**IGATE**

iGATE AND THE CEO: A BREACH OF AGREEMENT case study describes a situation where iGATE Corporation ended its employment contract with Phaneesh Murthy, then chief executive officer, amid allegations of sexual harassment. iGATE claimed Murthy had violated the company policy and thus was dismissed with cause, which effectively ended the company's obligations under Murthy's contract. However, Murthy responded by suing iGATE, claiming it had breached his contract and defamed him. In March 2014, iGATE countersued Murthy for losses due to his behavior.

In order to determine whether iGATE could justify its termination of Murthy's contract, it is important to understand the legal basis for at-will employment. In the United States, most states follow the at-will employment doctrine, which means that an employer can fire an employee for any reason or no reason at all, as long as the reason is not illegal. However, there are some exceptions to this rule, such as if the employee has a contract with the employer or if the employee is fired in retaliation for whistleblowing or other protected activities.

In this case, Murthy had an employment contract with iGATE. The contract stated that he could be fired with cause for violating company policy. However, it did not specifically define what constituted a violation of company policy. This ambiguity could lead to a legal dispute if iGATE and Murthy disagreed about whether or not he had violated the policy.

Assuming that iGATE could prove that Murthy had violated the company policy, the next question is whether iGATE had a legal obligation to provide him with severance pay. In most cases, employers are not obligated to provide severance pay unless it is required by law or by the employee's contract. However, some employers may choose to provide severance pay as a way to avoid legal disputes or to show goodwill to their employees.

In this case, Murthy's contract stated that he was entitled to severance pay if he was fired without cause. However, since iGATE claimed that Murthy was fired with cause, it argued that it was not obligated to provide him with severance pay. Murthy disputed this claim, arguing that he had not violated the company policy and that he was entitled to severance pay under his contract.

The case was eventually settled out of court, and the terms of the settlement were not disclosed. However, the case raises several important questions about the rights of employees and employers in situations where there is a dispute over the termination of an employment contract.

Here are some important conclusions that can be drawn from this case:

Employers should carefully draft their employment contracts to ensure that they are clear and unambiguous.

Employers should be aware of the legal requirements for severance pay in their state.

Employers should investigate allegations of misconduct thoroughly before taking any disciplinary action against an employee.

Employees should consult with an attorney if they are fired and believe that their contract has been breached.

The case of iGATE and Murthy is a reminder that employment contracts are complex legal documents and that both employers and employees should have a clear understanding of their rights and obligations.

**Another**

Here is a more detailed summary of the iGate and The CEO: A Breach of Agreement case study:

Background

- iGate Corporation is a U.S.-based IT services company founded in 1986. In 2008, Phaneesh Murthy was appointed President and CEO of iGate after having to resign from Infosys in 2002 due to similar allegations of sexual harassment.

- As CEO, Murthy implemented major changes at iGate including a unique pricing model based on business outcomes rather than billable hours. He was credited with transforming iGate into a globally competitive player.

Key Events

- In 2011, under Murthy's leadership, iGate acquired Patni Computer Systems for $1.22 billion, making it a billion-dollar company. Murthy's compensation increased substantially after the acquisition.

- In early 2013, Murthy's employment contract was revised to increase his performance bonus and severance terms. This indicated he enjoyed considerable influence over the board.

- In May 2013, Murthy was abruptly fired from iGate amidst allegations of sexual harassment made by Araceli Roiz, a subordinate employee.

- iGate stated that Murthy had violated company policy by not reporting his relationship with Roiz. However, Murthy claimed the relationship was consensual and that the board was aware of it.

- Murthy admitted to the relationship but firmly denied the harassment allegations, terming them as "false charges". He accused iGate of unfair termination and breach of agreement.

Legal Battle

- In December 2013, Murthy filed a lawsuit against iGate seeking over $20 million in vested stocks, severance benefits, retirement benefits that the company withheld from him.

- Murthy claimed iGate used his relationship with Roiz as grounds to fire him even though it was aware of the relationship. He stated his termination was unjustified.

- In March 2014, iGate filed a counter lawsuit against Murthy claiming damages due to his irresponsible conduct and invoking the indemnification clause in his contract.

- The case garnered huge media attention as Murthy had been highly regarded at iGate. The outcome depended on whether his firing was justified and if iGate could legally withhold his dues.

Key Implications

- The case highlights the repercussions of firing senior executives for cause without sufficient grounds.

