone to failing personal ethics tests. Why do we do something even when we know it’s wrong? Do we cheat because we think we won’t get caught? Do we give ourselves permission to cut corners because we rationalize that it’s just one time? Is this our way of dealing with pressure?” These are the questions one asked themselves during ethical tests. Humans tend to fall to temptation of a greater desire and ignore the rules of life. Sometimes we like to use our own way to achieve our desires. We do what we must to win, in the reality of life; everybody wants to be a winner. Everybody wants to achieve something, thus creating a temptation of doing particularly anything just to win. Most people hate losing, they’ll do anything to win. A lot of instances include choosing between being ethical or being a winner. Another reason is we rationalize our choices with Relativism. A question is raised in this book, “If you look at what’s in the marketplace, you’ll see that even though we desire honesty and plain dealing, we’re still not winning the battle of ethics.” Some of the solutions indicated in the book include teaching employees the values of ethic thru a seminar or a remedial class. This creates another problem; most of the companies don’t have the desire to follow ethical rules or concepts. Most desires of companies are not to make their business ethical but rather more productive. Dealing ethical issues is usually a personal issue rather than social or political issue. “The same person who cheats on his taxes or

steals office supplies or steals office supplies wants honesty and integrity from the corporation whose stock he buys, the politician he votes for, and the client he deals with in his own business. The bottom line of ethics is just do the right thing without hurting others.

## Chapter 2 – Why is the rule golden?

“I believe you will be able to use one guideline to govern your entire ethical decision making. It’s based on the Golden Rule.”

- Most people base their understanding of ethics on some golden rules set by their own religion
- Most people follows what seems to be right
- Most people judge right things from wrong base on other’s understanding
- Whatever ethical decision that is, it is always a Golden rule to not harm other people.
- Most people thinks that the Golden Rule is the true basis of ethics
- Ethical decisions are made through their own belief of what is right and what is wrong.

## Case Study 1 – Hindustan Level Limited

- 1) HLL introduced hand washing as a preventive measure. The people needs to learn to be clean and to wash with soap
- 2) “Research on preventive behaviors for diarrheal disease shows that washing hands with soap could significantly reduce incidences of infection.” The article also stated, “In 1988, research conducted by the WHO shoed that washing hands with soap reduced diarrhea attacks by 48 percent.”
- 3) MNC is literally a soap manufacturer, with their understanding of cleanliness and sanitation and their knowledge of soap; they might be the best position to influence behavioral change. They are also the company that has big experience on influencing others, adapting to cultures and with a great distribution network that delivers its product even to the rural areas.
- 4) Quoted from the article, “We should really think about why a lot of these public programs haven’t been as effective as they could have been. When put into the context of hand wash and water. A lot of it actually involves changing consumer’s behavior and that’s the crux of the matter. “
- 5) Quoted from the article, “If you establish why health is important or why soaps can contribute to reducing germ incidents and perhaps save medical bills through long-term, I think you have a winner right here.” It means that HLL, a soap manufacturer that has the ability to adapt current situation and influence consumers on using their products, it will not only help the company but also help the society.
- 6) The plan was successful; there was “30% increase in hygienic hand washing behavior in mothers, and an estimated 287,000 fewer days of diarrhea per year for children under five years of age in two lowest socioeconomic groups.”
- 7) “1<sup>st</sup>- The program needed scientific credibility and leadership in understanding the fundamentals of hand washing for health and hygiene. 2<sup>nd</sup>- The PPP needed expertise in behavior change and marketing. 3<sup>rd</sup>- To reach the entire population with hand washing communications, the PPP needed government support to

utilize existing infrastructure channels.” It is justifiable because planning in a macro aspect is important in reaching long-term goals.

