

**Case Map for
Certo: *Modern Management: Concepts and Skills*
(Prentice Hall)**

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Every case map provides only a partial list of relevant items from HBS Publishing. To explore alternatives, or for more information on the cases listed below, visit: hbsp.harvard.edu

PART I: INTRODUCTION TO MODERN MANAGEMENT	
Chapter 1: Introducing Modern Management: Concepts and Skills	Abstract
N/A	
Chapter 2: Managing: History and Current Thinking	Abstract
N/A	
PART II: MODERN MANAGEMENT CHALLENGES	
Chapter 3: Corporate Social Responsibility, Ethics, and Sustainability	Abstract
Corruption in International Business (A) : Robert E. Kennedy, Rafael Di Tella Product #: 701128 Length: 10p B case#: 701129	Explores various aspects of corruption in international business. The first section provides a broad discussion of the ethical, business, and legal aspects of corruption. The second section provides a series of "caselets" that are designed to promote discussion of how students would act in particular situations, as well as the potential costs and benefits of these actions. Learning Objective: To introduce students to issues surrounding corruption in international business
Sustainable Development and Socially Responsible Investing: ABB in 2000: Forest Reinhardt Product #: 701082 Length: 37p	Several investment firms and mutual funds position themselves as providers or facilitators of opportunities for socially responsible investment. This case addresses the impact of these firms on publicly traded companies. Focuses on managers at ABB, a large multinational based in Switzerland that has tried to be a leader in integrating principles of sustainable development into its business strategies. ABB's managers now need to decide what sorts of relationships they would like to have with the firms in the socially responsible investment community, and the extent to which they ought to take the preferences of these firms into account in tailoring their business strategies. Learning Objective: To understand the channels through which environmentally and socially "proactive" behavior might be rewarded in the capital markets and assess the likelihood that these rewards will actually materialize. Also, to understand the possible value propositions of firms that offer services relating to socially responsible

	investment.
Tim Hertach at GL Consulting (A) : Ashish Nanda, Thomas J. Delong, Scot Landry Product #: 800153 Length: 12p Teaching Note: 801029	Ten years into his career after graduating from business school, Tim Hertach discovers billing irregularities at his consulting firm. He must decide whether (and how) to challenge senior management or to stay quiet and protect his career. Learning Objective: 1) To explore how to resolve an ethical dilemma; 2) to study the flexibility and initiative of professional service firms' billing practices.
Becton Dickinson: Ethics and Business Practices (A) : Lynn Sharp Paine Product #: 399055 Length: 27p	Becton Dickinson's Global One-Company Operations Group must decide on the company's global policy on gifts, gratuities, and business entertainment. A key issue is whether the policy should be established centrally and made uniform worldwide or whether it should be decided locally, depending on local circumstances and practices. The case contains numerous examples of troubling situations drawn from different regions of the world, as well as background information on growing anticorruption efforts worldwide. Learning Objective: To help students understand the ethical, legal, organizational, and strategic issues involved in establishing a worldwide corporate policy on gifts.
What's a Business For? : Charles Handy Product #: R0212C Length: 6p	In the wake of the recent corporate scandals, it's time to reconsider the assumptions underlying American-style stock-market capitalism. That heady doctrine--in which the market is king, success is measured in terms of shareholder value, and profits are an end in themselves--enraptured America for a generation, spread to Britain during the 1980s, and recently began to gain acceptance in Continental Europe. But now, many wonder whether the American model is corrupt. The American scandals are not just a matter of dubious personal ethics or of rogue companies fudging the odd billion. And the cure for the problems will not come solely from tougher regulations. We must also ask more fundamental questions: Whom and what is a business for? And are traditional ownership and governance structures suited to the knowledge economy? According to corporate law, a company's financiers are its owners, and employees are treated as property and recorded as costs. But whereas that might have been true in the early days of industry, it does not reflect today's reality. Now a company's assets are increasingly found in the employees who contribute their time and talents rather than in the stockholders who temporarily contribute their money. The language and measures of business must be reversed. In a knowledge economy, a good business is a community with a purpose, not a piece of property. Learning Objective: To rediscover a higher purpose for business: using profits to improve quality of life for ever more people.
Chapter 4: Management and Diversity	Abstract
Millennium Media, Inc. and John Voorenberg : David A. Thomas Product #: 400032	Millenium Media's CEO reviews the company diversity report and considers the challenges of maintaining a diverse workforce in light of the news that three individuals, two of whom are people of color, are leaving for opportunities with a competitor.

Length: 10p	Learning Objective: To help students understand the link between supervisor behavior, diversity, and employee retention.
Yvette Hyater-Adams and Terry Larsen at CoreState Financial Corp. : David A. Thomas, Emily D. Heaphy, Nancie Zane Product #: 401023 Length: 15p	Yvette Hyater-Adams, senior VP of CoreStates Bank, and CEO Terry Larsen reflect on their five-year mentor-protege relationship. They describe how building a relationship across both race and gender was challenging and ultimately highly rewarding. Their relationship develops in the context of a major culture change that Hyater-Adams and Larsen were leading the organization through. This case discusses how their relationship impacted the organization and the change process. Learning Objective: Allows students to develop a deep appreciation for the initiation and development of mentoring relationships. Also explores the dynamics of cross-race and cross-gender work relationships.
Lotus Development Corp.: Spousal Equivalents (A) : Mary Gentile, Sarah B. Gant Product #: 394197 Length: 18p Teaching Note: 396020	A group of Lotus employees propose extending all health care and other benefits to the spousal equivalents of lesbian and gay employees. The vice president of human resources considers the proposal during a reorganization and period of financial uncertainty. Learning Objective: To discuss the limits and competitive implications of a business's appropriate role in responding to diverse employee needs.
Avon Products (A) : Lynn Sharp Paine, Gregory C. Rogers Product #: 301059 Length: 22p B case#: 301060	The general manager of Avon Mexico, Fernando Lezama, must decide whether to promote a woman to the position of vice president of sales. If appointed, the candidate would be the first female in all of Latin America to hold an executive position and one of the first women in Mexico to attain this level of responsibility. Lezama's all-male executive team has doubts about the candidate's readiness but Lezama is also cognizant of Avon's global vision which calls for the advancement of women at all levels of the organization. Earlier in the year, Avon Mexico had completed an exercise called "appreciative inquiry" aimed at enhancing gender relations in the workforce. Learning Objective: To examine the cultural aspects of managing in the Mexican environment and to illustrate "appreciative inquiry" as part of a cultural change process.
Laura Wollen and ARPCO, Inc. : Mary Gentile Product #: 393003 Length: 9p Teaching Note: 393031	Laura Wollen, a group marketing director for ARPCO, Inc., must decide whether to recommend a high performance product manager for a choice position overseas. The supervisor overseas resists the hire because of the candidate's race and Wollen fears that insisting will set her candidate up for failure. On the other hand, she believes she is the best candidate and should not be denied the position. Subjects Covered: Business ethics; Career planning; Discrimination; Diversity
Kurt Landgraf and DuPont Merck Pharmaceutical Co. (A) : Mary Gentile, Sarah B. Gant Product #: 394202 Length: 24p Teaching Note: 396018 B case#: 395035	Kurt Landgraf, newly named CEO of Du Pont Merck Pharmaceutical Co., addresses complaints of discrimination from African-American scientists in R&D during a significant downsizing and dramatic changes within the pharmaceutical industry. Learning Objective: Discusses how organizations can effectively address hiring and promotion concerns of minority groups and women.
A Brush with AIDS (A) : Joseph L. Badaracco Jr., Jerry Useem	A product manager at a health products company is responsible for marketing sharps containers, which hospitals use to store used

Product #: 394058 Length: 8p Teaching Note: 394180 B case#: 394059	<p>needles in order to protect medical workers from being pricked with AIDS-contaminated needles. After hospitals report repeated instances of needles penetrating the container walls, she realizes the defective product poses a health hazard for medical workers. The product manager must decide whether or not to fix the containers when doing so would significantly decrease her profit performance for the year. The company mission statement stresses quality commitment to customers, but all compensation and advancement incentives are geared solely toward profit objectives.</p> <p>Learning Objective: To give students a chance to think about ethical dilemmas they are likely to face in the business world. Is a manager morally delegated to take active steps to protect the safety of his or her customer when neither the law nor the company is compelling him or her to do so?</p>
Chapter 5: Managing in the Global Arena Philips vs. Matsushita: The Competitive Battle Continues : Christopher A. Bartlett Product #: 910410 Length: 20p Teaching Note: 910411	<p>Abstract</p> <p>Describes the development of the global strategies and organizations of two major competitors in the consumer electronics industry. Over four decades, both companies adapt their strategic intent and organizational capability to match and counter the competitive advantage of the other. The case shows how each is faced to restructure as its competitive advantage erodes.</p> <p>Learning Objective: To illustrate how competitive strategy depends on a company's organizational capability, which is often deeply embedded in a company's administrative heritage. Shows the limits of both the "global" and the "multinational" models.</p>
The Daimler Chrysler Commercial Vehicles Division : Michael Hannan, Joel Podolny, John Roberts Product #: IB27 Length: 24p	<p>The day before Daimler-Benz would officially merge with Chrysler, Dr. Kurt Lauk, head of Daimler-Benz' commercial vehicles division (CVD) reflected on the organizational changes he had directed over the course of the previous two years to make CVD more competitive in an era of industry-wide globalization. To unite an extremely decentralized organizational structure at Daimler, Lauk initiated a worldwide reorganization and the integration of the company's manufacturing operations. He encouraged individual units within CVD to look for collaborative opportunities that would enable the division to realize global scale economies. Lauk was proud of his achievements but concerns overshadowed his satisfaction. Although the CVD was profitable overall, its Power Train Unit continued to lose money. In addition, Lauk was concerned about Daimler's progress in building adequate distribution channels in the Asian region. Finally, Lauk considered the impact of the merger with Chrysler on CVD and the general uncertainty concerning how a more centralized organization would affect the CVD.</p> <p>Subjects Covered: Globalization; Market structure; Operations management; Organizational design; Product management; Reorganization</p>
Eli Lilly – 1998 (B): Emerging Global Organization : Michael Y. Yoshino, Thomas W. Malnight	<p>Examines major issues faced by Eli Lilly as it evaluates the appropriateness of a focused matrix organization with extensive use of cross-functional teams.</p>