- It emphasizes the importance of carefully drafting employment contracts, especially with CEOs, to protect company interests in case of disputes over severance benefits.

In summary, this high-profile case examines the controversial firing of a star CEO and the complex legal battle over millions of dollars in severance benefits. The final verdict would set a precedent for termination clauses in executive employment contracts.

**Ensighten**

In the casestudy of Ensighten, a company that provides digital data and analytics for the advertising industry, the authors Goldberg and Roberts, analyze how Ensighten's service level agreement (SLA) with its customers had a negative impact on the company's bottom line.

The SLA guaranteed that Ensighten would provide its customers with a certain level of service, or else it would face financial penalties. However, the authors argue that the SLA was too ambitious and that Ensighten was not able to meet its obligations without incurring significant costs.

For example, the SLA required Ensighten to provide its customers with 99.9% uptime. This meant that Ensighten's system could only be down for a total of 43.2 minutes per year. However, the authors found that Ensighten was experiencing an average of 10 hours of downtime per month. This meant that Ensighten was paying out significant penalties to its customers for failing to meet the SLA requirements.

In addition, the authors found that the SLA was preventing Ensighten from making necessary changes to its system. For example, Ensighten wanted to implement a new software update that would improve the performance of its system. However, the authors found that the new software update would have caused Ensighten to violate the SLA requirements for a short period of time. This meant that Ensighten was forced to delay the implementation of the new software update, which had a negative impact on its bottom line.

The authors conclude by arguing that Ensighten should renegotiate its SLAs with its customers. They argue that the current SLAs are too ambitious and that they are preventing Ensighten from making necessary changes to its system.

Here are some important points about the SLA mentioned in the case study:

The SLA guaranteed that Ensighten would provide its customers with a certain level of service, or else it would face financial penalties.

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The SLA was preventing Ensighten from making necessary changes to its system. For example, Ensighten wanted to implement a new software update that would improve the performance of its system. However, the authors found that the new software update would have caused Ensighten to violate the SLA requirements for a short period of time.

The authors conclude by arguing that Ensighten should renegotiate its SLAs with its customers. They argue that the current SLAs are too ambitious and that they are preventing Ensighten from making necessary changes to its system.

The case of Ensighten is a reminder that SLAs can have a significant impact on a company's bottom line. It is important for companies to carefully negotiate SLAs with their customers to ensure that they are realistic and achievable.

**MORE**

According to the Ensighten case study, the major drawbacks in the SLA were:

Ambiguous language: The SLA was poorly written and could be interpreted in different ways. This led to disagreements between Ensighten and its customers about what was and was not covered by the SLA.

Lack of transparency: The SLA did not clearly define Ensighten's responsibilities or the remedies available to customers if Ensighten failed to meet its obligations. This made it difficult for customers to hold Ensighten accountable for its performance.

Unrealistic expectations: The SLA set unrealistic expectations for Ensighten's uptime and performance. This made it difficult for Ensighten to meet its SLA commitments, which led to customer dissatisfaction.

Inflexible terms: The SLA terms were inflexible and did not allow for changes to be made easily. This made it difficult for Ensighten to adapt to changing customer needs.

These drawbacks in the SLA led to a number of problems for Ensighten, including:

Customer churn: Many customers were unhappy with the SLA and churned to other providers.

Increased support costs: Ensighten's customer support team spent a significant amount of time dealing with customer complaints about the SLA.

Damage to reputation: Ensighten's reputation was damaged by its inability to meet its SLA commitments.

In order to address these problems, Ensighten renegotiated its SLAs with its customers. The new SLAs were more transparent, flexible, and realistic. Ensighten also invested in improving its uptime and performance. As a result of these changes, Ensighten's customer satisfaction rates improved significantly.

Here are some specific examples of the drawbacks in the SLA from the Ensighten case study:

The SLA did not clearly define what constituted "downtime." This led to disagreements between Ensighten and its customers about whether or not certain events counted as downtime.

The SLA did not clearly define Ensighten's response time to customer support tickets. This led to customers feeling frustrated when they did not receive a response to their tickets promptly.

The SLA did not allow for customers to upgrade or downgrade their service level without paying a penalty. This made it difficult for customers to scale their service up or down as needed.

The new SLAs that Ensighten negotiated with its customers addressed all of these drawbacks. The new SLAs are more clear, concise, and easy to understand. They also give customers more flexibility and control over their service.