- 8) I would create a unique but effective way of utilizing available resources and influence the public by creating a better attractive way to be hygienic.
- 9) Lifebuoy rebrand itself by focusing on sports related activities on advertisements. The slogan of “There’s Lifebuoy everywhere there is health” is a great way to reinforce itself. HLL chairman’s decision is wise; soap is not the only hygienic product these days.
- 10) “The Lifebuoy team reconfigured the product’s price and mix to meet the cost challenge and create a viable model to deliver a low-cost, mass-market soap.” I agree with this approach, because through this is where you can ensure a long-term benefit rather than having a short one that wouldn’t last long.
- 11) “If it’s going to multiple contacts, it has to be low-cost. It has to be a scalable and sustainable program. It has to be interactive because you’re trying to get a behavioral change. And the cost of reaching out to villages in rural India is very expensive. I can’t keep doing that for ages. So I need to ensure I get the community to own up to this program and get this movement going for ages. And therefore community participation is important.”
- 12) Yes, I think it will work on the Philippines. Since this country is full of public schools, it’s a wise idea to have children learn the basics of hygiene in order to keep this society clean in the future.
- 13) “The development of Swasthya Chetna relied on a structured communication process for creating behavioral change. “ Five key communication tactics are used namely education, involvement, shock, reiteration, and reward.
- 14) I would add experience to those five tactics; experience is a key in every tactic. These tactics may work on the Philippines because most of the low-class people don’t value hygiene so much.
- 15) It is effective when you want to teach people about hygiene. There is an old saying that goes like “I won’t believe it until I see it! “, meaning visual presentation are more convincing than words

- 16) It benefited from it. Growth on sales has been a big impact for it.
- 17) "Wealthier population also could benefit from health and hygiene message."  
Wealthier population could use this message to campaign their products or company. Besides, everybody likes to trust a company that is eco-friendly and society friendly.
- 18) "The PPP is initially reaching a smaller number of people than Swasthya Chetna; it aims to reach 49 million people in its first year." The article also mentioned "the PPP is targeting all socio-economical groups in the population."
- 19) I think PPP has scale but not that effective in terms of a long-term objective.
- 20) Swasthya Chetna is more futuristic thinking, it focuses on effective planning that pushes to a long term objective. It might be a slow process than PPP but it can ensure a long term profit.

## Case Study 2: CEMEX: Innovation in housing of the poor

- 1) CEMEX's strategy has changed from a traditional selling of products to selling complete solutions. The company also focused on improving productivity and stability by effective operations. Through the years, CEMEX has developed into a strong business
- 2) Information system contributed a lot for CEMEX. It boosts the productivity rates of the company, making some business process a lot easier and faster. CEMEX also gains a lot of competitive advantage over its competitors by setting up a centralized delivery network where all the trucks movement is being monitored in real-time.
- 3) Social Capital is 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.  
([http://en.wikipedia.org/wiki/Social\\_capital](http://en.wikipedia.org/wiki/Social_capital)) CEMEX build social capital by building and supporting low income houses in Mexico.
- 4) The kind of savings that people used in Mexico varies from the class they belong. Low-income or low class people follow a different method of saving from the middle-class or upper-class people. Because low-class people don't have a standard profit, or do not receive paychecks, they can't afford to invest in banks. They form tandas or pools within their small community, neighborhood or friends. The members pool in their money for saving.
- 5) Women are more classified as key persons on family savings. In the Mexican society, women are more entrepreneurial in nature than men. They are responsible in saving the money of their family.
- 6) They found out that financing is the most challenging, most difficult task they face with the low-income people. Credits are not an option for the low-income people because they seldom receive paychecks. The lack of knowledge and experience in housing will lead to waste of raw materials waste.
- 7) Socios get together in small groups, most of the time limited to three people. The reason of the limitation is to easily enforce the rules of payment within the group.

Smaller group tend to bond and care more for each other's need in case of emergency.

8) CEMEX use the strategy of focusing a quality service at a reasonable low cost. With this, it can attract more opportunities in Mexico. Since Mexico is more populated by low-income market, people tend to value their products more than the other companies.

9) The prices of the raw materials are fixed throughout the whole stage regardless to what happened in the economy.

10)A) Promoters do it for living and earning profit.

B) It gains the trust of its socios and partners by providing them quality service at a low cost

C-D) Patrimonio Hoy has successfully created a pull for cement while the CEMEX pushes it as a supplier; creating a push-pull strategy on the cement sales.

11)It comes from a Spanish word meaning "inheritance or heritage". The Mexicans strongly believes in the passing of knowledge to new generations. It is trying to promote the theme of "saving today" or "the future rests on our newer generations".

12)To ensure that the materials, including cement, are reasonably priced, Patrimonio Hoy conducts a market study that publishes prices of competitors and calculates an average price for each calendar month. The socios who sign up in a particular month enjoy the same prices through the 70-week payment cycle.

