

**Case Map for
Baron & Kreps
Strategic Human Resources: Frameworks for General Managers
(Wiley)**

This map was prepared by an experienced editor at HBS Publishing, not by a teaching professor. Faculty at Harvard Business School were not involved in analyzing the textbook or selecting the cases and articles.

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

Chapter 1 Introduction	Abstract
TRW's Information Services Division: Strategic Human Resource Management: Michael Beer; Gregory C. Rogers Product #: 496003 Length: 19p Teaching Note: 497021	Looks at a change effort initiated by a human resources manager within a division of TRW. The effort utilizes a change process to try to deal with some of the division's issues around organizational effectiveness, especially that of a long-term strategy. In so doing, the situation portrays some of the fundamental hurdles in creating change. Subject Covered: Human resources management; Information services; Management of change; Online information services; Organizational change; Silicon Valley; Strategic planning
Human Resources at the AES Corp.: The Case of the Missing Department: Jeffrey Pfeffer Product #: HR3 Length: 28p	AES develops and operates electric power plants all over the world, and by late 1996, has approximately 20,000 employees. But, the corporation has no human resources staff, either at corporate headquarters in Arlington, VA, or in any of its operating facilities. Moreover, the company has very little centralized staff at all--little or no strategic planning, no environmental department, and almost no legal staff. The question is: Could and should the company continue to operate in this same way, with little specialized staff, as it continues to expand and geographically diversify? Another question is: How had the organization been able to be so successful without developing and relying on specialized expertise? Subject Covered: Delegation of authority; Electric power; Human resources management; Management philosophy; Organizational structure; Teams
Becton Dickinson (A): Corporate Strategy: Michael Beer; Alistair D. Williamson Product #: 491151 Length: 22p B case available Case video available	This case series introduces the strategic human resource management (SHRM) process. SHRM is an action research program designed to align the organization and management of human resources with strategy. This case describes the health care industry, Becton Dickinson's (BD) corporate history, and the way the company is organized and managed. Does BD's corporate strategy make sense? Analyzes the fit between strategy and HRM. Subject Covered: Human resources management; Medical supplies; Multinational corporations; Strategy formulation

Chapter 2 The Five Factors	Abstract
<p>IBM Corp., Background Note Richard F. Vancil; Arvind Bhambri; James Wilson Product #: 180034 Length: 17p Teaching Note: 182230</p>	<p>Describes some aspects of how the senior managers of IBM conducted its affairs. Much of this note is a factual description of the design of the organization and of the formal process by which members of the organization worked together. Also contains excerpts from interviews with IBM executives describing their views of the corporation's managerial philosophy which guided their actions. Subject Covered: Computer industry; Management philosophy; Organizational design; Organizational structure</p>
<p>The Transformation of IBM: David B. Yoffie; Andrall E. Pearson Product #: 391073 Length: 22p Teaching Note: 394036 Supplement: 792105</p>	<p>John Akers, IBM's chairman, must confront how to transform a \$60 billion, full line, global computer company that is the leader in every market it serves, yet losing share across the board. The case explores senior management's perspective on the process of organization change. Subject Covered: Implementation; Organizational change; Organizational development; Strategy formulation</p>
Chapter 3 Consistent HR Practices	Abstract
<p>Morgan Stanley: Becoming a "One-Firm Firm": M. Diane Burton Thomas J. DeLong Katherine Lawrence Product #: 400043 Length: 13p Teaching Note: 400078</p>	<p>John Mack, the newly appointed president of Morgan Stanley, feels strongly that the firm needs to change in order to compete in a changing investment banking environment. This case describes the initiatives that Mack and his senior team undertake in order to transform the culture and working style of the firm from individualistic to team-oriented. Provides detailed information about the existing culture and systems as well as the kinds of changes that the firm hopes to make. The case is an example of a firm that views the human resource management systems as a tool for attaining strategic objectives. Learning Objective: Intended to allow students to explore and evaluate the principles of strategic human resources management.</p>
<p>Human Resources at Hewlett-Packard (A): Michael Beer; Gregory C. Rogers Product #: 495051 Length: 27p B case#: 495052 Teaching Note: 497022</p>	<p>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. Subject Covered: High technology products; Human resources management; Management communication; Organizational behavior; Organizational change; Organizational management; Silicon Valley; Work force management</p>
<p>Portman Hotel Co.: Charles C. Heckscher; Philip Holland Product #: 489104 Length: 13p Teaching Note: 490085</p>	<p>A brand new hotel has opened with a new service strategy: import to America Asian-style service using a butler-like employee group called the personal valets. To achieve this high level of service, the hotel has paid great attention to its human resource policies, believing that the quality of its service will depend on the quality and motivation of the people. It articulates a series of employee "rights," which it tells employees are enforceable in court. Upon opening employees are excited and highly motivated but soon morale and quality problems develop. The students must evaluate the hotel's human resource</p>

