



THE CASE OF THE CHALLENGED GLOBAL HOTEL CHAIN

Ethics Case Competition Team:

The Malaga Global Hotels Board of Directors needs your consulting team, Integrity Associates International to help analyze the issues facing the company and offer recommendations.

You are to provide the Malaga Global Hotels Board of Directors with (a) an analysis of the most salient and critical ethics, risk, cyber, and cultural issues you find and (b) a detailed 3-5 year action plan for what global executive management of Malaga Global Hotels should do next to address the unfolding ethics, risk, cyber, and cultural issues in a way that is constructive, sustainable, and profitable. They ask your firm to present your recommendation to the board at a meeting on October 29.

TEAM INSTRUCTIONS

ROLE

You are the partners at the well-known international consulting firm Integrity Associates International that specializes in advising corporate boards of directors and their executive teams on a broad variety of corporate ethics, compliance, cyber, and risk issues. Be sure to remain in this role throughout all components of the competition, including the case presentation and Q&A session.

PREPARATION

Teams should use their best judgment when obtaining information for the case. Team members should use sources that are publicly available or reasonably assumed to be available to other teams. Feel free to use faculty and business expertise during case preparation.

Be aware that there may be more than one "right" set of recommendations. Judging will focus on your delivery, depth of analysis, persuasiveness, and recommendations that are both ethical and practical in a business context.

Teams should consider the following broad guidelines when preparing their recommendations:

- Convey an in-depth understanding of the case.
- Identify key issues, stakeholders, and the ethical, financial, and legal considerations.
- Demonstrate the consideration of a principle-based ethical framework, using the Daniels Fund Ethics Initiative Principles in recommendations.
- Offer clear and actionable recommendations on how to proceed.
- Provide recommendations that are ethically sound, legal, and make sense financially.
- Demonstrate creativity.

GENERAL GUIDELINES

Team participation: All team members must be available during the case presentation time and all present within the 10-minute presentation time limit. All team members must be prepared to answer questions during the 5-minute Q&A session.

Team Identity in Judging Room: Each team's school affiliation must remain anonymous while in the session to prevent a potential judging bias. This includes any logo or school color apparel worn by team members. Any verbal or visual representation of a school affiliation will result in the team's disqualification.

Team Identity on Materials: Include only the names of team members on materials such as the handouts and PowerPoint presentations.

Judging Panels: The undergraduate and graduate tracks will have separate panels of judges which include a head judge on each panel.

Faculty Advisor Role: Faculty advisors will take a supporting role prior to the competition and will not attempt to direct their affiliated team's recommendations.

Faculty Advisor Attendance: Faculty advisors may observe any team presentation. During the competition, any mention or discussion (verbal, electronic, or otherwise) about another team's presentation by a faculty advisor will result in the affiliated team(s) disqualification.