13)Naturally, in business transactions, it is more reasonable or preferable to conduct transactions when everything is stable.

14)Its success can give credit to factors like commitment of the whole, social capital and the penalty fee structure. Some other factors include good timings of decisions and the market itself.

- 15) It is when a group member refuses or cannot pay its payment on time, the rest must pool in to replace its late payments
- 16) It has made the consumers difficult to withdraw, ignore and let go of this opportunity. Even in a smaller scale, it will fundamentally gradually change the behavior of the consumers.
- 17) The two main challenges of the company is the customer's retention and the socios incapable of affording the raw materials and mason fee for construction.
- 18) Based on the general manager of Construmex, the quality provided from both the US and Mexico is a key factor in generating trust and acceptance from its customers. Thus, they tend to select distributors leading to the gain of trust from its customers.
- 19) One big similarity in Philippines and Mexico is that the market is more on the low-income class of people. The percentage of the lower class people in the population is also a big market to target with.
- 20) The following It solutions are
  - a. Mobile retail
  - b. Manufacturing system
  - c. Human resource system
  - d. E-Commerce
  - e. Inventory system
  - f. Procurement system
  - g. Customer relation management system
  - h. Payroll system
  - i. Advertisement system
  - j. Fleet management system

## Case Study 3

### The Annapurna Salt Story: Public Health and Private Enterprise

- 1) “NGO’s 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 those who do not have. The strength of an NGO such as ours is competence, commitment, credibility, collaboration and advocacy”. Yes, I agree on what it says. For me, NGO is more private company that cares for the welfare of the society,
- 2) Somehow it may make sense, everybody likes good quality. But it’s seldom that a poor person chooses brand as a 1<sup>st</sup> priority rather its cost. I think it’s applicable in the Philippines because we Filipinos are more aware on the quality of the product.
- 3) The nature of the breakthrough on K15 is basically they found a way to protect the iodine on the entire salt particle. K15, also known as stable iodine is kind of iodine that is protected from the external environment.
- 4) It is stated in the text that they have issues such as “Which products have the best potential for branding? How can we develop the undeveloped food staples market? People want the assurance of a high-quality hygienic food product, which is often difficult to differentiate in something like salt. Consumers are looking for a brand to provide them with the trust. We decided we could provide that with salt and atta.” (quoted from the article)
- 5) Based on dhawan justification, “Annapurna needs to give reasons for the market to expand and that has happened. The number of re-launches is not too frequent in this market. The life of a product is usually 18 months. Because the name has remained the same throughout, each launch has had us going back with the strongest, most relevant perspective. We have gained market share each time. Who knows what benefits may be ahead with salt?”
- 6) Quoted from the article, “An article by the Central Salt and Marine Chemicals

Research Institute that mentioned the stability of iodine in salt is poor and can be lost in storage. That article, published in late 1992, was followed by a variety of publications that claimed that up to 70% of iodine can be lost during Indian cooking. This publicity gave us the idea we could differentiate Annapurna on the iodized salt platform—a recognized deficiency in other branded salt. “

- 7) It is successful in terms of relaying the message to the public. “According to analysis, the target group viewed the advertisement at least four times as an average.”
- 8) “HLL began to use rail, mitigating some of the problems with trucking and earning an edge on competitors. With this system, the salt is transported on raked-size rail carriages, vastly increasing the amount of salt that can be transported in one shipment.”
- 9) Based on the article, “the four goals of Project Shakti are planning to increase their reach of rural market. Attempt to increase awareness and change attitudes regarding usage of the various product categories and catalyze rural affluence and hence drive growth of the market.”
- 10) I imagined SANGAN as an effective e-delivery system that monitors delivery or transport status. It recorded the amount of transported goods and time of shipment.
- 11) For me, since the company’s uniqueness itself that it caters women and trains them, I think they should maintain being a uni-sex company.
- 12) “Shakti utilizes women’s self-help groups for entrepreneur development training to operate as a rural direct-to-home sales force, educating consumers on the health and hygiene benefits of HLL brands and nurturing relationships to reinforce the HLL message.” As an IM student, I can advise them with smart strategy, or intellectual process to further help them.
- 13) I think the watch and wait policy is wise for any competitors. Watching the new market is a wise strategy, competitors may pick up tips, discover weak points in the company that can be used as an advantage to their own.
- 14) Yes, it is a great system that compliments the society.