	<p>management theory and practice in light of these problems.</p> <p>Subject Covered: Hotels & motels; Human resources management; Organization; Participatory management</p>
<p>United Parcel Service (A): Jeffrey A. Sonnenfeld; Meredith Lazo Product #: 488016 Length: 22p B case#: 488017 Teaching Note: 488011</p>	<p>United Parcel Service (UPS) in 1987 faced serious challenges to its long-standing policies of on-the-job training and promotion from within. Increased competition in its traditional business of ground transport found UPS lagging in computerization and in need of technical expertise it could not simply cull from within its ranks. Whether, when, and how the new people were to be hired and assimilated, and to what extent the UPS culture and/or the new people would have to adapt, were the key questions.</p> <p>Subject Covered: Air freight service; Careers & career planning; Corporate culture; Diversification; Employee training; Human resources management; Shipping</p>
Chapter 4 Employment and Economics	Abstract
<p>Sun Hydraulics Corp. (A): Louis B. Barnes; Colleen Kaftan Product #: 485169 Length: 9p B case#: 485170 C case#: 491125 Teaching Note: 491015</p>	<p>Involves the design and creation of a company with no formally-defined hierarchy. Describes the steps the founder takes to avoid the organizational politics he perceives as crushing the human contributions they were designed to harness.</p> <p>Subject Covered: Corporate culture; Employee attitude; Employee empowerment; Group dynamics; Management philosophy; Manufacturing; Teams</p>
<p>The SAS Institute: A Different Approach to Incentives and People Management Practices in the Software Industry: Jeffrey Pfeffer Product #: HR6 Length: 17p</p>	<p>The SAS Institute is a large, growing software company 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>Subject Covered: Corporate culture; Employee compensation; Human resources management; Incentives; Management philosophy; Organizational behavior; Software</p>

Chapter 5 Employment as a Social Relation	Abstract
<p>United Parcel Service (A): Jeffrey A. Sonnenfeld; Meredith Lazo Product #: 488016 Length: 22p B and C cases available Teaching Note: 488011</p>	<p>United Parcel Service (UPS) in 1987 faced serious challenges to its long-standing policies of on-the-job training and promotion from within. Increased competition in its traditional business of ground transport found UPS lagging in computerization and in need of technical expertise it could not simply cull from within its ranks. Whether, when, and how the new people were to be hired and assimilated, and to what extent the UPS culture and/or the new people would have to adapt, were the key questions.</p> <p>Subject Covered: Air freight service; Careers & career planning; Corporate culture; Diversification; Employee training; Human resources management; Shipping</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 prophecies 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 Jensen Shoes: Lyndon Twitchell's Story (see below).</p>
<p>Jensen Shoes: Lyndon Twitchell's Story: Mary Gentile Pamela J. Maus Product #: 395121 Length: 8p 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 prophecies 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 Jensen Shoes: Jane Kravitz's Story (see above).</p>
Chapter 6 Voice: Unions and Other Forms Of Employee Representation	Abstract
<p>Hitting the Wall: Nike and International Labor Practices: Debora Spar; Jennifer Burns Product #: 700047 Length: 23p Teaching Note: 701020</p>	<p>In the mid-1990s Nike, one of the world's most successful footwear companies, is hit by a spate of alarmingly bad publicity. After years of high-profile media attention as the company that can "just do it," Nike is suddenly being painted as a firm that relies on low-cost, exploited labor in its overseas plants. Nike officials vigorously deny the charges, claiming that Nike has no control over the independent contractors who manufacture Nike shoes. But the activists will not retreat.</p>