Product #: 399174 Length: 15p	Learning Objective: To help students appreciate the complexities of a global organization where product/functional/geographic knowledge must be optimized.
Acer America: Development of the Aspire : Christopher A. Bartlett, Anthony St. George Product #: 399011 Length: 20p Teaching Note: 300035	<p>Follows the development, national launch, and global rollout of the Aspire, Acer's first new product developed outside Taiwan. Implementing a very promising new PC concept proves challenging to Mike Culver and his U.S. team, who are plagued by coordination problem with experts and resource managers in Taiwan. Leading the global rollout proves equally difficult, with local managers wanting to make local adaptations. After 2.5 years of missed forecasts and unexpected losses, CEO Stan Shih must decide whether to abandon the Aspire. More profoundly, what changes does this failure suggest for his radical "fast food" business concept and his "client server" organization model?</p> <p>Learning Objective: To discuss the development and implementation of global strategy, to explore new models of global organization, and to examine the management of headquarter-subsidiary relations.</p>
Avon Products (A) : Lynn Sharp Paine, Gregory C. Rogers Product #: 301059 Length: 22p B case#: 301060	<p>The general manager of Avon Mexico, Fernando Lezama, must decide whether to promote a woman to the position of vice president of sales. If appointed, the candidate would be the first female in all of Latin America to hold an executive position and one of the first women in Mexico to attain this level of responsibility. Lezama's all-male executive team has doubts about the candidate's readiness, but Lezama is also cognizant of Avon's global vision, which calls for the advancement of women at all levels. Earlier in the year, the Avon Mexico organization had completed an exercise called "appreciative inquiry" aimed at enhancing gender relations in the workforce.</p> <p>Learning Objective: To examine the cultural aspects of managing in Mexico and to illustrate the use of "appreciative inquiry" as part of a cultural change process.</p>
BRL Hardy: Globalizing an Australian Wine Company : Christopher A. Bartlett Product #: 300018 Length: 20p Teaching Note: 300128	<p>Focuses on two new product launch decisions facing Christopher Carson, managing director of BRL Hardy, Europe. Responsible for the European operations of a major Australian wine company, Carson has begun to globalize his strategy beyond selling the parent company's wines. After a difficult joint venture with a Chilean wine source, he is proposing to launch an Italian line of wines. His local team has also developed a new Australian brand that would compete directly with a parent company's global brand rollout.</p> <p>Learning Objective: To give students a view of global strategy choices being made through headquarter-subsidiary negotiations that define the roles of country managers and global product managers.</p>
Euro Disney: The First 100 Days : Gary W. Loveman, Leonard A. Schlesinger, Robert T. Anthony Product #: 693013 Length: 23p Teaching Note: 693082	<p>The Walt Disney Co. theme parks historically have thrived on the basis of a formula stressing excellent customer service and a magnificent physical environment. The formula has proven successful in Japan as well as the United States. With the controversial opening of Euro Disney in France, however, there has become reason to doubt the international appeal of the formula. The case documents issues involved with Euro Disney. Examines the transferability of a successful service concept across international boundaries.</p>

	<p>Subjects Covered: International business; Service management</p>
<p>Go Global--or No?: Walter Kuemmerle, Heather Killen, Alison Sander, Barry Schiffman, Scott Schnell Product #: R0106A Length: 8p</p>	<p>Only a few weeks ago, Greg McNally, the CEO of software start-up DataClear, had called an off-site in Montana to celebrate his company's success in racking up \$5 million in sales from its first product, ClearCloud--a powerful data analysis package. But that was before his talented and successful head of sales, Susan Moskowski, gave him the news about VisiDat, a British start-up that was testing a data analysis package of its own that was only weeks away from launch. "We need to agree on a strategy for dealing with this kind of competition," Susan had told Greg. "If they start out as a global player, and we stay hunkered down in the U.S., they'll kill us." Because of that news, Greg had changed the agenda of the off-site, instead having Susan present the options for taking DataClear global. The meeting had taken place two weeks ago, at which point the consensus had been to establish a European presence and probably one in Japan. The only question seemed to be whether to do it from scratch or to form partnerships with local players. Did DataClear really need to go global? Should it instead expand into different domestic markets? Should it do both at once? Could the company afford to?</p> <p>Subjects Covered: Applications; Expansion; Globalization; International business; International operations</p>
<p>Chapter 6: Management and Entrepreneurship</p>	<p style="text-align: center;">Abstract</p>
<p>PART III: PLANNING</p>	
<p>Chapter 7: Principles of Planning</p>	<p style="text-align: center;">Abstract</p>
<p>Strategic Planning at Sun Life: Michael A. Roberto Product #: 301084 Length: 21p</p>	<p>Describes the firm's strategic planning activities and focuses on the challenge of developing processes that enable the firm to improve the core business as well as processes that foster the creation of promising new business opportunities.</p> <p>Learning Objective: Teaches students about how to design different types of strategy formulation to accomplish different objectives.</p>
<p>Blinds To Go: Invading the Sunshine State: Larry Menor, Ken Mark Product #: 901D04 Length: 21p</p>	<p>Blinds To Go (BTG), a Montreal headquartered producer of made-to-order window coverings, had made the decision to enter the Florida market by opening eight retail stores. As a result of this decision, the senior vice president of operations for BTG was faced with the dilemma of deciding if and when an assembly plant should be built to support these and future Florida retail stores. The most recent plant, built in Lakewood, NJ, had experienced operational problems during its start-up, resulting in the eventual replacement of most of the supervisory staff and a significant portion of the plant employees. This led to additional start-up costs and customer service problems. Faced with this expansion into Florida, the senior vice president set about devising an operating plan that would achieve the goals of the Florida expansion without the growing pains of past efforts. As the stores were to be opened in six months, a plan would have to be finalized soon.</p> <p>Subjects Covered: Action planning; Implementing strategy;</p>

	Operations management; Systems design
Maureen Frye at Quaker Steel and Alloy Corp. : John J. Gabarro Product #: 496024 Length: 12p	<p>Maureen Frye, assistant product manager at Quaker Steel and Alloy Corp., is asked to implement an action plan for changing the call pattern of the salesforce. Currently the salesforce is spending too much time on small accounts. Earlier Frye attempted to change their call patterns without success. Now with the express call mandate of top management she has to present a plan that will work.</p> <p>Subjects Covered: Action planning; Implementing strategy; Middle management; Organizational culture; Sales; Sales organization</p>
Tailored, Not Benchmarked: A Fresh Look at Corporate Planning : Andrew Campbell Product #: 99202 Length: 7p	<p>In today's competitive markets, every company has an action plan. Yet for most managers, the processes used to create these plans don't work. The root of the problem, suggests Campbell, may be that too many companies benchmark their processes and by doing so, prevent managers from focusing on what is unique to their situation. Good planning processes, the author argues, are not generic processes but ones in which both analytic techniques and organizational processes are carefully tailored to the needs of individual businesses and to the skills of corporate managers. The author cites examples of three companies that have successfully individualized their processes: Granada, Dow Chemical Company, and Emerson Electric. A mature electrical-products business such as Emerson, he says, has different planning needs than a fast-growing entertainment business like Granada or a highly cyclical chemicals business like Dow. Different chief executives may have different insights about how to go about adding value. Take the CEOs of Granada and Dow. Both set tough targets to stretch their businesses, but the way each CEO gets his managers to commit to his targets differs considerably. Bad planning can actively destroy value, the author says. It wastes people's time and money. It sends the wrong signals to managers. It can even lead managers to follow bad advice. That's why managers should go to the effort of reexamining and possibly changing their company's planning process.</p> <p>Subjects Covered: Benchmarks; Long term planning; Planning; Planning Systems; Strategic planning</p>