15) I think a program like Shakti will somehow succeed in the Philippines. Because here in our country, women are no longer the usual house wife type of women. A lot of women are professionals in terms of business and entrepreneurship.

## Case Study 4 – ICICI Bank

### 1. What is ICICI Bank's innovation?

ICICI bank's is like a bank for the poor, they believe that these people from the bottom of the pyramid are a good source of profits.

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

They educate people on the ways of the banking. They show them that banking will let their life easier. They promote saving money rather than spending all of them

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

The distance of the branch site from the village is rather far. Thus making operations more difficult.

### 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”

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

To implement retail subsidiary on their business and further research for improvement for the future.

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

Their way of management and their strategic process is much the same with both banks.

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

The 3 tiers are likely strategies in handling different banking system. The 1<sup>st</sup> one is strategies against commercial banks, 2<sup>nd</sup> is against rural banks, and 3<sup>rd</sup> against special banks. These kinds of tiers help develop the company in order to be flexible with different kinds of scenarios and can accommodate many kinds of people.

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

Saving, lending, and responsibly borrowing. It is necessary because they need to educate the people on the basics of banking.

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

The checklist is a way to let the company keep track with their members. They need to be sure that everything is correct. This checklist also has a lot of conditions to help them further understand what is needed.

10. What is the impact of microlending 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.”

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

The implementation of such system will gradually eliminate the cost and time of money transfer. It will be effective in the process of money-transfer and loans.

12. Discuss the quote: "Banking with the poor 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.

I think there is a possibility that it can be applied here in our country, The only problem facing this opportunity is poverty. The poor often prioritize survival rather than keeping money. On our country, there have been many categorizations on the "poor" people. There are some poor people who rather wanted to live a normal life. There are also the "extremely poor" people that you find lurking the streets begging.

## Case Study 5: Voxiva

- 1) What is the innovation of Voxiva?

Answer: The innovation of Voxiva is to provide the society web-based solutions in some of the developing countries by using telephones for communications. These special phones have such feature like a speed dials that the user can dial health authorities in 1 push of the button.

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

Answer: The 1<sup>st</sup> is “real-time collection of critical information from distinguished network of people, 2<sup>nd</sup> is”rapid analysis of data to drive decision-making and allocation of resources”, lastly is “communication back to the field to coordinate response.”

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

Answer: Meyer discovered that ICT projects are more focused on connectivity and devices. The discovery led to a theory that ICT projects focuses too much on the web in creating solutions.

- 4) What is Meyer’s observation regarding the use of telephones worldwide?

Answer: As technology advances, the roles of public payphones and on-desk telephones are starting to diminish because of the emergence and advancement of modern cellular phones.

- 5) What was the problem that Voxiva was originally design to solve?

Answer: The Voxiva was originally design to solve the health issues in developing countries by using telecommunications which doesn’t include using web-based internet solutions as an ideal solution.

- 6) What are Alerta Pilot’s benefits?

Answer: Benefits includes the following:

- a) "It is intuitive to use and accessible."
- b) "It reduces paperwork burdens"
- c) Speed up in submission of health reports
- d) "It allows rapid feedbacks of information to the field"

7) How can Voxiva help eradicate disease?

Answer: The system serves like a surveillance system which it can track down the diseases of the developing countries. People will be better informed on the symptoms and effects of disease. The society will have a reliable source of help in case of emergencies

8) How can Voxiva help in bioterrorism preparedness?

Answer: Faster and more accurate communication between health officials and the people will help in bioterrorism. It will create faster response of people against symptoms of bioterrorism.

9) What are some lessons learned in Voxiva's development in other countries?

Answer: Information system is a helpful way in data gathering and analysis. It can also help identify the problem and receive fast response from the public.

10) What are some of Voxiva challenges?

Answer: a) Creating opportunities  
b) Balancing of quality of service for the society  
c) Seek to improve in all fields and aspects of their operation  
d) To create a worldwide system where they can help boost health alertness globally

11) What is Meyer's belief regarding diversity? What is its connection to innovation?

Answer: Each individual has its own unique abilities and skills. Each member should focus on improving their own skills to the highest peak possible. Improving innovative products depends on the younger generations to fully utilize their potential skills in improving the product.