	<p>Eventually, Nike must learn to deal with the activists' claims and with the web of conflicting data that surrounds the notion of a "fair" or "living" wage.</p> <p>Learning Objective: To stimulate debate about appropriate wages in developing countries and the role of activists in affecting company decisions.</p>
<p>Sprint: La Conexión Familiar (A): Ann C. Frost; Daniel D. Campbell Product #: 97C001 Length: 11p B case available Teaching Note: 897C01</p>	<p>Management at Sprint Corp. must decide what action to take with a small telemarketing operation that is about to vote on union representation. If employees vote in favor of a union, the operation would become the first business unit within Sprint Long Distance to be represented by a union. Closure of the plant is an option to be considered. This case illustrates some of the reasons employees seek union representation and requires that the student consider what implications such representation would have for the employer.</p> <p>Subject Covered: Communications industry; Labor unions; Unionization</p>
<p>Slade Plating Department: Linda A. Hill Product #: 496018 Length: 11p</p>	<p>Describes a conflict between the values and norms of a segment of an internal social system and those of management and the wider culture. Includes decision opportunity. A rewritten version of an earlier case.</p> <p>Subject Covered: Conflict; Corporate culture; Employee compensation; Group dynamics; Labor relations; Metals; Personnel management; Teams</p>
<p>Haier Hefei Electronics Co. (A): Lynn Sharp Paine Product #: 308075 Length: 25p B case available</p>	<p>The Haier Group, the first mainland Chinese company to make the Financial Times list of Asia's "most admired companies," attributes its success in large measure to the new value system it has sought to instill throughout the organization. However, when Haier takes over the Yellow Mountain television factory in the distant Hefei province at the behest of Hefei's government, workers strike against the Haier culture and what it stands for. The immediate catalyst is the contract Haier has asked them to sign. Haier's management must decide what's fair and how to respond to the workers' demands in the face of local government pressure to compromise.</p> <p>Learning Objective: To illustrate the challenges of transforming state-owned and collectively-owned Chinese enterprises into world-class competitors.</p>
<p>Air Traffic Controllers: Michael Beer; Bert A. Spector Product #: 482056 Length: 27p Teaching Note: 485002</p>	<p>On August 3, 1981 President Ronald Reagan terminated 12,000 air traffic controllers, members of the Professional Air Traffic Controllers Organization, for violating their no-strike oath. Provides background on the human resources policies and practices of the Federal Aviation System and information concerning the negotiations and impact of the terminations.</p> <p>Subject Covered: Airlines; Collective bargaining; Federal government; Government agencies; Human resources management; Labor relations; Layoffs; Strikes</p>
<p>Chapter 7 Employment, Society, and the Law</p>	<p>Abstract</p>
<p>Mitsubishi Motor Manufacturing of America: The Quest for a Model Workplace: Lynn Sharp Paine; Dale O. Cox</p>	<p>Describes the sexual harassment case brought against Mitsubishi Motor Manufacturing of America by nearly 300 female employees in April 1996. Also presents the recommendations developed for the company by former U.S. Labor Secretary Lynn Martin. In response to</p>

Product #: 398028 Length: 8p	the harassment controversy, Marten was asked to review the plant's policies and to formulate a plan for a "model workplace." Learning Objective: To help students develop an understanding of the causes and consequences of sexual harassment, and to illustrate an approach to developing a harassment-free environment.
Star Distributors, Inc. (A) : David A. Thomas; Deborah J. Evans Product #: 493015 Length: 16p B case available Teaching Note: 496004	Depicts the conflict and organizational problems that emerged in a franchise operation owned by Paul Logan, an African American, and John Heyman, a white American. Provides the opportunity to examine the ways in which race influences managerial behavior and organizational dynamics. Also raises issues of organizational performance, headquarters-franchise relations and conflict resolution. Subject Covered: Discrimination; Diversity; Franchising; Interpersonal behavior; Managerial behavior; Organizational behavior
Ann Hopkins (A) Joseph L. Badaracco Jr.; Ilyse Barkan Product #: 391155 Length: 28p B case available Teaching Note: 392145	Intended to help students understand the many barriers organizations face as their members and their management ranks grow more diverse. As a case on business ethics, it encourages students to discuss what "fairness" and "diversity" mean when an organization is also trying to create a sense of teamwork and "fit." Based upon the open court records of Ann Hopkins versus Price Waterhouse, a sexual discrimination and sexual stereotyping suit brought by a woman who was denied partnership at Price Waterhouse. (The court found in her favor.) Includes lengthy exhibits drawn directly from Price Waterhouse. Subject Covered: Discrimination; Diversity; Ethics; Legal aspects of business; Women
Workplace Safety at Alcoa (A) Kim B. Clark; Joshua D. Margolis Product #: 692042 Length: 22p B case available Teaching Note: 697128	Examines the challenge facing the managers of a large aluminum manufacturing plant in its drive to improve workplace safety. The CEO of the company has made safety a top priority. The plant has made good progress in reducing the injury rate, but now confronts the need to accelerate its improvement. Doing so requires the safety director to consider progress to date and analyze the opportunities for improvement, many of which involve fundamental changes in behavior at all levels of the organization. Designed to introduce students to the issues of safety in its operating context. Students have information available that allows them to analyze underlying causes and identify major opportunities for improvement. However, the interactions between safety and other dimensions of manufacturing performance are evident in developing and implementing a plan for improvement. Subject Covered: Aluminum industry; Manufacturing strategy; Occupational safety; Operating systems; Operations management; Terminations
Chapter 8 Internal Labor Markets	Abstract
United Parcel Service (A) : Jeffrey A. Sonnenfeld; Meredith Lazo Length: 22p Product #: 488016 B and C cases available Teaching Note: 488011	United Parcel Service (UPS) in 1987 faced serious challenges to its long-standing policies of on-the-job training and promotion from within. Increased competition in its traditional business of ground transport found UPS lagging in computerization and in need of technical expertise it could not simply cull from within its ranks. Whether, when, and how the new people were to be hired and assimilated, and to what extent the UPS culture and/or the new people would have to adapt, were the key questions.

