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No. & Links	Topic	Title	Synopsis
MGMT-01  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Compensation/ Discrimination	<i>Family Business</i>	The head of the payroll department in a small electronics firm wonders why one of the technicians, who happens to be the brother of the company's general manager, is being paid so much in commissions. She understands a little better when she sees the general manager give his brother a stack of "high commission" work tickets--an action that is contradictory to company procedures.
MGMT-02  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Corporate Social Responsibility	<i>Safety? What            Safety?</i>	The assistant controller of a medium-sized manufacturing firm is concerned about upper management's casual attitude toward the environment. During a planning meeting, he learns that the company's new plant will meet federal waste treatment standards but not the standards of the industry. Since their chief competitors do not even have the waste treatment capacity that already exists at the new plant location, upper management is not inclined to do anything to improve the situation.
MGMT-03  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Due Process	<i>Sticky Fingers</i>	The security manager of a large retail store asks the new human resource manager to look through the personnel files of a suspected internal thief to find alternative grounds for the suspect's termination since the results of a lie detector test cannot legally be used. The HR manager finds an inconsistency in the employee's records that would not have been discovered otherwise.
MGMT-04  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Environmental Protection	<i>Little Enough or Too            Much</i>	A recently hired product development manager is very concerned that the production process for a new industrial-strength lubricant is dumping too much chemical waste into the nearby river. While the government regulatory agency has approved the level of released waste, the manager feels this not only harms the environment but could cause the company problems in the long run.
MGMT-05  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Environment	<i>Something's Rotten            in Hondo</i>	A plant manager is faced with a dilemma. The EPA is levying fines for a plant's heavy emissions. To meet EPA standards, the company could either invest in new smokestack scrubbers or schedule heavy emissions at night when the EPA does not monitor. The plant manager is informed that the company will not purchase the scrubbers and, if the EPA fines do not stop, is might relocate the plant 15 miles away in Mexico. This would be a devastating blow to the town's economy, would cause widespread unemployment, and would not solve pollution problems.

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MGMT-06  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Leadership	<i>A Good Team Player</i>	Upon meeting his new supervisor, an assistant department manager mentions a concern he has about favoritism in giving work assignments in the department. The next day, the new supervisor strongly urges her assistant to tell her the names of the assistant managers who are not being good team players.
MGMT-07  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Production (Product and Workplace Safety)	<i>Stubbs</i>	A punch press operator is suing the manufacturers of a piece of equipment that was involved in a serious injury he sustained six years ago. OSHA requires a company to keep records on machine use for only five years. Because some of the older records kept by the company would seriously expose their company and the machine's manufacturer to liability, the HR manager tells the loss control consultant to destroy those records and equipment.
MGMT-08  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Human Resource Management/Sexual Harassment	<i>Sexual Harassment</i>	A recently-hired production manager is tense on the job because of harassment by a coworker. She tells her boss that she is planning to take action if this continues, even though the company has no written sexual harassment policy.
MGMT-09  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Strategic Planning, Policy and Control	<i>Cost Justified?</i>	The district manager in charge of computer operations for a large company is told by his superior to respond to a concern of the company's CEO about the alleged poor performance of a new computer system. He is directed to respond in a manner that he believes would misrepresent the facts.
MGMT-10  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Leadership	<i>Might Makes Right</i>	A research and development assistant creates an innovative software package, but his boss is thinking of passing it off as her own. The boss could present the idea to her assistant as a strategy to increase both of their salaries and promotability--or she could threaten to lower his evaluations or even fire him.
MGMT-11  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Workplace Policies and Discrimination	<i>Short Shorts</i>	The manager of a beach-side eating and drinking establishment listens to the complaints of the waitresses about their new, more revealing uniforms. Although the "new look" seems to be successful in attracting customers, it is no doubt responsible for the less than ideal working conditions that the waitresses are experiencing.

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MGMT-12  <a href="#">Case study</a> <a href="#">Teaching notes</a>	White-Collar Crime	<i>Check Kiting</i>	An operations manager at a small, local bank has the responsibility of closing the account of a check kiter-someone who withdraws funds they do not have by cashing precisely timed checks at more than one bank. While this was usually a relatively simple procedure, the operations manager knows that this check kiter is a close personal friend of his wife, dates his boss, and is the chief financial officer at another bank.
MGMT-13  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Labor Relations	<i>Mutiny in the Manufacturing Department</i>	A lead supervisor in a manufacturing department must resolve a conflict between an inexperienced junior supervisor and a veteran machine operator. The machine operator had changed the group's work procedure to get the job done in time-without consulting the junior supervisor about the change.
MGMT-14  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Performance Appraisal	<i>But My Textbook Said This Would Work</i>	A training and development manager runs the week-long training course for bank tellers. One of the probationary trainees is having difficulty in learning the skills, and continues to make mistakes. The trainee is also the only member of a minority group in the training course. The trainee communicates her intention to file a former complaint if she does not pass the training.
MGMT-15  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Training and Development	<i>Oh, Salesman</i>	A new salesperson at a large car dealership brings her concern to the new sales manager. She wonders why some of the most veteran and successful salesmen at the dealership regularly skip the company's training seminars. The sales manager wonders how he should react to the salesperson's complaint about the poorly attended training.
MGMT-16  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Environmental Issues	<i>Mexican Pesticide Shipment</i>	A newly appointed assistant manager in the international marketing department of an agricultural chemical company wants to make a good impression on her first assignment. The project is to supply a huge order for alar-based pesticides to a farmers' association in Mexico. In recent years, alar-based pesticide production and export has come under attack from environmentalists and government regulators. Residues of these chemicals come back to the U.S. in unregulated imported farm produce. Alar has been shown to cause cancer in test animals.

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MGMT-17  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Production/ Operations Management	<i>The Fitzgerald            Machine Company</i>	The production scheduler for a machining company has worked out an agreement with a customer to delay a shipment due to a labor dispute at the customer's plant. The customer agrees to pay for the shipment as originally agreed. After hearing from his production manager that this shipment would not be completed as scheduled, the production scheduler also learns that the Vice President of Operations has mailed the invoice to the customer, and is asking the production scheduler to also negotiate a customer storage fee for the order to be charged to the customer.
MGMT-18  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Training and Development	<i>Is Bob Special?</i>	A senior auditor for a medium-sized CPA firm discusses a problem with the engagement. Two staff members, one of whom is in a wheel chair, have taken more time than budgeted to do the outside inventory because they had run into "problems with Bob's wheelchair." The manager wonders about balancing budget needs with development opportunities for his staff.
MGMT-19  <a href="#">Case study</a> <a href="#">Teaching notes</a>	Staffing (Affirmative Action, EEO)	<i>On Parole</i>	The new personnel manager at a medium-sized company receives a disturbing phone call from the parole officer of a recent mail room hire. She learns that the new hire has not consistently reported in to his parole officer and that he was in prison for brutally assaulting people he has met at work. The personnel manager goes back to the personnel files and discovers that proper follow-up procedures had not taken place. She wonders how to protect the rights of all employees.