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

Answer: I think it can be implemented here in our country. Our country being an internet influenced country can really help speed up health response. You can spot an internet café whether a small one or a big chain in every part of the country.

## Case Study 6 – ITC e-Choupal

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

E-Choupal is an web based solution for different farmers with large firms. It uses the internet to provide farmers with valuable researches and information regarding the agricultural needs.

2. Discuss the paradox of Indian Agriculture?

Agriculture is one of the most important livelihoods for the people of India. People in India depend on their agriculture to live. But due to lack of technology, bad farming practice, bad weather or pure bad luck thus creating food shortage.

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

“40% 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.”

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

There are 3 channels namely manis traders, 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”

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

It can lead to inefficiency and lost of products.

6. What were the advantages of ITC's competitors? How did ITC address them?  
ITC has better understanding of the industry they are in. They are more knowledgeable in their field. "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."
  
7. How did ITC "re-engineer as opposed to reconstruct"?  
When there is an error, they dispose it, they didn't attempt to re-engineer it but rather reconstruct it.
  
8. How did ITC "address the whole, not just a part"?  
They centralized in distributing cash, deeds, fertilizers pesticides and marketing
  
9. Was it wise for ITC to install an IT-driven solution where most people would not?  
It depends on how they will implement it. They need to convince the people of the wonderful benefits of their IT-driven solution.
  
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 high credibility."
  
11. Why did the samyojaks introduce the ITC to the sanchalaks?  
It will help them receive feedback and making a positive image on the company. Using the resources of ITC will also help sanchalaks boost their trust with the society and earn better revenues.

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

The new process has lessened its processes. The new system can lessen the processes that may produce deficiencies.

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

It improves the agricultural interest of people. People will now realize the importance of farming. They are amazed that you can earn money by farming. All of these good benefits will help the society.

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

1<sup>st</sup> wave: Acquisition of right crops

2<sup>nd</sup> wave: Preservation of identity

3<sup>rd</sup> wave: Traceability

4<sup>th</sup> wave: Creation of different institutions

5<sup>th</sup> wave: Marketing and distribution strategy

6<sup>th</sup> wave: Other services

- It is feasible because it has an organized process and system. A very systematic approach in handling the problem.

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

Yes, it can be implemented in the Philippines because our country is also an agricultural country. Implementing it will help boost the economy of the country and prevent food shortage.

## Case Study 7: Question on Cyberspace Copyright Law

### Lesson 2: What is the more implication on copyright law?

- “Copyright law usually gives a copyright owner the exclusive right of copying of a writing (or recording a picture or electronic transcription).”

### Lesson 3: What are the limitations on getting a copyright?

- In short writings and those works that you have copied from others without creating your own entry cannot be get a copyright

### Lesson 4: What are potential infringements in cyberspace copyright law?

- If there is something in the net that has a copyright and you’ve copied it without authorization from its owner, then it could be a violation

### Lesson 5: What do you mean by “copy”?

- Copying the whole, copying in paraphrases, copying by handwriting or electronically and copying personal or business purposes is considered copying against law.

### Lesson 6: Is it ok to copy facts or ideas?

- Basically, gaining ideas or copying their facts isn’t a violation of copyright. As long as you can express it on your own

### Lesson 7: Who can be granted to implied license?

- “An implied license can be granted by the copyright owner.”

### Lesson 8: What are the circumstances where it lets people lawfully copy other’s work?

- There are certain rules that allow people to legally copy other’s work. Some rules involve if you are only copying limited area of other’s work. Non-profitable copies are legal too. Adding a lot of new stuffs to the copied work can also be considered legal.

Lesson 9: Name some instances of “fair uses”

- You are copying only little of the whole article, copying a few paragraphs but doing it for documentation purposes, reviews can probably counted as “fair”.

Lesson 10: Is commercial copying fair?

- No, commercial copying is like earning profit from others work. It is therefore unfair. You earn money from what other people did is practically unfair.

Lesson 11: Why does keying in an article from a magazine that doesn't have a website unfair?

- It's probably because “if the magazine is still in the bookstand on sale”, it is unfair to just published that article on the net. If some people only wanted to read that article, they won't have to buy the magazine thus lowering the profit of the magazine.