	Subject Covered: Air freight service; Careers & career planning; Corporate culture; Diversification; Employee training; Human resources management; Shipping
Chapter 9 High-Commitment HR	Abstract
Note on High-Commitment Work Systems: David A. Garvin Norman Klein Product #: 693080 Length: 10p	Describes the history, theory, and practice of high-commitment work systems. The history reviews classical approaches (i.e. Frederick Taylor), the human relations movement, the human resources approach, quality of work life, and empowerment. The theory examines the underlying principles of design. The practice section reviews the experiences to date with these systems, including such innovations as gainsharing and such problems as defining the role of supervisor. Subject Covered: Employee empowerment; Job satisfaction; Operations management; Teams; Work force management
Vancom Transportation, Inc. (A): Louis B. Barnes Product #: 494127 Length: 13p B case available	Describes the history and evolution of a school/public bus transit company that has grown rapidly and successfully by (gradually) pushing responsibility and trust as far down the organization as possible. A real test comes however, in two major labor relations issues. Learning Objective: To show how an avant garde philosophy must still meet constant challenges which pose new dilemmas and tests.
Measure of Delight: The Pursuit of Quality at AT&T Universal Card Services (A): Roy D. Shapiro; Michael D. Watkins; Susan Rosegrant Product #: 694047 Length: 23p Teaching Note: 696073 B case available	AT&T's Universal Card Services (UCS) has been extremely successful during its short lifetime. Dedicated to improving service quality and customer satisfaction, Chief Quality Officer Rob Davis and his Quality Team have designed and put into place an unusual measurement and compensation system based on more than 100 performance measures monitored and communicated daily. Learning Objective: Links performance measurement and compensation policies to precepts of quality management.
PPG: Developing a Self-Directed Work Force (A): David A. Garvin Norman Klein Product #: 693020 Length: 18p B and C cases available Teaching Note: 697095	PPG has built a state-of-the-art glass plant in Berea, Kentucky. The plant is pursuing the goal of a "self-directed workforce." The case describes the progress to date and the unresolved issues faced by management. These include questions about shift rotation, promotion opportunities, employee evaluation and supervision, the role of employees in policy setting, and whether or not to introduce a system of peer review. Explores the process of creating a self-directed workforce, the underlying theoretical model, and the difficulties and tensions inherent in that approach. Subject Covered: Employee empowerment; Glassware industry; Human resources management; Work force management
Chapter 10 Performance Evaluation	Abstract
The Firmwide 360-degree Performance Evaluation Process at Morgan: Stanley M. Diane Burton Product #: 498053	Describes Morgan Stanley's firmwide, 360-degree performance evaluation process. Evaluation forms are included as exhibits. Learning Objective: To introduce students to a 360-degree performance evaluation process.