Chapter 8: Making Decisions	Abstract
Alaska Airlines and Flight 261 (A) : Michael D. Watkins, Kim Slack Product #: 801113 Length: 16p	<p>Weeks after the crash of Alaska Airlines Flight 261, 64 mechanics claim that they have been "pressured, threatened, and intimidated" into taking shortcuts. After briefly describing Alaska Airlines' history and CEO John Kelly, the case details how the airline responded to the crash and the resulting investigations. Also describes labor relations between management and its largest unions. At the end of the case CEO Kelly prepares for a news conference to respond to the mechanics' allegations. The case addresses crisis management, corporate diplomacy, labor relations, public relations, and transportation safety.</p> <p>Subjects Covered: Crisis management; Customer service; Labor</p>

	relations
Victory Supermarkets: Expansion Strategy? : David E. Bell, Ann Leamon Product #: 599054 Length: 20p	<p>Jay DiGeronimo, president of a 16-store supermarket chain, is trying to decide the timing and method for expanding his chain. The family-owned company could continue in a maintenance mode, with each family member running one store. It could expand slowly using a new Market Square concept. Or it could try to double its size in the next ten years. What are the costs and benefits of each approach? Should the company continue opening Market Squares, even though that format has higher opening and operating expenses than more conventional operations?</p> <p>Learning Objective: The financial data allow students to understand how supermarkets make money. The investment questions, from a financial as well as a merchandising point of view, create interesting tensions: Can a small operator compete against the national and international supermarket chains by offering higher-end differentiation?</p>
Frasier (A) : Guhan Subramanian, Michelle Kalka Length: 13p Product #: 801447 B case # 801448 Teaching Note: 902054	<p>In 2001, NBC entered into contract negotiations with Paramount Television Group to keep the hit show "Frasier" on the network. Paramount, the studio that produced the show, threatened to move "Frasier" to CBS, Paramount's sister network, if NBC did not agree to a substantially higher license fee than the one it was currently paying. This case follows Marc Graboff's (EVP of NBC West Coast) analysis of the situation.</p> <p>Learning Objective: Highlights core concepts such as BATNA, ZOPA, and reservation price in a real-world case.</p>
Decision Making at the Top: The All-Star Sports Catalog Division : David A. Garvin, Michael A. Roberto Length: 21p Product #: 398061 Teaching Note: 398103	<p>Describes a senior management team's strategic decision-making process. The division president faces three options for redesigning the process to address several key concerns. The president has extensive quantitative and qualitative data about the process to guide him as he and the senior team attempt to make improvements.</p> <p>Learning Objective: To teach students about how general managers can design and shape decision-making processes, and how these processes affect the quality of the choice and the implementation</p>
Chapter 9: Strategic Planning: Strategies, Tactics, and Competitive Dynamics	Abstract
Strategic Planning at Sun Life : Michael A. Roberto Product #: 301084 Length: 21p	<p>Describes the firm's strategic planning activities and focuses on the challenge of developing processes that enable the firm to improve the core business as well as processes that foster the creation of promising new business opportunities.</p> <p>Learning Objective: To teach students about how to design different types of strategy formulation to accomplish different objectives.</p>
Newell Company: Corporate Strategy : Cynthia A. Montgomery, Elizabeth J. Gordon Product #: 799139 Length: 22p Teaching Note: 702401	<p>In 1998, Newell Co., a manufacturer of low-tech, high-volume consumer goods, acquired Calphalon Corp., a high-end cookware company, and Rubbermaid, a \$2 billion manufacturer of consumer and commercial plastic products. The case focuses on Newell's strategy and its elaboration throughout the organization, as well as the importance of selecting appropriate acquisitions to grow the company. Do Calphalon and Rubbermaid fit with the company's long-term strategy of growth through acquisition and superior service to volume</p>

	<p>customers?</p> <p>Subjects Covered: Acquisitions; Brands; Conglomerates; Corporate strategy; Diversification; Strategic planning</p>
Edmunds.com (A) : Stephen P. Bradley, Christina Akers Product #: 701025 Length: 23p	<p>Edmund's began in 1966 as a publisher of new and used vehicle guides and grew into one of the leading third-party automotive Web sites of today. This case explores how Edmunds.com gained a competitive edge using strategic partnerships and alliances, as well as careful product positioning and strategy implementation.</p> <p>Subjects Covered: Competitive advantage; Implementing strategy; Product positioning; Strategic alliances</p>
The Walt Disney Co.: The Entertainment King : Michael G. Rukstad, David J. Collis, Tyrrell Levine Product #: 701035 Length: 27p Teaching Note: 705495	<p>The first ten pages of this case are comprised of the company's history, from 1923 to 2001. The Walt years are described, as is the company's decline after his death and its resurgence under Eisner. The last five pages are devoted to Eisner's strategic challenges in 2001: managing synergy, managing the brand, and managing creativity. Students are asked to think about the keys to Disney's mid-1980s turnaround, about the proper boundaries of the firm, and about what Disney's strategy should be beyond 2001.</p> <p>Subjects Covered: Competitive advantage; Corporate strategy; Diversification; Implementing strategy; Strategy formulation</p>
Matching Dell : Jan W. Rivkin, Michael E. Porter Product #: 799158 Length: 31p Teaching Note: 700084	<p>After years of success with its vaunted "Direct Model" for computer manufacturing, marketing, and distribution, Dell Computer Corp. faces efforts by competitors to match its strategy. This case describes the evolution of the personal computer industry, Dell's strategy, and efforts by Compaq, IBM, Hewlett-Packard, and Gateway 2000 to capture the benefits of Dell's approach. Students are called on to formulate strategic plans of action for Dell and its various rivals.</p> <p>Learning Objective: Permits an especially detailed examination of imitation; illustrates how fit among activities and incompatibilities between competitive positions can pose particularly high barriers to imitation. Can also be employed to illustrate competitor analysis, the evolution of industry structure, and relative cost analysis.</p>
Chapter 10: Plans and Planning Tools	Abstract
Merchandising at Nine West Retail Stores : Ananth Raman, Colin Welch Product #: 698098 Length: 17p Teaching Note: 601148	<p>Describes the merchandising decision process (organization, structure, and incentives) at Nine West retail stores, a large footwear retailer in the United States. Also describes changes currently occurring at Nine West and thus provides a context in which students can recommend changes to the merchandising process and the structure of the merchandising organization.</p> <p>Learning Objective: To explain how merchandising decisions are made at a fashion retailer and to explore how changes in the environment will impact the merchandising organization.</p>
CompUSA : Krishna G. Palepu, Sarayu Srinivasan Product #: 197101 Length: 24p	<p>CompUSA was performing poorly until new management reorganized and redirected the business. CompUSA became the #1 retailer in its industry. Management lays out its future plans.</p> <p>Learning Objective: Is CompUSA's new business strategy manageable? Is the old one sustainable? Evaluates financial performance.</p>
Clarkson Lumber Co. : Thomas	<p>The owner of a rapidly growing retail lumber company is considering</p>

R. Piper Product #: 297028 Length: 6p Teaching Note: 297076	the financial implications of continued rapid growth. The magnitude of the company's future financing requirements must be assessed in the context of the company's access to bank finance and/or equity finance. Learning Objective: Development of skills in financial analysis, financial forecasting, and financial planning. A rewritten version of an earlier case.
Case of the Colored Post-It Notes : Carliss Y. Baldwin, Michael C. Jensen, Karen H. Wruck Product #: 897069 Length: 3p	Shows an example of how policies about budgeting and resource decisions are commonly misallocated. Learning Objective: To discuss the common types of policies and control systems that are not set up efficiently.
Prestige Telephone Co. : William J. Bruns Jr. Product #: 197097 Length: 4p Teaching Note: 197098	An independent regulated telephone company has established a computer services subsidiary that seems to remain unprofitable. Managers must determine whether it is profitable or not and consider changes in pricing or promotion that might improve profitability. Learning Objective: To introduce concepts of relevant costs, contribution, and breakeven analysis. A rewritten version of an earlier case
Pioneer Hi-Bred International, Inc.: Supply Management : Francis J. Aguilar, Xin X He, Paul Clark Product #: 898238 Length: 15p B case#: 898239 Teaching Note: 899208	Depicts the supply-management practices--including planning, production, and distribution--at Pioneer Hi-Bred International, the world's leader in the genetically engineered hybrid crop seed industry. Set in the context of a supply-management planning meeting, it reveals conflicting considerations in setting policies for production (what, how much, and where to plant) and distribution. These considerations include costs, customer service, the vicissitudes of farm production, market uncertainties, and corporate culture. Since the issues are viewed from three independent perspectives--planning, production, and distribution--the case lends itself to role playing. Learning Objective: 1) To consider the challenges in managing the production, inventory, and distribution functions in a large, complex agribusiness firm. 2) To demonstrate the role of inventory management in supply management, and its relationship with production, marketing, and customer service.
Post-Project Appraisals Pay : Frank R. Gulliver Product #: 87204 Length: 5p	Since 1977, British Petroleum (BP) has operated a post-project appraisal unit - a team of inside analysts and investigators who scrutinize projects several years after they have been completed to learn why they succeeded or misfired. The appraisal process has helped managers be more accurate in developing project proposals and more efficient in implementing them. At BP, every project generates a return on investment at least as high as that in the project's forecast. Subjects Covered: Forecasting; Project evaluation; Project management; Return on investment; Securities analysis
PART IV: ORGANIZING	
Chapter 11: Fundamentals of Organizing	Abstract
Novartis Pharma: The Business Unit Model : Srikant M. Datar,	In June 2000, Novartis reorganized its pharmaceutical business to form global business units in oncology, transplantation,