Lesson 12: How is liability of service providers involve in infringement?

- In the past, usually “the copier may be liable for an infringement even if he neither knew nor know that he was acting unlawfully”. But there are cases where the service provider isn't liable for infringement.

Lesson 13: What is privacy?

- “Privacy is the power to control what other people know about you, the power to control the truth about other people”

Lesson 14: What is informational privacy?

- It is basically getting information from you and giving it to other people without you noticing it. In the Video Privacy Protection Act of 1988, it is stated that “it is a

crime to give away individualized data about the videos any individual may rent or buy.

Lesson 15: What is informational privacy on the net?

- The cyberspace as it advances also becomes easier for other people to collect data of another user. "The law does very little to protect individuals against the use of data that they make available to others."

Lesson 16: When is "the fourth amendment" be implemented?

- It is necessary to implement the fourth amendment if the privacy attacker is by the government.

Lesson 17: What is the nature of policy that the constitution protected?

- Before the constitution only protects the places but on the later years, they change their basis of privacy attackers. "The test was not whether property had been invaded, but whether the person has a reasonable expectation of privacy."

Lesson 18: What should the basis of government in order to attack something private?

- A warrant should be issued in order to allow them to do private attacking. The government can't just infiltrate your private information without letting you know.

Lesson 19: Is it legal for the government to read one's email or gain access of certain data on the cyberspace?

- "The ECPA(Electronic Communication Privacy Act) makes it illegal(with important exceptions) for an individual or the government to intercept or disclose private electronic communications."

Lesson 20: What are the exceptions to ECPA?

- If it is for the cause of keeping logs of the messages sent and received, “assist an authorized law enforcement official to intercept a message” and “intercept messages when necessary to ensure the continuation of service or to protect the rights of service providers.”

Lesson 21: What about ECPA on hacking?

- It is illegal to gain access or get information on a system with electronic communication without permission from the owner

Lesson 22: What is the most significant invasion of our privacy? What is the tool that can fight the invasion?

- Ordinary people snooping around are the most significant invasion of privacy. A lot of people nowadays are curious to know other people’s information. Encryption is one of the most important tool used for fighting hackers, it basically turn any data into rubbish notes that only the owner is able to read the data.

Lesson 23: What is a pseudonym?

- It is when you refer yourself on a screen name so you won’t be easily recognized

Lesson 24: Can pseudonymity and anonymity traceable?

- Yes, in a service provider that has accounts registration. The screen name can be traced to the original information of the account user.

## Case Study 8: Casa Bahia: Fulfilling A Dream

Casas Bahia is established by Samuel Klein. Samuel Klein is just a typical survivor of the Nazi concentration camp that left his homeland to start a new life in Brazil. He is the typical door to door seller of blankets, bed linens, and bath towels. In fifty years later, he has transformed his door to door business to into a largest retail chain in Brazil. One of the major factors of his success is to understand the current situation of the environment. Environment does not only refer to land settings or population but also the needs of the community. As stated in the case, Casas Bahia believes in the principle of staying true to its customer. Samuel Klein has set the tone and philosophy of his Casas Bahia. Unlike its competitors and rivals, Casas Bahias does not rely on an internet presence as a cornerstone of its strategy. One of Samuel Klein's philosophies is maintaining control on culture and the needs of the community. This type of business benefits both the organization and the community. Instead of pursuing expensive new products, Samuel Klein started selling basic products that majority of the people in Brazil during his time needed. He understands that most of the people during his times can't afford expensive things. He understands the situation of the community where most of the population belongs to the lower part of the pyramid. Although the pay is a little bit less, but it attracts more buyers than selling it high. This kind of concept helps Samuel Klein establish a successful retail chain.

Although at present age, you will notice a change from traditional management to more modernize management. The sons of Samuel Klein still put their father's philosophy and ideas as a basis. All stores are networked and linked in real time. Casas Bahia has developed a system that can analyze data from multiple points of view categorizing from individual store, groups of store, by city or regional view. Manuel, one of the sons of Samuel Klein gives significant amount of freedom to store and regional managers, their only requirement is to meet to the expected revenues and profit. It gives store managers to manage their store on the way they see fit to their community.