Length: 16p B case#: 498054 Teaching Note: 400078	
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>
AvantGo : Alan MacCormack; Kerry Herman Product #: 601095 Length: 19p	<p>Richard Owen, CEO of AvantGo, is preparing for a meeting in which he will set the human resource policy for the firm going forward. It has been three months since the company's IPO, and given the tremendous slump in hiring over the six months prior to the IPO, he knows that this meeting will set the expectations for the many annual evaluations that will follow. Uppermost in his mind is the decision over whether to implement a "forced-curve" grading scheme, and the implications of this decision on staff perceptions and notification.</p> <p>Learning Objective: To illustrate the challenges of a rapidly growing new technology venture, specifically with regard to the hiring, retention, and firing of new employees. Also examines the process of building a senior management team, including the decision of when to replace a CEO, how to do it, and with whom.</p>
Conducting a Performance Appraisal Interview (HBS background note) : Michael Beer Product #: 497058 Length: 16p	<p>Discusses typical problems experienced by managers in conducting performance appraisal interviews. The underlying causes of these problems are analyzed and ideas are presented that might help managers overcome these problems. A rewritten version of an earlier note.</p> <p>Subject Covered: Employee promotions; Performance appraisal; Personnel management; Superior & subordinate</p>

Chapter 11 Pay for Performance And Chapter 12 Compensation Systems: Forms, Bases, and Distribution of Rewards	Abstract
Belmont Industries, Inc. (A): Joseph L. Bower Product #: 301016 Length: 3p Teaching Note: 398180	A new general manager has to propose a salary structure for the top 20 managers. His task is complicated as he learns about past performance, ambitions, interpersonal relations, and market conditions. Learning Objective: To introduce compensation issues from a general management perspective as opposed to a functional human resources perspective. A rewritten version of an earlier case.
Doyle's Dealmaking Dilemma: Negotiating the Job Search: James K. Sebenius Product #: 800124 Length: 12p	MBA student Doyle Williams searches for his ideal job in a private equity group and uses his negotiation skills to try to attain the best possible compensation package. Learning Objective: Assisting MBAs to understand and manage the job selection and salary negotiation process.
Nordstrom: Dissension in the Ranks? (A): Robert L. Simons Hilary A. Weston Product #: 191002 Length: 24p Teaching Note: 192026 B case available	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 that 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. Subject Covered: Control systems; Employee compensation; Goal setting; Motivation; Performance measurement; Retailing
Au Bon Pain: The French Bakery Cafe, the Partner/Manager Program: W. Earl Sasser Jr.; Lucy N. Lytle Product #: 687063 Length: 24p Teaching Note: 692090	In recent years, Au Bon Pain (ABP), a chain of sandwich cafes, confronted a set of human resource problems endemic to the fast food industry: a labor shortage, an inadequately trained management staff, and high turnover). To deal with the resulting "cycle of failure" while increasing individual initiative and performance at the unit level, ABP devised a new compensation-incentive system for its store managers--the Partner/Manager Program. Under this program, store managers would be paid a standard base salary plus a share of the incremental profits. The case asks students to evaluate the program by comparing it to ABP's existing compensation system, determining the different ways in which managers from two stores operating under an experimental run of the program achieved their results. Students are also asked to consider the strategic implications of implementing the program in all of the company's stores. Subject Covered: Executive compensation; Fast food industry; Human resources management; Middle management; Restaurants; Services
Note on Employee Stock Ownership Plans (ESOPs) and Phantom Stock Plans: Dwight B. Crane Indra A. Reinbergs	Provides a brief overview of employee stock ownership plans (ESOPs) and phantom stock plans for owners of closely held companies. ESOPs can be used as a tool of corporate financing, and can provide employees with ownership interests. Phantom stock plans can reward executives for value creation without giving up ownership. Covers

Product #: 201034 Length: 8p	typical company motives for establishing such plans, regulation, tax advantages, administrative costs, issues of corporate governance, and payment of plan benefit. Includes a two-page bibliography with references to further sources of legal and tax information. Subject Covered: Employee benefits; ESOP; Executive compensation; Financing; Securities; Small business; Succession planning
Yahoo!'s Stock-Based Compensation: Paul M. Healy; Jacob Cohen Product #: 101059 Length: 8p	Amy Maislos, an investor in Internet and technology companies, was excited to read that Yahoo! had reported a positive net income for 1998 operations. During the late 1990s, stock prices of Internet companies had risen rapidly even though most companies were reporting losses. Amy believed that investors and Wall Street analysts would soon expect profits from tech companies. When she reviewed the annual report she noticed a compensation footnote that reported that if Yahoo! had booked an expense for stock options, the company would have had a loss for 1998 operations. Learning Objective: To discuss the accounting treatments of stock options, the controversy surrounding the topic, and to understand financial footnote disclosure.
Verizon Communications, Inc.: Implementing a Human Resources Balanced Scorecard: Srikant M. Datar Marc J. Epstein Jeremy Cott Product #: 101102 Length: 23p	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. 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.
Mary Kay Cosmetics, Inc.: Sales Force Incentives (A): Robert L. Simons Hilary A. Weston Product #: 190103 Length: 16p Teaching Note: 191198 B case available	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. Subject Covered: Control systems; Cosmetics; Goal setting; Incentives; Motivation; Sales compensation; Sales management
Navistar International: Stuart C. Gilson; Jeremy Cott Product #: 295030 Length: 23p Teaching Note: 298086	As a consequence of laying off half its workforce in a massive downsizing program, the company--a large manufacturer of medium and heavy trucks--struggles with a huge (\$2.6 billion) liability for retiree medical costs. Although the company has promised its retirees (and their families) full lifetime medical coverage, it must negotiate a substantial reduction in these benefits to avoid possible bankruptcy. Learning Objective: Highlights the approaches a company can take to restructure its retiree medical liabilities--an increasingly important problem facing a growing number of U.S. corporations. Also provides a vehicle for discussing possible negotiating strategies a company can