Carin-Isabel Knoop, Cate Reavis Product #: 101030 Length: 20p	<p>ophthalmology, and mature products. The remaining products (primary care products) were managed as before within global functions (R&D, marketing, etc.) The new organization created a matrix structure and new roles for heads of business functions, CEOs of new business units, and country managers.</p> <p>Learning Objective: To explore the reasons for Novartis's reorganizing into the new matrix structure, the tensions and challenges the new structure creates, and the culture and accountability needed to make the new structure work.</p>
Polycom, Inc.: Visualizing Culture : Clayton M. Christensen Product #: 601073 Length: 16p	<p>Polycom is a rapidly growing maker of video conferencing and teleconferencing equipment. Management is attempting to use "natural work groups" as an organizing mechanism, and to build into the culture implicit rules that will cause desired behaviors to be self-policing.</p> <p>Learning Objective: To explore organizational forms that might robustly handle continued growth.</p>
Crunch : Paul W. Marshall, Jeremy B. Dann Product #: 899233 Length: 23p Teaching Note: 800146	<p>Entrepreneur Doug Levine runs a fitness company with an incredibly powerful brand. His company leverages the brand to expand, both in terms of facilities and lines of business. But he may need to make significant organizational changes in order to continue the growth.</p> <p>Learning Objective: To illustrate the steps necessary to transition from an entrepreneurial, small company to a professionally managed, medium-sized one.</p>
SMA: Micro-Electronic Products Division (A) : Michael Beer, Michael L. Tushman Product #: 400084 Length: 19p Teaching Note: 910413 B case#: 400085	<p>Describes a division of SMA with financial and organizational problems. Conflict and lack of coordination exist between functional groups. Employees lack a sense of direction and morale is low. The cause of these problems is found in a change in business environment followed by change in organization and management.</p> <p>Learning Objective: Can be used for analysis of organization-environment relationships and action planning for change and environment. A rewritten version of an earlier case.</p>
USA TODAY: Pursuing the Network Strategy (A) : Michael L. Tushman, Michael J. Roberts, David Kiron Product #: 402010 Length: 18p Teaching Note: 802229 B case#: 402011	<p>Describes the evolution of USA TODAY Online, the electronic version of the newspaper, within the organizational structure of the newspaper. Describes the tensions and issues that develop and the pressure from the Online division to be spun off. At the same time, CEO Tom Curley sees a greater strategic need for integration. Poses the question of what degree/type of strategic integration is required, what degree of organizational integration this implies, and how it can be achieved.</p> <p>Learning Objective: Exposes students to difficult issues surrounding integration when two organizational units are so different and explores the ambidextrous organization.</p>
Do You Have a Well-Designed Organization? : Michael Goold, Andrew Campbell Product #: R0203K Length: 7p	<p>For most companies, organization design is neither a science nor an art; it's an oxymoron. Organizational structures evolve in fits and starts, shaped more by politics than by policies. Although most executives can sense when their organization designs are not working well, few take meaningful action, partly because they lack a practical framework to guide them. The authors of this article provide just such a framework; they present nine tests that can be used either to evaluate an existing organization design or create a new one. Four "fit"</p>

	<p>tests offer an initial screen: The market advantage test asks whether a design directs sufficient management attention to the company's sources of competitive advantage; the parenting advantage test determines whether the design gives enough attention to the corporate-level activities that provide real value to the company; the people test shows whether the design reflects the employees' strengths; and the feasibility test looks at constraints that may impede implementation. Five "good design" tests can help a company refine its prospective design. The specialist cultures test ensures that there's sufficient insulation for units that need to be different from the prevailing culture; the difficult-links test determines whether a design offers solutions for potentially problematic unit-to-unit links; the redundant-hierarchy test asks whether the design has too many parent levels; the accountability test looks at whether every unit has suitable controls; and the flexibility test ensures that the design lets the company adapt to change. Once a design is altered, the tests should be repeated. Organizational decisions are inevitably complex, and tweaking one part of the design may produce unanticipated consequences elsewhere.</p> <p>Subjects Covered: Business units; Corporate reorganization; Management controls; Matrix organization; Organizational design; Organizational structure</p>
Chapter 12: Responsibility, Authority, and Delegation	Abstract
The Ritz-Carlton Hotel Company: Sandra J. Sucher, Stacy McManus Product #: 601163 Length: 31p Teaching Note: 602113	<p>In just seven days, The Ritz-Carlton transforms newly hired employees into "Ladies and Gentlemen Serving Ladies and Gentlemen." The case details a new hotel launch, focusing on the unique blend of leadership, quality processes, and values of self-respect and dignity, to create award-winning service.</p> <p>Learning Objective: Allows students to examine innovation and improvement in a service industry. Raises questions of when and how to innovate in a successful service operating system and the challenges of innovation for a brand built on customer experience. Teaching points include the role of leadership and values in creating a culture of service and the need to manage the tension between standardized quality procedures and the cultivation of empowered employees who can customize each interaction to meet the needs of their customers.</p>
Jack Stack (A) : Kirk O. Hanson, David Bollier Product #: 993009 Length: 8p Teaching Note: 993013	<p>Describes Jack Stack's efforts to revive a diesel engine remanufacturing plant owned by International Harvester. Stack engineers a leveraged buyout of the factory by its managers. He then implements a radical system for managing the company, through which every employee is trained to read complete financial reports of the company and given weekly operating data. In this way, they can see in detail how the company is progressing.</p> <p>Learning Objective: May be used in Human Resources, Organizational Behavior, Strategic Management, and Entrepreneurship courses to help students explore: 1) worker empowerment and related human resources issues; 2) the impact of the disclosure of company data on corporate strategy; 3) how an</p>

	entrepreneur engineers a leveraged buyout; 4) the revitalization of "rust-belt" facilities; and 5) the role of worker empowerment in entrepreneurship.
Cambridge Consulting Group: Bob Anderson: Jay W. Lorsch, John J. Gabarro Product #: 496023 Length: 5p	Describes the situation facing the head of a rapidly growing industry-focused group within a consulting company. Highlights the dilemmas of being a "producing manager" (i.e., a professional who has both individual production as well as management responsibilities). Issues raised include: delegation, developing subordinates, developing an agenda, and building an organization. Learning Objective: Demonstrates dilemmas of the producing manager's role.
Balancing Corporate Power: A New Federalist Paper: Charles Handy Product #: 92604 Length: 9p	Given that organizations are seen more and more as minisocieties, the prospect of applying political principles to management makes a great deal of sense. Federalism is particularly appropriate because it offers a well-recognized system for dealing with paradoxes of power and control: the need to make things big by keeping them small; to encourage autonomy but within bounds; and to combine variety and shared purpose. Federalism responds to these paradoxes by balancing power among those in the center of the organization, those in the centers of expertise, and those in the center of the action--the operating businesses. Federalism avoids the risks of autocracy and the overcontrol of a central bureaucracy. It ensures a measure of democracy and creates a "dispersed center" that is more a network than a place. McKinsey Award Winner. Subjects Covered: Business policy; Corporate governance; Decentralization; Leadership; Organizational structure; Subsidiaries
Chapter 13: Managing Human Resources	Abstract
Southwest Airlines: Using Human Resources for Competitive Advantage (A): Charles A. O'Reilly, Jeffrey Pfeffer Product #: HR1A Length: 24p B case#: HR1B Teaching Note: HR1T	In 1994 both United Airlines and Continental Airlines launched low-cost airlines-within-an-airline to compete with Southwest Airlines. From 1991 until 1993 Southwest had increased its market share of the critical West Coast market from 26% to 45%. This case considers how Southwest had developed a sustainable competitive advantage and emphasizes the role of human resources as a lever for the successful implementation of strategy. Asks whether competitors can successfully imitate the Southwest approach. Subjects Covered: Competitive advantage; Corporate strategy; Human resource management; Implementing strategy; Organizational behavior
Human Resources at Hewlett-Packard (A): Michael Beer, Gregory C. Rogers Product #: 495051 Length: 27p B case#: 495052 Teaching Note: 497022	Provides an overview of the human resource policies and practices applied by Hewlett-Packard (HP). Discusses HP's reactions as an organization to changes in its business environment. As such, it is an opportunity to analyze HP's practices, and how they have been affected through the years in all four policy areas: stakeholder influence, flows, rewards, and work systems. Subjects Covered: Computers; Human resource management; Organizational behavior; Organizational change; Organizational culture; Organizational development; Organizational management; Strategic planning
The SAS Institute: A Different	The SAS Institute is a large, growing software company