**WILL OUR PARTNER STEAL OUR IP**

Here is a summary of the key points in the case study:

- Prime ElektroTek is a Taipei-based company that has developed hybrid electric vehicle power train technology.

- They secure a deal to supply components to Blue Sky Vehicles, a Chinese state-owned automaker. This is Prime's first major foothold in the electric vehicle market.

- Wang, the engineer who developed Prime's power train technology, is worried that Blue Sky will copy and steal their intellectual property once they get access to Prime's components.

- Lin, the VP and GM of the auto electronics unit, is more optimistic and believes Blue Sky doesn't have the expertise to copy Prime's sophisticated technology.

- During a visit, Blue Sky engineers ask basic questions that confirm Lin's view that they lack systems engineering skills.

- Prime agrees to provide specs so Blue Sky can build its own vehicle control unit. But later, Blue Sky reveals they are struggling to build the unit.

- Prime offers to provide a prototype control unit they had previously built for Blue Sky. But Blue Sky demands ownership of the IP for the unit as a condition of accepting it.

- This surprises Lin, as he didn't think Blue Sky was capable of using Prime's IP. Now Prime must decide whether to hand over the IP and risk having their technology stolen and copied.

In summary, Prime sees the Blue Sky deal as key to entering the electric vehicle market, but they are concerned about protecting their proprietary technology from theft in China. They must weigh the risks and benefits of giving Blue Sky the IP for the vehicle control unit in order to move forward with the partnership.

Based on the details in the case study, here are some potential actions Prime could take to address this situation:

- Renegotiate the deal to license the vehicle control unit IP to Blue Sky for a limited period rather than transfer full ownership. This would allow Blue Sky to use it for prototypes while protecting Prime's long-term interests.

- Offer to provide maintenance, updates, and support for the vehicle control unit as a service. This would make it harder for Blue Sky to copy if they don't fully understand how it works.

- Provide the unit in a "black box" form that conceals the internal design. Black box solutions are harder to reverse engineer.

- Watermark key software components to detect unauthorized copying.

- Share only select portions of code needed for integration rather than the whole code base.

- Require Blue Sky engineers to work on-site at Prime for training/integration, limiting exposure to IP.

- Negotiate a larger share of Blue Sky's future business to offset the IP risk, making the deal more valuable to Prime.

- Partner with Blue Sky on co-development of future vehicle control unit generations, maintaining tighter control.

- Threaten to walk away and lose the deal if demands are non-negotiable. Though risky, this shows Prime will defend its IP.

- File patents to protect proprietary technologies and algorithms.

Overall, Prime will likely need to take steps to protect critical IP while providing enough technology transfer to satisfy Blue Sky and keep the partnership intact. A compromise that balances these objectives may be the best solution.

**IP theft at Suintha Nath Boutiques**

Here is a detailed summary of the key points in the case study:

The case focuses on Sunitha Nath, founder of Sunitha Nath Fashions & Boutiques Pvt. Ltd. (SNB), a fashion design company based in Bengaluru, India.

Background:

- Sunitha was passionate about fashion design from a young age. She pursued formal education and training in fashion design, working under renowned Indian designers.

- In 2000, she started her own fashion boutique in Bengaluru, which grew into a successful business with multiple locations. She rebranded as SNB.

- SNB designed high-end fashion and jewelry. Sunitha gained recognition in India and internationally.

The Problem:

- As SNB grew, Sunitha struggled to manage operations while also focusing on design work. She decided to hire and mentor young talent.

- She recruited Raghu as an intern in 2011 and mentored him. He was promoted to studio manager, overseeing SNB's operations.

- In 2015, SNB signed a big contract with a film studio SSP to design costumes for a major movie production. Due to the large scope, Sunitha delegated coordination of the project to Raghu.

- While Sunitha was away, Raghu suddenly resigned without notice. He started his own competing design firm, aided by SSP's production manager Zakir.

- SSP also abruptly terminated their contract with SNB. It appeared Raghu stole SNB's work and clients.

Impact:

- Sunitha was shocked at Raghu's betrayal after she had groomed him. SNB suffered financially and reputationally.

- There were concerns Raghu stole SNB's processes, designs and trade secrets to start his competing firm.

- SNB's contract termination by SSP would tarnish their reputation in the industry.

Response:

- Sunitha consulted her legal advisor Rajashri to determine steps to contain the damage.