	adopt when seeking concessions from organized labor.
Jim Sawyer (A): Kenneth E. Goodpaster; Dekkers L. Davidson Product #: 383029 Length: 7p Teaching Notes: 383126, 392144 B case available	Jim Sawyer, 40, a manager at United Industries Plastics Division has exhibited signs of alcoholism. Personnel must now consider how the company should address this kind of problem. Provides an opportunity to examine the role corporations should play in helping employees deal with or confront issues of personal health. Subject Covered: Corporate responsibility; Employee attitude; Employee benefits; Health; Human resources management; Personnel policies
Note on Managed Care: Richard Bohmer Product #: 698060 Length: 16p	Presents an overview of managed care. Describes the relationship between provider and insurance companies, examines the implications for consumers, and discusses financial arrangements and operational characteristics commonly observed in the industry. Subject Covered: Health care; Health insurance; Health organizations management; Managed care; Service management
Chapter 13 Job Design	Abstract
The Ritz-Carlton Hotel Company: Sandra Sucher; Stacy McManus Product #: 601163 Length: 31p Teaching Note: 602113	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. 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.
The SAS Institute: A Different Approach to Incentives and People Management Practices in the Software Industry: Jeffrey Pfeffer Product #: HR6 Length: 17p	The SAS Institute is a large, growing software company 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. Subject Covered: Corporate culture; Employee compensation; Human resources management; Incentives; Management philosophy; Organizational behavior; Software
Jack Stack (A): Kirk O. Hanson; David Bollier Product #: 993009 Teaching Note: 993013 B case#: 993010	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

	<p>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 entrepreneur engineers a leveraged buyout; 4) the revitalization of "rust-belt" facilities; and 5) the role of worker empowerment in entrepreneurship.</p>
<p>MacTemps: Building Commitment in the Interim Workforce: Jeffrey L. Bradach Nicole Sackley Product #: 497005 Length: 20p Teaching Note: 497065</p>	<p>MacTemps provides temporary workers skilled in computer graphics and database management. Unlike many temporary agencies that treat temps as a commodity, MacTemps has attempted to build relationships with temps through offering benefits and training. This case explores the pros and cons of this strategy by presenting data on the underlying economics of the arrangement and the characteristics of the temp force.</p> <p>Learning Objective: To discuss the economics of contingent work arrangements, strategies for building relationships with workers/temps, strategies for staffing firms in highly competitive environments, and the changing social contract between people and organizations.</p>
Chapter 14 Staffing and Recruitment	Abstract
<p>Recruiting at Bowles Hollowell Conner & Co.: Herminia Ibarra; John P. Kotter; John J. Gabarro; Andrew Burtis Product #: 494071 Length: 27p</p>	<p>Examines the recruiting process of Bowles Hollowell Conner & Co. (BHC), an investment banking firm known for its work with middle market companies. Specifically, presents a profile of the firm and its recruiting process and then examines that process through the firm's recruiting efforts at Harvard Business School (HBS). Includes the resumes of 17 second-year HBS students who sought interviews for an associate position with BHC and raises the issue of how interview selections were made from those resumes.</p> <p>Subject Covered: Human resources management; Personnel selection; Recruitment</p>
<p>Pathways to Independence: Welfare-to-Work at Marriott International: Rosabeth Moss Kanter; Ellen Pruyne Product #: 399067 Length: 20p</p>	<p>In 1991 Marriott International established a program called Pathways to Independence to recruit and train people from the welfare rolls. The program graduated over 1,000 people in eight years and retained about 20% more of its participants than regular hires. Now the program director wished to double the program size. The questions: Was this feasible with a decreasing supply of employable welfare recipients? Could the quality control required at Marriott be maintained with such a large and rapid expansion?</p> <p>Subject Covered: Control systems; Employee training; Innovation; Leadership; Recruitment; Service management; Social change; Social enterprise; Work force management</p>
<p>Bitstream: Michael J. Roberts Product #: 393055 Length: 15p Teaching Note: 898255</p>	<p>Focuses on the new CEO of a growing software firm, the culture he's tried to create, and the need to hire a manager to spearhead a new product division. Includes details on how the search was conducted and presents resumes of four candidates who are being considered for the position. Designed to allow students to think through the recruitment, selection, and interview process.</p> <p>Subject Covered: Personnel selection; Recruitment; Software</p>