<p>Approach to Incentives and People Management Practices in the Software Industry: Jeffrey Pfeffer Product #: HR6 Length: 17p</p>	<p>headquartered in the Research Triangle in North Carolina. Founded more than 25 years ago, it has evolved a unique approach, given its industry, to developing and retaining talent including using no stock options or phantom stock and not paying its salespeople on commission. The CEO and Vice President of Human Resources must decide how well their current management practices will continue to serve them as the company gains greater visibility and faces an increasingly competitive labor market.</p> <p>Subjects Covered: Applications; Compensation; Human resource management; Incentives; Management philosophy; Organizational behavior; Organizational culture</p>
<p>Wolfgang Keller at Konigsbrau-Hellas A.E. (A): John J. Gabarro Product #: 498045 Length: 18p Teaching Note: 400069</p>	<p>Raises issues concerning performance evaluation, performance appraisal, managing ineffective performance, and conflicts in management style.</p> <p>Subjects Covered: Human resource management; Leadership; Management styles; Performance appraisals; Superior & subordinate</p>
<p>The Firmwide 360-degree Performance Evaluation Process at Morgan Stanley : M. Diane Burton Product #: 498053 Length: 16p Teaching Note: 400078</p>	<p>Describes Morgan Stanley's firmwide, 360-degree performance evaluation process. Evaluation forms are included as exhibits.</p>
<p>How to Lose Your Star Performer Without Losing Customers, Too: Neeli Bendapudi, Robert P. Leone Product #: R0110G Length: 9p</p>	<p>It's bad enough to lose a trusted employee who works well within your organization, but when you lose a star performer who has built up strong customer relationships, something else is at stake: The star's customers may also walk out the door. In a two-year study of more than 200 people from 57 companies, Neeli Bendapudi and Robert Leone found that most strategies to keep customers when stars leave are largely ineffective because they grow out of a company's perspective, not a customer's. The authors asked customers how they felt and discovered three main concerns. First, customers can become attached to a particular key contact employee, and if that person leaves, they wonder whether service will suffer. You can forge a broader relationship by ensuring that customers interact with many employees, using techniques like deploying teams, rotating staff, and offering one-stop shopping. Second, customers fear that a replacement won't be as good as the employee who left. You can combat this by stressing the quality of all your employees--not just superstars. Publicize your hiring practices, training, and employees' achievements. Third, customers want information about the changeover and how you will manage the transition. Communicate the identity of a replacement in advance of a departure, and have the outgoing employee introduce the new person. Addressing all areas of customer concern in concert tells customers that you value their business and that you deserve to keep it. In the article, the authors also include a scorecard to rate your company on how well you are protecting customer relationships when employee turnover occurs.</p> <p>Learning Objective: To understand three concerns customers have when their preferred contact at a company leaves and to learn how to address those concerns so customers stay loyal.</p>

Chapter 14: Organizational Change and Stress	Abstract
Corning--1983-96: Transition at the Top : Michael J. Roberts, Michael L. Tushman Product #: 401034 Length: 30p Follow-up case#: 401035	<p>Focuses on Jamie Houghton's efforts to revitalize Corning from 1983-96, including the development of a very strong set of values and culture. The issue centers around Roger Ackerman's rise to president then chairman/CEO, and his drive to both change the business strategically/financially and develop a new culture to support this change.</p> <p>Learning Objective: Demonstrates importance of fit among senior team, culture, strategy, and organization, and how change in one requires change in others. Gets students to think through details of implementing culture change.</p>
Andy Chew at Siemens Nixdorf: Change from the Middle : Rosabeth Moss Kanter, John F. McGuire Product #: 396204 Length: 12p	<p>Andy Chew, a British manager reassigned to Germany by a large German computer company, is in the middle of carrying out a project as a designated "change agent" in a program to reshape the culture toward one that is more entrepreneurial for success as a nimble global competitor. He is still uncertain of his support.</p> <p>Subjects Covered: Change management; Entrepreneurship; Innovation; Organizational behavior; Power and influence</p>
What's the BIG Idea? : Clayton M. Christensen, Scott D. Anthony Product #: 602105 Length: 22p Teaching Note: 604050	<p>CEO Michael Collins must decide if and how a process he developed to further innovation in the kids' industry could port over to other industries. The process was based on Collins' experiences as an inventor and as a venture capitalist, and it allowed his company to be an intermediary between inventors and innovation-seeking companies. The process seemed to be working quite well in the kids' industry and Collins had to decide what would "travel" to a different vertical.</p> <p>Learning Objective: Demonstrates how innovation that might not happen internal to a company can happen once it is removed from a company's processes. Also raises questions as to whether you can develop a process to identify good invention ideas or whether it is an "art."</p>
Napster and MP3: Redefining the Music Industry : Mary M. Crossan, Margaret Ann Wilkinson, Mark Perry, Trevor Hunter, Tammy Smith Product #: 901M02 Length: 22p Teaching Note: 801M02	<p>The music industry has changed dramatically as a result of technological and business innovations that have transformed how music is acquired, and how value is created and distributed. Napster, Inc. operated one of several Web sites that allowed Internet users free access to MP3 music files--which eventually led to lawsuits around issues of the protection of intellectual capital. These issues lead to the examination of the forces at play in the transformation of the music industry, the strategic alternatives for players in the industry and the legal context underpinning the strategic alternatives, with a particular focus on the protection of intellectual capital.</p> <p>Subjects Covered: Industry analysis; Innovation; Intellectual capital; Legal aspects of business</p>
Change Without Pain : Eric Abrahamson Product #: R00401 Length: 5p	<p>Change or perish is a corporate truism, but so is its unhappy corollary: many companies change and perish. The process of change can tear an organization apart. Drawing on his research over ten years, the author suggests that companies alternate major change initiatives with carefully paced periods of smaller, organic change, using processes he calls tinkering and kludging (kludging is tinkering on a large scale). The result is dynamic stability, which allows change without fatal pain.</p>

	<p>Citing examples from General Electric to Barnesandnoble.com, the author describes dynamic stability as a process of continual but relatively small reconfigurations of existing practices and business models rather than the creation of new ones. As they tinker and kludge, successful companies would be wise to follow these four guidelines: reward shameless borrowing; appoint a chief memory officer who can help the company avoid making the same old mistakes; tinker and kludge internally before searching for solutions externally; and hire generalists, because generalists tend to be more adept at tinkering and kludging. As a paradigm of successful pacing, the author cites the efforts of Lou Gerstner at IBM, American Express Travel Related Services, and RJR Nabisco.</p> <p>Learning Objective: To learn how to combat the destructive pain of major organizational change through carefully paced periods of smaller change.</p>
PART V: INFLUENCING	
Chapter 15: Influencing and Communication	Abstract
Dawn Riley at America True (A) : Linda A. Hill, Kristin C. Doughty Product #: 401006 Length: 18p Supplement#: 401007	<p>Dawn Riley is the CEO/Captain of America True, the first coed syndicate to race for the America's Cup. Over three years, based on her vision for America True, she built the syndicate from scratch, bringing on investors and sponsors, designing and building a boat, and hiring a sailing crew to race it. In June 1999, Riley must decide how to handle the San Francisco office now that America True's base of operations is moving to Auckland, New Zealand, where racing will begin in four months. She is facing pressure to phase out the office to cut down on costs, but Riley believes that the people in San Francisco and the work they are doing are key to her vision for America True. She must weigh the tension between immediate pressures to win and the longer-term sustainability of her vision.</p> <p>Learning Objective: To demonstrate the challenges of leading a start-up: the importance of communicating a vision, aligning people around that vision, and executing on it. To explore issues of gender and power.</p>
Jack Welch: General Electric's Revolutionary : Joseph L. Bower, Jay Dial Product #: 394065 Length: 22p Teaching Note: 395232	<p>Describes the work of Jack Welch as CEO of General Electric from 1981 to 1992, focusing particularly on his transformation of the company's portfolio through extensive dispositions and acquisitions and the company's culture through a mandated process called "work out."</p> <p>Subjects Covered: Change management; Corporate strategy; Leadership; Organizational change</p>
Jack Thomas : John P. Kotter, Andrew Burtis Product #: 494062 Length: 13p	<p>This redisguised version of an earlier case, Tom Levick, provides an updated setting but does not change the teaching objectives. Chronicles the first six weeks of experience on the job for a recent business school graduate. Emphasis is on managing upwards--particularly with respect to errors discovered by the protagonist for which his boss was responsible.</p> <p>Subjects Covered: Managing up; Organizational behavior; Power and influence</p>
Jensen Shoes: Lyndon	Details the experiences of Jane Kravitz (Caucasian female), strategic