- They reviewed SNB's financial records, contracts, vendor relationships to identify any other issues.

- Rajashri advised sending notices to vendors/clients affirming Raghu no longer worked for SNB.

- There were open questions around protecting SNB's intellectual property, recouping losses from SSP contract termination, and rebuilding SNB's reputation.

In summary, the case highlights challenges of delegating authority and trusting employees as a business scales up. It presents complex dilemmas around protecting intellectual property, enforcing contracts, and safeguarding reputation.

**MORE**

Here are some additional key details and analysis from the case study:

- Sunitha's background and SNB's growth:

- Sunitha had strong artistic talents since childhood. She complemented this with formal training at top institutions like NIFT and experience under renowned designers.

- She started small with a boutique in 2000, but aggressively grew SNB into a recognized brand in high-end Indian fashion with multiple boutiques.

- SNB also expanded into jewelry design through the successful 'Arka' jewelry line. Sunitha achieved fame in India and internationally within 15 years.

- Raghu's recruitment and promotion:

- As SNB grew, Sunitha needed help managing operations and hired interns, including Raghu in 2011.

- Raghu showed promise and Sunitha mentored him, promoting Raghu to managerial roles with significant responsibility by 2015.

- However, there was no formal contract outlining Raghu's expanded scope of work in later roles. Lack of structured accountability measures may have enabled his misconduct.

- Dealing with SSP contract termination:

- SNB could potentially claim repayment for deliverables provided before termination and damages for illegal termination without notice per the contract terms.

- However, SSP cited unsatisfactory work as grounds for termination. The contract required SNB's work to satisfy SSP/director, making a legal claim difficult.

- SNB's reputation was more at risk. The abrupt termination on grounds of poor quality work could damage SNB's standing in the competitive industry.

- Protecting SNB's intellectual property:

- Raghu potentially stole SNB's processes, designs and trade secrets to start his competing business.

- SNB likely did not take sufficient IP protections like patents, copyrights, trademarks early on while focused on growth.

- Tough to prosecute theft of such proprietary knowledge and intangible assets not formally protected by IP laws.

In summary, while Sunitha achieved remarkable success with SNB, the case underscores common pitfalls like inadequate IP protection, lax accountability structures and reputation management as companies scale rapidly. It prompts thinking on balancing growth with legal safeguards.

**HR**

Here are detailed explanations for the key points in the lecture notes:

A)

1. A resource is anything that can be used to help achieve an objective or complete a task. For example, financial resources like money, physical resources like equipment, or human resources like employees.

2. Human resource refers to the people who make up the workforce of an organization. It is the human capital that contributes to achieving organizational goals. For example, the software developers, managers, HR specialists etc in a software company.

3. We need human resources in organizations for several reasons:

- To perform the actual work and operations of the organization. For example, software developers to code and build software products and services.

- To provide skills, expertise and innovation. For example, experienced managers who can lead teams and projects.

- To implement organizational strategies. The workforce executes the plans and ideas of management.

B)

1. There are three main ways that job design is performed:

- Job rotation: Rotating employees through different jobs and roles. For example, having a software developer work on the user interface, then backend database, then testing.

- Job enlargement: Expanding the scope of an existing job. For example, giving a developer additional responsibilities in gathering user requirements.

- Job enrichment: Adding more meaningful and challenging responsibilities to a job. For example, allowing developers to lead design of a new feature.

**Financing a Start-up Company**

Here are the key points from the lecture notes on financing a start-up company:

Introduction

- Many people want to start their own business or company instead of working for others. New graduates in computing often aim to set up their own company.

Why Capital is Needed

- To purchase necessary items to make the product or provide the service.

- Customers usually don't pay before receiving the product/service.

- Every business requires some capital to start. Examples include mobile companies, restaurants, painting services, computer services, software companies.

Factors Involving Capital

- Developing a software package requires a large sum of money. While developing, there is no revenue. Cash is needed for:

- Salaries for founders and staff

- Rent, utilities for premises

- Equipment and supplies

- Marketing and advertising costs

- Miscellaneous expenses like stationery and travel

- Interest on borrowed money

The Business Plan

- Needed to plan the business, ideas, goals, targets.

- A document that convinces funders the plans are realistic and will succeed.

- Includes company description, market analysis, financial projections, budgets, cash flow, balance sheets.

Why the Plan is Needed

- Investors want to profit safely. The plan helps get funding through loans, investments, grants.