<p>Note on the Hiring and Selection Process: Michael J. Roberts Product #: 393093 Length: 14p</p>	<p>Describes a model for thinking about the hiring and selection process. Subject Covered: Entrepreneurial management; Growth management; Personnel management; Personnel selection; Recruitment</p>
<p>DigitalThink: Building a Sales Force: Michael J. Roberts; Joseph B. Lassiter III; Christina Darwall Product #: 898193 Length: 32p</p>	<p>Describes the broad set of issues faced by a young company in the Internet-based training business as they begin to sell their product to corporate customers. Issues include: profile of attractive candidates, compensation, definition of territory, definition of quotas, and role of regional management. Learning Objective: To explore the detailed decisions and implementation steps required to build a sales force.</p>
Chapter 15 Training	Abstract
<p>The Ritz-Carlton Hotel Company: Sandra Sucher; Stacy McManus Product #: 601163 Length: 31p Teaching Note: 602113</p>	<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. 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>
<p>Chaparral Steel: Rapid Product and Process Development: Dorothy Leonard-Barton; Gil Preuss Product #: 692018 Length: 17p Teaching Note: 692047</p>	<p>One of the nation's foremost mini-mills' core competence is the rapid realization of technology into products. This case describes the development of a highly innovative casting technique and features the role of the company's culture in achieving its goals. The company exemplifies a learning organization. Subject Covered: Corporate culture; Innovation; Product development; Production planning; Research & development; Steel; Technology</p>
<p>SUPERVALU, Inc.: Professional Development Program: Francis J. Aguilar Product #: 900019 Length: 21p Teaching Note: 692047</p>	<p>SUPERVALU examines the creation and implementation of a training program for attracting and retaining college graduates for the nation's largest wholesale food distribution company. It addresses: 1) program design and 2) the management of the design effort and program implementation. The case is appropriate for courses in organizational behavior, human resources management, and general management. Learning Objective: To learn how to manage the creation, introduction, and perpetuation of a complex training program in a large, dynamic business organization with a strong culture.</p>
<p>Motorola (A): Kathleen Meyer; Matt Kelemen; Stephanie Weiss Product #: 996051 Length: 4p Teaching Note: 996053</p>	<p>In the late 1970s, Motorola CEO Bob Galvin knew that the electronics industry was growing increasingly competitive. Though Motorola was faring well in the battle, technology was sprinting ahead. In fact, most technical knowledge was obsolete within a five-year time frame. In an attempt to embrace the change, Galvin proposed to his board of</p>