<p>Twitchell's Story: Mary Gentile, Pamela J. Maus Product #: 395121 Length: 8p Teaching Note: 396017</p>	<p>product manager, and Lyndon Twitchell (African American male), a member of her staff at Jensen Shoes, a successful producer and marketer of casual, athletic, and children's footwear. They are assigned to new positions and to each other at the start of the story. Presents their very different points of view on their first couple of months working together.</p> <p>Learning Objective: Raises how stereotypes and self-fulfilling prophesies influence performance feedback. Can be taught in a variety of ways: with all students receiving both cases; half receiving one and half receiving the other; or a third of the class receiving both, one third receiving one, and one third receiving the other (as is appropriate). Should be used with <i>Jensen Shoes: Jane Kravitz's Story</i>.</p>
<p>Jensen Shoes: Jane Kravitz's Story: Mary Gentile, Pamela J. Maus Product #: 395120 Length: 7p Teaching Note: 396017</p>	<p>Details the experiences of Jane Kravitz (Caucasian female), strategic product manager, and Lyndon Twitchell (African American male), a member of her staff at Jensen Shoes, a successful producer and marketer of casual, athletic, and children's footwear. They are assigned to new positions and to each other at the start of the story. Presents their very different points of view on their first couple of months working together.</p> <p>Learning Objective: Raises how stereotypes and self-fulfilling prophesies influence performance feedback. Can be taught in a variety of ways: with all students receiving both cases; half receiving one and half receiving the other; or a third of the class receiving both, one third receiving one, and one third receiving the other (as is appropriate). Should be used with <i>Jenson Shoes: Lyndon Twitchell's Story</i>.</p>
<p>Selling the Brand Inside: Colin Mitchell Product #: R0201J Length: 7p</p>	<p>When you think of marketing, chances are your mind goes right to your customers--how can you persuade more people to buy whatever it is you sell? But there's another "market" that's equally important: your employees. Author Colin Mitchell argues that executives by and large ignore this critical internal audience when developing and executing branding campaigns. As a result, employees end up undermining the expectations set by the company's advertising--either because they don't understand what the ads have promised or because they don't believe in the brand and feel disengaged or, worse, hostile toward the company. Mitchell offers three principles for executing internal branding campaigns. First, companies need to market to employees at times when the company is experiencing a fundamental challenge or change. Second, companies must link their internal and external marketing campaigns. And, third, internal branding campaigns should bring the brand alive for employees, creating an emotional connection to the company that transcends any one experience. It is a fact of business, writes Mitchell, that if employees do not care about or understand their company's brands, they will ultimately weaken their organizations.</p> <p>Subjects Covered: Brand management; Brands; Communication; Communication in organizations; Employee attitude; Marketing management; Marketing planning; Morale</p>
<p>Chapter 16: Leadership Meg Whitman at eBay, Inc. (A):</p>	<p style="text-align: center;">Abstract</p> <p>Meg Whitman takes over as CEO of eBay from the founder. She must</p>

Linda A. Hill, Maria T. Farkas Product #: 401024 Length: 32p	figure out how to lead the company through a stage of phenomenal growth without compromising eBay's unique external customer culture and internal culture--its key success factors. Learning Objective: Leadership, managing change, managing growth, and organizational culture.
Jack Welch: General Electric's Revolutionary : Joseph L. Bower, Jay Dial Product #: 394065 Length: 22p Teaching Note: 395232	Describes the work of Jack Welch as CEO of General Electric from 1981 to 1992, focusing particularly on his transformation of the company's portfolio through extensive dispositions and acquisitions and the company's culture through a mandated process called "work out." Subjects Covered: Change management; Corporate strategy; Leadership; Organizational change
Chrysler: Iacocca's Legacy : Nitin Nohria, Sandy E. Green Product #: 493017 Length: 19p Teaching Note: 496059	Describes the changes fashioned by Iacocca during his tenure as CEO of the Chrysler Corp. Pays particular attention to the rhetoric he employed in mobilizing change and the actions he took to implement change. Subjects Covered: Change management; Leadership; Management communication; Organizational change
Bill Gates and the Management of Microsoft : Philip M. Rosenzweig Product #: 392019 Length: 19p Teaching Note: 394028	In July 1991, Microsoft has achieved record growth and profitability in the PC software industry. The case focuses on Microsoft's founder and CEO, Bill Gates, and his top management team, as they seek to retain the innovation and spirit of a small company in a rapidly growing and changing environment. Specific issues include the management of organizational complexity, cultural change, CEO and COO interaction, compensation, and leadership. Subjects Covered: Business growth; CEO; Compensation; Leadership; Organizational change; Organizational culture; Organizational management
Mary Kay Cosmetics, Inc.: Sales Force Incentives (A) : Robert L. Simons, Hilary A. Weston Product #: 190103 Length: 16p B case#: 190122 Teaching Note: 191198	Describes the incentive system by which Mary Kay Cosmetics motivates the sales force of 200,000 independent agents who comprise the firm's only distribution channel. Illustrates the powerful effect on sales-force behavior that results when creative types of employee recognition are combined with financial incentives. Focuses on the challenges that managers face when they try to reduce program costs by modifying the VIP automobile program that awards the use of pink Cadillacs and other cars to successful sales agents. A detailed description of the parameters and formulas that drive the recognition and reward programs is provided. Subjects Covered: Control systems; Goal setting; Incentives; Motivation; Sales; Sales compensation
Albert Dunlap and Corporate Transformation (A) : Ross Petty, Virginia Soybel, Phyllis Schlesinger, Sam Perkins, David Wylie, Al Anderson Product #: BAB032 Length: 17p Teaching Note: BAB532 B case#: BAB033	After restructuring Scott Paper with a 34% reduction in head count and successfully selling the company to Kimberly Clark, Al Dunlap is hired as CEO by Sunbeam. This case describes the management principles of this corporate turnaround expert and his actions at Sunbeam. Subjects Covered: Accounting standards; Business ethics; Corporate reorganization; Fraud; Legal aspects of business; Restructuring
A Letter to the Chief Executive : Joseph Fuller	Beyond the recent accounting scandals, something is wrong with the way most companies are managed today. That's the message of this

Product #: R0210G Length: 6p	<p>fictional letter from a board member to a CEO, written by Joseph Fuller, CEO of the strategy consulting firm Monitor Group. The letter highlights the challenges and complexities of running a business in today's uncertain environment. The letter addresses a single CEO and company, yet it is intended to speak to executives and boards everywhere: "It wasn't the recession that caused us to make 3 acquisitions in 2 years at very, very high prices; the need to fuel [unreasonable] growth did. Nor was it the recession that caused us to expand our capacity in anticipation of gaining market share; rather, it was our own overly optimistic sales forecasts that led us to that decision. Where did those forecasts originate? From line managers trying to fulfill profit goals that we created after meeting with the analysts. The root cause of many of the problems that became apparent in the last 24 months lies not with the economy, not with September 11, and not with the dot-com bubble. Rather, it lies with that willingness to be led by outside forces--indeed, our own lack of conviction about setting a course." Restoring sound, strategic decision making--thinking that looks beyond tomorrow's analyst reports--will go a long way toward keeping those outside forces at bay, according to Fuller.</p> <p>Learning Objective: To understand two flaws in the current U.S. management model that have set the stage for overcapacity, price wars, and other problems facing U.S. organizations today.</p>
Chapter 17: Motivation	Abstract
Microsoft's Vega Project: Developing People and Products : Christopher A. Bartlett, Meg Wozny Product #: 300004 Length: 19p	Describes Microsoft's human resource philosophies and policies and illustrates how they work in practice to provide the company with a major source of competitive advantage. Describes employee development, motivation, and retention efforts in one of Microsoft's product groups. Focuses on Matt MacLellan, a 26-year-old, 5-year Microsoft veteran, particularly on his careful development as a project manager under Jim Kaplan, his boss and mentor. Dissatisfied with his project management role, MacLellan decides to become a developer despite the fact that he had never written code professionally. Kaplan is faced with a difficult decision of whether to support his protege's radical career shift, and how to do it not only to MacLellan's satisfaction but also in the organization's best interest. Illustrates the role of senior management as developer and coach of scarce human assets and the role of human resource policy in supporting an organization's development of competitive advantage.
Mary Kay Cosmetics, Inc.: Sales Force Incentives (A) : Robert L. Simons, Hilary A. Weston Product #: 190103 Length: 16p	Describes the incentive system by which Mary Kay Cosmetics motivates the sales force of 200,000 independent agents who comprise the firm's only distribution channel. Illustrates the powerful effect on sales-force behavior that results when creative types of employee recognition are combined with financial incentives. Focuses on the challenges that managers face when they try to reduce

B case#: 190122 Teaching Note: 191198	program costs by modifying the VIP automobile program that awards the use of pink Cadillacs and other cars to successful sales agents. A detailed description of the parameters and formulas that drive the recognition and reward programs is provided. Subjects Covered: Control systems; Goal setting; Incentives; Motivation; Sales; Sales compensation
Nordstrom: Dissension in the Ranks? (A): Robert L. Simons, Hilary A. Weston Product #: 191002 Length: 24p B case#: 192027 Teaching Note: 692085	In 1989, the performance measurement systems and compensation policies of Nordstrom Department Stores unexpectedly came under attack by employees, unions, and government regulators. The case describes the "sales-per-hour" monitoring and compensation system which many believed to be instrumental in Nordstrom's phenomenal success. Illustrates how rapid company growth, decentralized management, and unrelenting pressure to perform can distort performance measurement systems and lead to undesirable consequences. Subjects Covered: Compensation; Control systems; Goal setting; Motivation; Performance measurement
Visionary Design Systems: Are Incentives Enough?: George P. Baker, Karin B. Monsler Product #: 495011 Length: 20p Teaching Note: 495050	A compensation case about a small, high-tech firm based in Silicon Valley. Visionary Design Systems (VDS) began as a sales company and grew rapidly into a full-service systems integrator. All employees, including engineers, administrators, and receptionists, received a significant portion of their income from commissions and bonuses, and all were shareholders. The company espoused a philosophy of empowerment, under which all employees were given substantial decision-making authority, and were expected to act in the interests of the firm. Examines one group that, although it had both the authority and the incentives to exploit a new market opportunity, continued to wait for top management's instructions and approval before making decisions or taking action. Learning Objective: To explore the costs and benefits of decentralized decision rights and the creative use of incentives. Also illustrates the potential problems with compensation systems that assume that well-informed employees faced with the right incentives will make the right decisions.
Chapter 18: Groups and Teams	Abstract
The Overhead Reduction Task Force: John J. Gabarro, Ruth Wageman, J. Richard Hackman Product #: 400026 Length: 7p Teaching Note: 400027 Video#: 400502	A middle manager is about to meet with his boss to discuss her request that he head up a task force to determine how overhead can be reduced by 20%. He must decide what to address in that meeting and how the task force should be launched and led. The focus is on team leadership at four stages in a team's life cycle: 1) preparation, 2) initial meeting, 3) mid-course consultation, and 4) post-performance debriefing. Learning Objective: To learn about the effective leadership of work groups and teams. A rewritten version of an earlier case.
The Chattanooga Ice Cream Division: Carl S. Sloane Product #: 498001 Length: 11p	Senior functional officers (marketing, manufacturing, research & development, control, and human resources) clash over alternative ideas for turning around a business in decline. The general manager is faced not only with choosing between competing ideas, but also managing conflict and determining whether his consensus-oriented

