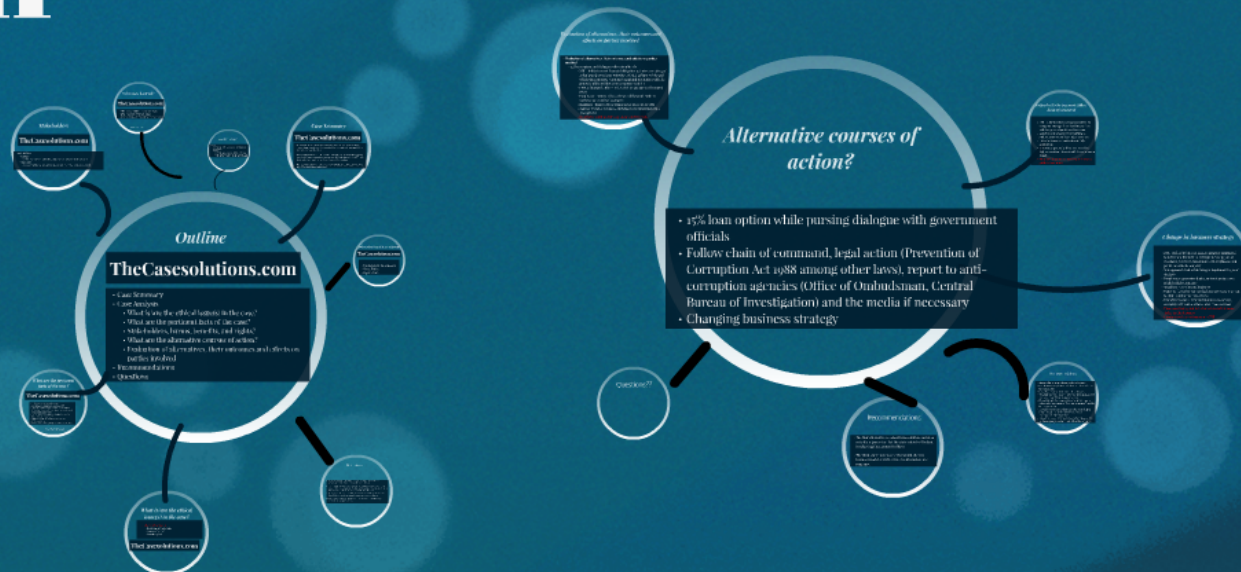
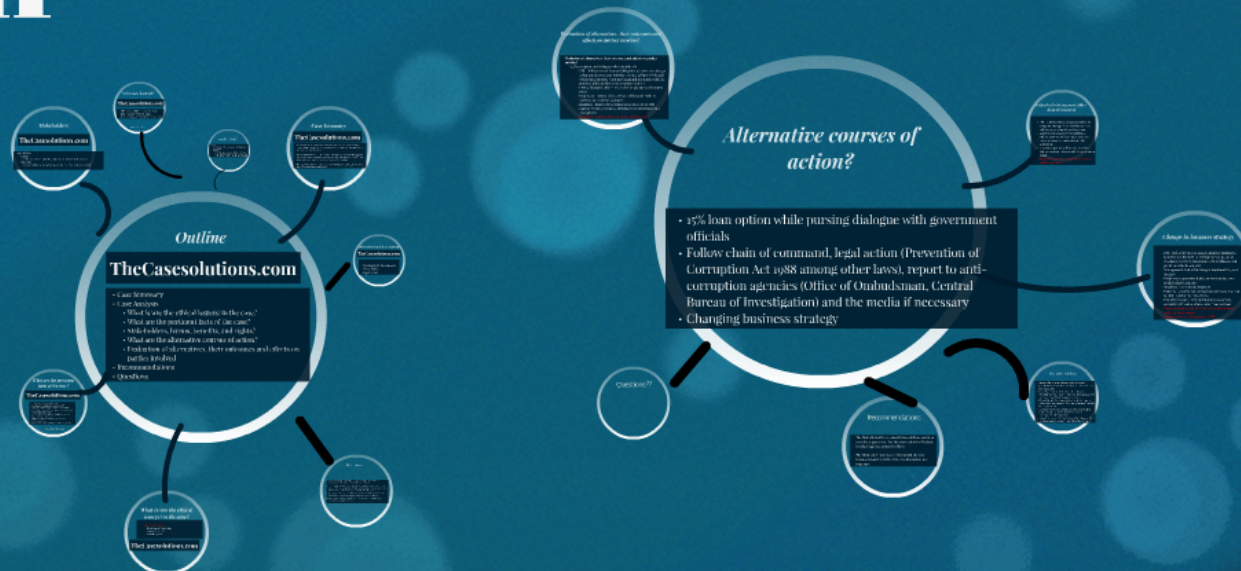


Reliance Baking Soda: Optimizing Promotional Spending (Brief Case), Spanish Version



Thecasesolution.com

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Outline

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- Case Summary
- Case Analysis
 - What is/are the ethical issue(s) in the case?
 - What are the pertinent facts of the case?
 - Stakeholders, harms, benefits, and rights?
 - What are the alternative courses of action?
 - Evaluation of alternatives, their outcomes and effects on parties involved
- Recommendations
- Questions

What ethical

TheCase

- Utilitarian
- Virtue Et
- Rights et

What are the pertinent
facts of the case?

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- Delay in government reimbursement
- Government is a major customer under PPP
- Financial implication: pay 2% bribe or take 12% loan
- ZHL's strict ethical code, Prevention of Corruption Act (1998) and other legislation
- India culture of corruption, ranked 95th in TI index
- Slow and weak legal process
- High rate of disease, accidents, and death rate
- ZHL's reputation
- ZHL's business model (For profit and social enterprise)

PPP: Public-Private Partnership
TI: Transparency International

Case Summary

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- Ziqitza Health Care Limited (ZHL) is an Emergency Medical Services company founded by five social entrepreneurs in India in 2002, which by 2012 operated 860 ambulances across five states.
- The story is told from the point of view of CEO and co-founder Sweta Mangal, who must decide how to respond to a government official who demands that ZHL bribe him to release payment for ambulance services it has rendered.
- She is confronted by a new employee, arguing that the bribe is necessary to make payroll and maintain its ambulances.

What is/are the ethical issue(s) in the case?

- Bribery and corruption
 - Employees not being paid
 - No money for EMS
 - Lives being lost

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What ethical models are relevant?

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- Utilitarianism (Deontology)
- Virtue Ethics
- Rights ethics

What are the pertinent facts of the case?

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- Delay in government reimbursement
- Government is a major customer under PPP
- Financial implication: pay 5% bribe or take 15% loan
- ZHL's strict ethical code, Prevention of Corruption Act (1998) and other legislation
- India culture of corruption, ranked 95th in TI index
- Slow and weak legal process
- High rate of disease, accidents, and death rate
- ZHL's reputation
- ZHL's business model (For profit and social enterprise)

PPP=Public Private Partnership
TI=Transparency International

Stakeholders

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- **Stakeholders:**

- Primary

- CEO, Government officials, employees, suppliers, and end users

- Secondary

- General public, potential investors, and the anti-corruption activist

Who was harmed?

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- ZHL (denied rights to compensation)
- CEO- (authority/gender issue)
- F.O. (pressure of impending financial crisis)

F.O= Financial Officer