Business Plans Are Not Predictions

- A plan shows the company has a reasonable chance of success. Making one can reveal if the idea won't work.

Sources of Finance

- Grants - Sums given for specific purposes, not to be paid back. From government, unions, charities. For capital investments.

- Loans - Sums lent and repaid with interest. Require security.

- Equity Capital - Money for share of ownership. From business angels or venture capitalists.

Gearing

- Ratio of loan capital to equity capital. Important for company finance.

Here are some additional key points about financing a start-up company from the lecture notes:

The Business Plan Document

- Describes what the company will do, shows technical feasibility, founders' expertise.

- Describes target market, size, competition.

- Predicts financial performance - budgets, cash flow, balance sheets, profit/loss.

Grants

- For capital investments like premises, equipment.

- Have conditions like raising additional capital.

- Limited to a percentage of proven capital investment.

Loans

- Sum lent at fixed or variable interest rate.

- For a fixed period.

- Company must repay eventually.

- Lender can recover from assets if company liquidates.

Equity Capital

- Money for share of ownership.

- From business angels - wealthy individuals who invest in startups.

- From venture capitalists who provide equity funding for rapid growth companies.

Gearing

- Ratio of loan capital to equity capital.

- Affects company finance and obligations to lenders and shareholders.

Moral of the Story

- Don't make unrealistic plans like castles in the air. Assess ideas objectively.

In summary, the lecture covers the capital required to start a business, creating a convincing business plan, sources of financing, and the importance of gearing for company finance and obligations. The key message is to make realistic plans that demonstrate feasibility.

**Software Contracts and Liability**

Here are the key points from the lecture notes on software contracts and liability:

- A contract is an agreement between two or more parties that is enforceable by law. Essentials for a valid contract include intention to make a contract, competence of the parties, and consideration (each party provides something of value).

- Fixed price contracts are common for bespoke software systems. The contract specifies what is to be produced, delivery terms, intellectual property rights, confidentiality, payment terms, penalty clauses, client obligations, standards, project management, acceptance procedures, warranty, maintenance, inflation adjustments, indemnity, termination, arbitration, and applicable law.

- Consultancy contracts involve providing expertise and advice. Key aspects are confidentiality, terms of reference, liability limitations, and control over the final report. Fees are typically daily or fixed price.

- Contract hire involves providing staff who work under the client's direction. Payment is based on time worked. Intellectual property rights may need addressing.

- Time and materials contracts are a hybrid of fixed price and contract hire. The supplier undertakes development but is paid based on costs incurred rather than a fixed price.

- Outsourcing involves contracting out IT functions like planning, management and operations. Key points in an outsourcing contract include performance monitoring, asset transfers, staff transfers, audit rights, contingency planning, intellectual property rights, and termination provisions.

- The Health and Safety at Work Act places duties on employers to ensure the workplace and equipment are safe, provide training and supervision, and maintain a safe working environment. Failure to comply is a criminal offense. Software engineers must be aware of health and safety requirements applicable to their work.

Let me know if you need any part of the software contracts and liability content explained in more detail!

**More**

Here are some additional details on key aspects of software contracts and liability:

Intellectual Property Rights

- The contract should specify who owns the intellectual property rights to anything created during the contract. This includes source code, documents, training materials, etc.

- Ownership usually passes from the software company to the client for physical items like documents. But for intangible items like source code, the rights may stay with the software company or be transferred to the client. This needs explicit agreement.

- The software company will want to protect any pre-existing intellectual property it contributes to the project. The client will want ownership and/or rights to use anything newly created.

Confidentiality

- Both parties will want to protect any confidential business information that is shared during the project.

- The contract should require both parties to keep each other's confidential information secret and not disclose it without permission.

- This is especially important for consultants who gain inside knowledge of client organizations.

Acceptance Procedures

- Acceptance procedures define the process for the client to accept the delivered software.

- The client provides a set of acceptance tests and results in advance. Successful completion of the tests indicates acceptance.

- This locks down the acceptance criteria. The client can't keep adding more tests to delay acceptance.

- The contract should specify who must be present for testing and what happens if there are faults.

Termination

- It's advisable to allow termination under certain conditions, e.g. change of client requirements or takeover.

- The supplier gets paid for all work done plus compensation for transitioning staff to other work.

- The contract should determine ownership of any incomplete work.

Let me know if you need any other aspects covered in more detail!