

## **A MARRIED COUPLE CONFRONTING THE FRENCH LYCÉE: JUSTICE, REPARATION, OR PEACE?**

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### **Case Objectives and Use**

This case is designed for use in courses on professional ethics, leadership, negotiation, and institutional governance, both within MBA programs and executive education settings. It is particularly relevant for students with professional experience in sectors such as education, law, nonprofit management, or institutional leadership.

The case presents a complex ethical-legal dilemma focused on the simultaneous pursuit of justice, reparation, and family stability following an alleged act of institutional negligence at a highly prestigious international school. It invites reflection on the limits of individual action in the face of structural power, as well as on the delicate balance between principles, personal interests, and collective goals.

### **Case Synopsis**

In February 2017, D., a 12-year-old student at the *Liceo Francés A.C.* in Mexico City, suffered fractures in both arms after falling onto a stack of gym mats in a facility that was supposed to be closed or supervised. After three hours spent locating his family, and during which he received no additional medical attention at the infirmary, he was transferred to the hospital, where he underwent surgery; he was transferred to a hospital, where he underwent surgery. As a result of the accident, he lost approximately 20% of the mobility in one arm. Five months later, when his parents—Carmen and Íñigo, Spanish nationals residing in Mexico—attempted to re-enroll their two children, the school conditioned the enrollment on signing a letter waiving all liability for the incident.

The family was then faced with a critical dilemma:

Sign the waiver to ensure the academic and social continuity of their children, thereby avoiding a costly and emotionally draining legal battle in an unfamiliar judicial system;

Refuse to sign and initiate legal and reputational action against a powerful institution with diplomatic ties and the capacity to prolong the proceedings.

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The authors developed the case for class discussion rather than to illustrate either effective or ineffective handling of the situation. The case and teaching note was anonymously peer reviewed for presentation at the NACRA 2025 Conference, Newport Beach, California, USA, October 16-18, 2025. © 2025 by Pablo Álamo Hernández y Mónica López Sieben. Contact person: Mónica López Sieben, Calzada CETYS s/n, Colonia Rivera, Mexicali, Baja California, México, CP 21259, +52 (686) 567-3700. [Monica.lopez@cetys.mx](mailto:Monica.lopez@cetys.mx)

# CORPORATE GOVERNANCE AND ETHICS CASES

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