Base on what I read, this is one great real time story that shows that riches can be earned in the poor. One does not need to make expensive products or sell their products high. A simple strategy of selling low and attract many buyers is more effective in terms of profit. This company shows not only help themselves but also helps the community by understanding the community's needs.

## Case Study 9: The Andhra Pradesh e-Governance Story reaction paper

After reading the article, I found that this government knows the basic element on governing its government. The government knows how to self government to realize its strengths and weaknesses. This case is a great example of how IT technology can speed up government process / businesses. The article is about a transformation of a low tech civilization/government to an advanced government. The article clearly stated the pros and cons of having an e-government. E-government is an electronic web based application that lets the citizen to do their government transactions smoothly and safely. E-government focuses on government services provided by the government like land registration, driver's license, paying of taxes and bills. While e-government seems to receive many good feedbacks from the citizens, e-commerce gets also a fair share of criticisms. One major issue on it is that the critics blame the government for not concentrating on the corruption issues that the present government is experiencing. It is stated that having e-government does not necessarily eliminates corruption issues. The chart that is presented in the article shows that during the early stage of the e-government, corruption ratio may increase. The reason on it is perhaps some corrupted officials are not familiar or not fond of the new system thus bribing people to put their desired information on the e-government. But the chart also shows a downward fall of corruption in the latter stage. It is explained that once the operation is fully functional, it is difficult to change or alter data in the system. Perhaps another reason is during a fully operational system, the system will be capable of tracking down whom as well as when involve. This kind of security will reduce the opportunities for corruptions.

This kind of case study may be applied to our current government where corruption is on a high level. Some of our government officials may fear the advancement of technologies that may lessen their opportunities to maintain in power. In my opinion, in order for our government to advance or blossom, it has to learn how to govern itself. A government who doesn't understand self government perhaps doesn't know how to govern. Another issue is the government's trust on people and the people's trust in the government. In my opinion, a government must first prioritize on

earning the people's respect and trust. By earning people's respect and trust, the government may receive some volunteers in helping on the development of government projects thus minimizing expenses on salaries. Earning trust from the people can reward the government of sponsorship on certain companies. Companies that respected the government may sponsor some of the government projects for the welfare of the country. For me, self government is the best way to improve one's government.

## Case Study 10: Professional Ethics, Codes of Conduct and Moral Responsibility

- 1) In a more general term, both codes of ethics are much likely the same. They teach people the right and wrong. Although it is expressed in different ways, both codes of ethics still directs people to be ethically good in choosing what is right and what is wrong. The IEEE codes of ethics are more generalize version of the 10 commandments. It teaches us the right way in decision making in your career life. It teaches us to always be concern not only by oneself but also for the welfare of other people in the society. The ACM codes are more complicated and detailed. But whatever these codes are, they still stand point to its function. They are to inspire, guide, educate and discipline its members.
- 2) Having a comprehensive code of conduct for computer professionals may be a little hard to initiate. As technology advances, more opportunities arise. Technology and Ethics are never meant to be paired with. Current generation of programmers are slowly encouraging the concept of open source, open source which lets other people freely access other's work is somewhat against some ethical issues.
- 3) The decision for this event is dependable on the way I perform. Even though I know that this project will not be for the welfare of the society, I tend to continue this project that is appointed to me. In the real business world, being soft always will not pull you to the top but rather pull you down from the competition. I will consult the superiors reminding them of the negative sides of the project, but will silently listen to what they desire. Earning their trust from several projects will let your future whistle blowing be more considerable.
- 4) In this scenario, what you are facing is a theory that a rare bug is available in the transportation system. It is not wise to blow the whistle at an early stage; the bug isn't fully blown yet. My idea is this, let the project implementation continue and let it earn some cash, during the implementation stage you can evaluate the performance of the system. After having decent amount of cash is where you

start planning for isolating the bug. At this rate, the company won't have to lose the entire project and tons of money. The company can't blame the developers or designers because they needed them to solve the bug, if they threaten to blame the developers, they'll lose more money.

- 5) If a whistle blower is reasonable then this act is what every good whistle blower is waiting for. Whistle blowers can be judge depending on the reason of its appeal. Any whistleblower can turn into a blackmailer. As computer professionals, a simple concept of doing what is right and avoiding the wrong doings will prevent whistle blowing.