	<p>style is appropriate to the needs of the situation.</p> <p>Learning Objective: To introduce students to the issues and dilemmas of leadership of teams, especially cross-functional teams operating under pressure to deliver results</p>
Buck & Pulley's Team Management : Louis B. Barnes Product #: 497007 Length: 9p	<p>In 1993, the firm began to move from a traditional hierarchical structure to client-focused teams. The case describes the process and some consequences of this restructuring. Performance seems to be improving, but some employees preferred the structure certainty and client variety of the old days. How does management deal with these issues?</p> <p>Learning Objective: Team management has become very popular, but transitions from traditional structures to teams are not easy. The discussion will center on how to deal with these issues.</p>
Business Teams at Rubbermaid, Inc. : Teresa M. Amabile, Dean Whitney Product #: 897165 Length: 26p	<p>Rubbermaid, a consumer products company widely praised for its innovation, has instituted a company-wide experiment to stimulate innovation even further. The experiment consists of creating small cross-functional business teams within each division, with each team being responsible for the creation, management, and profitability of a particular product line. The staffing, reporting structure, and management of the business teams vary across divisions, and clear differences emerge in the performance of four highlighted teams.</p> <p>Learning Objective: To explore the possibility of using cross-functional teams within established firms to simulate entrepreneurial ventures and accelerate innovation.</p>
Rudi Gassner and the Executive Committee of BMG International (A) : Linda A. Hill, Katherine S. Weber Product #: 494055 Length: 21p Teaching Note: 494122	<p>Explores the roles of CEO Rudi Gassner and the 9-person executive committee in leading BMG International. BMG International is the music subsidiary of Bertelsmann, the second-largest media conglomerate in the world. Describes a 1993 decision that Gassner and the executive committee must make about whether to change managers' business plans and bonus targets as a result of a newly negotiated reduced manufacturing cost. Allows for discussion of a number of timely and important issues: (1) the complexities of managing and growing a large global business; (2) the tensions between centralized corporate control and decentralized local management in a global organization; (3) the impact of leadership style on corporate culture and performance; (4) the challenges of leading a senior management team; and (5) the final decision by CEO Rudi Gassner and the subsequent actions taken by the members of the executive committee.</p> <p>Subjects Covered: Cross cultural relations; Executive committees; International business; Leadership; Management styles; Power and influence</p>
JetBlue Airways: Starting from Scratch : Jody Hoffer Gittell, Charles A. O'Reilly Product #: 801354 Length: 20p Teaching Note: 801386	<p>JetBlue Airways shows how an entrepreneurial venture can use human resource management, specifically a values-centered approach to managing people, as a source of competitive advantage. The major challenge faced by Ann Rhoades is to grow this people-centered organization at a rapid rate, while retaining high standards for employee selection and a small company culture.</p> <p>Learning Objective: To consider the role of human resource management, leadership, and values in a start-up venture, and addresses the tension between a strong organizational culture and</p>

	rapid growth.
The SAS Institute: A Different Approach to Incentives and People-Management Practices in the Software Industry: Jeffrey Pfeffer Product #: HR6 Length: 17p	<p>The SAS Institute is a large, growing software company headquartered in the Research Triangle in North Carolina. Founded more than 25 years ago, it has evolved a unique approach, given its industry, to developing and retaining talent including using no stock options or phantom stock and not paying its salespeople on commission. The CEO and Vice President of Human Resources must decide how well their current management practices will continue to serve them as the company gains greater visibility and faces an increasingly competitive labor market.</p> <p>Subjects Covered: Applications; Compensation; Human resource management; Incentives; Management philosophy; Organizational behavior; Organizational culture</p>
Speeding Up Team Learning: Amy C. Edmondson, Richard Bohmer, Gary P. Pisano Product #: R0109J Length: 7p	<p>Cardiac surgery is one of medicine's modern miracles. In an operating room no larger than many household kitchens, a patient is rendered functionally dead while a surgical team repairs or replaces damaged arteries or valves. Each operation requires incredible teamwork--a single error can have disastrous consequences. In other words, surgical teams are not all that different from the cross-functional teams that have become crucial to business success. The challenge of team management these days is not simply to execute existing processes efficiently. It's to implement new processes as quickly as possible. But adopting new technologies or new business processes is highly disruptive, regardless of the industry. The authors studied how surgical teams at 16 major medical centers implemented a difficult new procedure for performing cardiac surgery. The setting was ideal for rigorously focusing on how teams learn and why some learn faster than others. The authors found that the most successful teams had leaders who actively managed the groups' learning efforts. Teams that most successfully implemented the new technology shared three essential characteristics. They were designed for learning; their leaders framed the challenge so that team members were highly motivated to learn; and an environment of psychological safety fostered communication and innovation. The finding that teams learn more quickly if they are explicitly managed for learning poses a challenge in many areas of business. Team leaders in business tend to be chosen more for their technical expertise than for their management skills. Team leaders need to become adept at creating learning environments, and senior managers need to look beyond technical competence and identify leaders who can motivate and manage teams of disparate specialists.</p> <p>Subjects Covered: Leadership teams; Leading teams; Learning curves; Motivation; Organizational behavior; Organizational learning; Psychological safety; Teams; Teamwork</p>
Chapter 19: Managing Organizational Culture	Abstract
Chapter 20: Creativity and Innovation	Abstract
PART VI: CONTROLLING	

Chapter 21: Controlling, Information, and Technology	Abstract
Verizon Communications, Inc.: Implementing a Human Resources Balanced Scorecard : Srikant M. Datar, Marc J. Epstein, Jeremy Cott Product #: 101102 Length: 23p	<p>In early 2000, Verizon Communications implemented a Human Resources Balanced Scorecard to evaluate the effectiveness of and payoffs from human resource management. This case describes the benefits of the scorecard and the challenges of measurement and implementation.</p> <p>Learning Objective: To help students understand: 1) how to implement a Balanced Scorecard, 2) how to measure and improve the effectiveness of support functions, and 3) how to link nonfinancial measures to financial measures of support functions when financial benefits are difficult to quantify.</p>
Bausch & Lomb, Inc.: Pressure to Perform : Robert L. Simons, Alex C. Sapir, Indra Reinbergs Product #: 198009 Length: 20p Teaching Note: 104040	<p>Bausch & Lomb is the subject of press attacks and experiences a sharp fall in stock price when management practices are exposed. Aggressive goal setting, supported by financial market expectations, is discussed as a precursor to a series of events that results in misstated financial results and angry customers. A defiant CEO stands his ground as shareholders demand his resignation. Industry and competitive data allow students to calibrate performance pressures.</p> <p>Subjects Covered: Business ethics; Control systems; Goal setting; Incentives; Management controls; Performance appraisals; Profit planning; Risk management</p>
The Classic Pen Co.: Developing an ABC Model : Robert S. Kaplan Product #: 198117 Length: 4p Teaching Note: 199029	<p>A simple numerical exercise, based on the Cooper/Kaplan pen factory example, to illustrate the rationale for activity-based costing (ABC). Classic Pen has diversified from its core blue and black pen business by introducing new specialized colors. But costs have risen and margins on blue and black pens are decreasing. The controller turns to ABC for an explanation.</p> <p>Learning Objective: Illustrates application of ABC.</p>
Putting the Balanced Scorecard to Work : Robert S. Kaplan, David P. Norton Product #: 93505 Length: 13p	<p>In an earlier, groundbreaking article, <i>Balanced Scorecard - Measures That Drive Performance</i>, Reprint #92105, the authors proposed a new measurement system that provided managers with a comprehensive framework to translate a company's strategic objectives into a coherent set of performance measures. Now the authors show how several companies are putting the balanced scorecard to work. Effective measurement, the authors point out, must be an integral part of the management process. Much more than a measurement exercise, the balanced scorecard is a management system that can motivate breakthrough improvements in such critical areas as product, process, customer, and market development. Several examples--Rockwater, Apple Computer, and Advanced Micro Devices--illustrate how the scorecard combines measurement and management in different companies. From the experiences of these companies and others, the authors have found that the balanced scorecard is most successful when it is used to drive the process of change.</p> <p>Learning Objective: To see how a wide range of companies are building Balanced Scorecards and using the scorecard methodology to measure performance and set strategy.</p>
Measurement and Management at CitySoft : V.G. Narayanan,	CitySoft is a very small software developer that is grappling with issues of cost measurement and management. Students must decide