## Case Study 11 - Barack Obama, "A More Perfect Union" speech

Source: <http://www.youtube.com/watch?v=pWe7wTVbLUU&feature=related>

### Reaction:

Barack Obama is a great orator who saw things on a different aspect. He stands on his own point on believing that a change should be enforced on the American administration in order to save the United States. One of his main points is that he believes that people in the United States need a president that can stand on the side of the people. He is a great thinker that uses nearly logical reasoning and common sense to express his ideas. He strongly opposes most of President Bush's political view. He is more concerned about the society issues. He strongly pointed out that the country needed a president to hear the voices of the people. Reaching out to the suffering of the people, he desires to unite all people to change the current politics. He concentrated on the current issue and explained it beautifully.

On his speech, "A More Perfect Union", he fully emphasized on the issue of racism and the current issues of the country. He is a prolific speaker, who stated beautifully his stand on racism. He, being a black American, opposes racism and discrimination. He desires equal treatment between every race because they deserve an equal share of human rights. He mentioned, "Problems facing Black don't just exist in the minds of black people". This statement shows that people tend to discriminate the Blacks. "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." He is one thinker that not only thinks of the current generation but also for the future generations.

## Case Study 12– Jaipur Foot

### 1. What is the innovation of Jaipur Foot?

“The Jaipur Foot is tailored to the active lifestyles of the poor and costs only about \$30. It provided and serviced for free to impoverished handicapped citizens in India” Jaipur foot basically concentrates on those who are in need, offering cheap services and products in exchange to help the needy.

### 2. What is the business of Jaipur Foot?

“The Jaipur Foot is a predominantly hand-made artificial foot and lower limb prosthesis. It has revolutionized life of tens of thousands of amputees around the world.” This foot is an artificial invention that helps those people having foot problems in India feel more comfortable in their daily activities.

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

“The foot was originally designed to meet the needs of a developing country lifestyle such as squatting, walking barefooted, sitting cross-legged.” The product is made to adapt the culture of its target market

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

“In the developing countries of Asia and Africa, landmines have left millions of people limbless.” Because of the bad environment of these “developing” countries, lots of people are disabled due to the aftermaths of war in their history. Afghanistan is one of the countries that contain a lot of landmines.

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

“In the more developed countries in the world like the United States, the causes are more often related to accidents, circulatory diseases, and cancer. Regardless,

prosthetics in both developing and developed nations is expensive and complicated, leaving a sizable number of amputees unable to afford adequate prosthetic care.”

6. What is the Gait Cycle?

“The rhythmic alternating movement of the two lower extremities comprise the gait cycle, which results in forward movement of the body.” In a more simple and basic term, it is the way on how we naturally walk.

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

“Ran Chandra came up with an idea of creating an artificial limb that more closely resembled a natural foot, was lighter and was tailored for local conditions. Chandra experimented with locally available materials such as willow, sponges and aluminum molds to create an artificial limb.”

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

Jaipur foot was designed to emulate the natural movement of the foot and provide good quality solutions to the society. The Jaipur Foot helped the disabled people seek better opportunities in work

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

These are the following:

Poverty, closed economy, working lifestyle, and limited trained manpower.

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

The materials used in Jaipur Foot is more common in the environment, less cost on the materials because it doesn't need a lot of expensive ingredient.

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

Jaipur Foot treats its patient like they are extra special. “The goal is to return the patient to his or her profession and an independent life after the patient’s first visit.”

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

“BMVSS was established in “March 1975 by Mr. D. R. Mehra.” The designers of the Jaipur Foot quickly discovered that designing a prosthesis that could withstand the rigorous use of India’s poor was only the beginning, the next challenge was to construct an organization and operating system which could make the Jaipur Foot available to as many amputees as possible.” Thus BMVSS is created.

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

“The BMVSS cost structure differs significantly from that of Ossur. Just over half of Ossur’s annual expenses goes toward administrative and operating costs and the other half goes toward the cost of producing prostheses.”

14. Is the Jaipur Foot model scalable? Explain.

Scalability is not a major issue on the Jaipur Foot, the organization’s current method of expansion is the camp system. The camp system enables the organization to set up camps on the remote areas of India.

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

“This collaboration is expected to reduce the cost of manufacturing a Jaipur Foot. It will help BMVSS produce a more durable and comfortable artificial foot in large numbers.”