<p>Sanjay T. Pothen Product #: 100056 Length: 21p Teaching Note: 101073</p>	<p>what reports should be generated and how to use these reports. Learning Objective: Introductory case for a course in cost and performance measurement.</p>
<p>Frito-Lay, Inc.: A Strategic Transition--1990-1992: Lynda M. Applegate Product #: 194109 Length: 18p Teaching Note: 195016</p>	<p>Describes the changes in structure, management systems, people, and processes instituted by the company. Provides students with an opportunity to explore the nature of "IT-enabled" organizational change and the process through which it is implemented. Also enables a more general discussion of the challenges that companies face in organizing and managing in the 1990s and the actions that they are taking to meet those challenges. Affords an opportunity to confront the rhetoric of the emergence of a "new organization paradigm" with the reality. Subjects Covered: Implementing strategy; Information systems; Information technology; Organizational change</p>
<p>PricewaterhouseCoopers: Building a Global Network: Ali F. Farhoomand, Marissa McCauley, Peter Lovelock, Minako Fukagata Product #: HKU095 Length: 17p Teaching Note: HKU096</p>	<p>Price Waterhouse and Coopers & Lybrand merged in July 1998, creating one of the world's largest full-service professional organizations. This case provides a study of how two major organizations are putting together a global knowledge base that would facilitate communication and coordination within the PricewaterhouseCoopers (PwC) practice. Eventually, this knowledge base would be made available to PwC clients. Discusses the changes, issues, and challenges at PwC in building its Intranet, called KnowledgeCurve, a knowledge management system that incorporates all the assets (knowledge, people, skills) of the company to be utilized by the firm. In order for the organization to be successful, it is crucial for PwC to encourage the users to fully utilize the available resources and to contribute information to the KnowledgeCurve. Subjects Covered: Accounting; Information systems; Knowledge management</p>
<p>Cisco Systems: Web-enablement: Richard L. Nolan, Kelley Porter, Christina Akers Product #: 301056 Length: 24p Teaching Note: 301144</p>	<p>Describes how Cisco web-enabled their ERP systems and developed the "front office" systems to electronically link to their customers and suppliers. A rewritten version of an earlier case. Subjects Covered: Information age; Information systems; Information technology</p>
<p>Ford Motor Company: Maximizing the Business Value of Web Technologies: Robert D. Austin, Mark Cottelear Product #: 198006 Length: 15p Teaching Note: 699030</p>	<p>Describes how one of the largest companies in the world is aggressively deploying Web technology, and how they are managing and supporting the new technology. Includes a discussion of infrastructure renewal, application development, extranets, and content management. Learning Objective: To demonstrate an effective rollout of a new technology with a particular focus on the challenges of managing information content to make it more useful to the business.</p>
<p>Strategy and the Internet: Michael E. Porter Product #: R0103D Length: 11p</p>	<p>Many of the pioneers of Internet business, both dot-coms and established companies, have competed in ways that violate nearly every precept of good strategy. Rather than focus on profits, they have chased customers indiscriminately through discounting, channel incentives, and advertising. Rather than concentrate on delivering value that earns an attractive price from customers, they have pursued indirect revenues such as advertising and click-through fees. Rather than make trade-offs, they have rushed to offer every conceivable</p>

	<p>product or service. It did not have to be this way--and it does not have to be in the future. When it comes to reinforcing a distinctive strategy, Michael Porter argues, the Internet provides a better technological platform than previous generations of IT. Gaining competitive advantage does not require a radically new approach to business; it requires building on the proven principles of effective strategy. Porter argues that, contrary to recent thought, the Internet is not disruptive to most existing industries and established companies. It rarely nullifies important sources of competitive advantage in an industry; it often makes them even more valuable. And as all companies embrace Internet technology, the Internet itself will be neutralized as a source of advantage. Robust competitive advantages will arise instead from traditional strengths such as unique products, proprietary content, and distinctive physical activities. Internet technology may be able to fortify those advantages, but it is unlikely to supplant them.</p> <p>Learning Objective: To discover how integrating Internet initiatives into a company's existing strategy and operations creates unique value that is difficult for rivals to copy.</p>
Chapter 22: Production Management and Control	Abstract
Eli Lilly and Co.: The Flexible Facility Decision--1993 : Gary P. Pisano, Sharon Rossi Product #: 694074 Length: 19p Teaching Note: 696041	<p>In 1993, Eli Lilly is preparing to build manufacturing capacity for three new pharmaceutical products that it expects to launch in 1996. Management wrestles with a decision of whether to add specialized manufacturing capacity or flexible capacity. This question touches off a broad debate within the company about which strategy to follow for future facilities decisions. This case presents two alternatives (flexible and specialized plants) and describes the benefits and costs associated with each.</p> <p>Learning Objective: Requires students to analyze the tradeoffs between the alternatives and consider if and how each would help Lilly accomplish its strategic goals. Students should consider the net present value of the alternative investments, as well as explore the value of flexibility in manufacturing and capital investment decisions.</p>
Mattson Foods, Inc.: The Bardolini Division (Revised) : Steven C. Wheelwright Product #: 695058 Length: 14p	<p>The Bardolini Division of Mattson Foods, with plants in the northeast and midwest, wants to open up the western market for its pizza. Management must decide whether to build a new plant on the West Coast, and what type of technology to put in the plant if they decide to build it. The case addresses the issue of building a plant for marketing purposes and raises a number of logistical issues, including transportation and warehouse economics. A rewritten version of an earlier case.</p> <p>Subjects Covered: Capital budgeting; Expansion; Facilities planning; Location of industry; Planning</p>
GE: We Bring Good Things to Life (A) : James L. Heskett Product #: 899162 Length: 23p (B) case#: 899163 Teaching Note: 899222	<p>Jack Welch and the Corporate Executive Council of GE are faced with a decision about whether and how to implement a six sigma quality improvement effort in the context of many other initiatives already undertaken at GE in recent years.</p> <p>Learning Objective: To illustrate the complexity of managing change and the momentum that related and integrated initiatives can provide.</p>
Daewoo Shipbuilding and	Daewoo Shipbuilding and Heavy Machinery rescued its plant from the

<p>Heavy Machinery: David M. Upton, Bowon Kim Product #: 695001 Length: 18p Teaching Note: 696053</p>	<p>labor riots of 1987 to make it, by 1994, to be the fastest improving shipyard in the world. With its competition in Korea making huge investments in additional capacity in anticipation of the end of the recession, Daewoo instead has to decide if its strategy of continuous investment can provide the needed capacity.</p> <p>Learning Objective: Addresses manufacturing improvement strategies and plant management. In addition, it looks at the interaction between "step-change" improvement and continuous improvement.</p>
<p>EG&G Rotron Division: David M. Upton, Andrew Matheson Product #: 695037 Length: 17p Teaching Note: 697100</p>	<p>Rotron has recently entered the commercial motor market, after many years of servicing government military contracts. Faced with fierce commercial competition, Rotron has attacked its costs, and reduced its delivery times and its plants. A new crisis, however, is causing it to rethink its just-in-time production system and the plant manager must decide whether to re-introduce inventory for key production.</p> <p>Learning Objective: Addresses issues related to just-in-time production and strategic flexibility.</p>
<p>Johnson Controls, Automotive Systems Group: The Georgetown, Kentucky Plant: Kazuhiro Mishina Product #: 693086 Length: 23p Teaching Note: 693102</p>	<p>Prior to the 1980s, auto makers purchased individual seat components and built the seats alongside their auto assembly lines. This case describes how Johnson Controls, Automotive Systems Group blossomed when auto makers turned to outsourcing the complete seat set. Closely examines one plant, in Georgetown, Kentucky, that switched from just-in-time (JIT) delivery of seat sets to JIT assembly to serve a nearby Toyota Camry assembly operation. Exposes the challenge of dealing with growing seat variation and an opportunity of doubling the plant floor space at a separate site. The specific case question is how the plant should use this new space.</p> <p>Learning Objective: Students who have been only exposed to the concept of JIT production will grasp not only how JIT is actually practiced but what it really entails.</p>
<p>The Fallacy of the Overhead Quick Fix: Mark F. Blaxill, Thomas M. Hout Product #: 91403 Length: 8p</p>	<p>Many large manufacturing companies are finding themselves at a cost disadvantage in markets they have dominated for years. This is because of excessive overhead structures and the emergence of the "robust" competitor, comparable in size and product scope but able to produce at a lower unit overhead cost. High-overhead companies should not cut overhead by outsourcing or downsizing. If they expect to retain their size and also become more cost competitive, they must rethink their manufacturing systems.</p> <p>Subjects Covered: Competition; Cost control; Manufacturing strategy; Production controls; Production processes</p>