Supplements available	<p>directors an extraordinary commitment to the training of Motorola's entire workforce--from executives to shop floor employees. He was met with strong resistance, however, due to the time and financial resources such training would require. Galvin was faced with a dilemma: if he accepted the board's counsel, the company might fall behind as the velocity of technological change increased; if he pushed for the investment in training, he might jeopardize short-term performance and competitive position.</p> <p>Learning Objective: Allows students to think strategically about the struggle of maintaining a competitive edge in a fast-changing industry and to discuss the real-life benefits that can result from investing in employees.</p>
<p>Bidwell Training Center, Inc. and Manchester Craftsmen's Guild: Preparation in Pittsburgh: James L. Heskett Roger Hallowell Product #: 693087 Length: 22p</p>	<p>Bill Strickland, executive director of both Bidwell Training Center and Manchester Craftsmen's Guild, has built a highly successful training organization to enable underprivileged minorities in Pittsburgh to escape the cycle of poverty. His success has led to questions of expansion, focus, and core competencies.</p> <p>Learning Objective: Strong vehicle for a discussion of the role training can play in organizations and the attitudes toward training necessary to maximize its effectiveness.</p>
<p>Sealed Air Taiwan (A): Lynn Sharp Paine; Robert J. Crawford Product #: 399058 Length: 21p B case available</p>	<p>The general manager for U.S.-based Sealed Air Corp.'s Taiwan subsidiary must decide whether he's hired the right person to bridge the gap between Sealed Air's corporate culture and Taiwan's business culture. This case details Bob Kayser's experiences in trying to infuse the Sealed Air culture into the Taiwan operation, including approaches to training, compensation, and motivation.</p> <p>Learning Objective: To help students understand important aspects of Chinese culture in Taiwan and to explore approaches to bridging gaps between differing cultures.</p>
<p>Managing: Conflict in a Diverse Workplace: Mary Gentile; Sara B. Gant Product #: 395090 Length: 25p Teaching Note: 396008</p>	<p>Consists of several vignettes and discussion points around issues of conflict in the workplace. Issues presented are differences of race, gender, nationality, culture, religion; access to power, training, advancement; tolerance of style of management, language, politics; implications of involvement in these issues.</p> <p>Subject Covered: Conflict; Cross cultural relations; Grievances; Group behavior; Job satisfaction; Work force management</p>
Chapter 16 Promotion and Career Concerns	Abstract
<p>Yvette Hyater-Adams and Terry Larsen at CoreState Financial Corp.: David A. Thomas; Emily D. Heaphy; Nancie Zane Product #: 401023 Length: 5p</p>	<p>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.</p> <p>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.</p>
<p>Managing Your Career (HBS background note): Linda</p>	<p>Describes the way in which managers learn and develop through on-the-job experience. Outlines a model for launching a "success</p>

<p>A. Hill Product #: 494082 Length: 14p</p>	<p>syndrome" by building power and influence over the course of one's career. Also identifies some of the special challenges of: 1) managing one's early career, 2) developing power as a minority in the organization and the "glass ceiling" phenomenon, and 3) developing ethical judgment. Focusing special attention on the importance of self-assessment and introspection in building a successful career, the note concludes with a list of questions individuals should ask themselves periodically to take stock of their career and personal development. Subject Covered: Careers & career planning; Interpersonal relations; Management development; Managerial skills; Organizational behavior; Power & influence</p>
Chapter 17 Downsizing	Abstract
<p>British Petroleum (A1): Organizing for Performance at BPX: Joel Podolny; John Roberts Product #: IB16A1 Length: 17p</p>	<p>In 1992-93, British Petroleum plc, Britain's fourth-largest of the great international integrated oil companies, faced a major crisis. The company was experiencing its first losses in its eighty-year history, while morale was battered by downsizing and organizational upheaval. Subject Covered: Competition; Downsizing; International business; Learning; Losses; Organizational change; Petroleum</p>
<p>Bradley Marquez: Reduction in Force (A): Thomas J. DeLong; Vineeta Vijayaraghavan Product #: 403005 Length: 8p Teaching Note: 407091 B case available</p>	<p>Alberto Marquez has to make a decision how to initiate layoffs. He must struggle with how to achieve his numbers to please stockholders and also be loyal to his employees. There are a number of crucial decisions he must make moving forward. Learning Objective: To teach skills necessary to ensure a professional and ethical reduction in force.</p>
<p>Dreyer's Grand Ice Cream (A): Glenn R. Carroll Jennifer Chatman Victoria Chang Product #: OB35A Length: 25p B case#: OB35B</p>	<p>In June 1998, the senior management team at Dreyer's Grand Ice Cream faced a number of internal and external difficulties that were some of the most challenging problems the company ever faced. Problems included profitability issues, record-high butterfat prices, aggressive discounting by competitors, higher margin better-for-you segment collapse, severance of Ben & Jerry's distribution contract, and management health issues. Given a mandatory and necessary financial restructuring of the company, the senior management team faced some tough employee issues and needed to make very significant decisions to overcome their difficult times. Learning Objective: To teach students how to manage a difficult organizational politics issue.</p>
Chapter 18 Outsourcing	Abstract
<p>Exercise: Selecting a Hosting Provider: Robert D. Austin Product #: 601171 Length: 12p Teaching Note: 602074</p>	<p>Asks students to develop criteria for selecting a web hosting company, then to select one of three profiled in case exhibits. In choosing a hosting vendor, students represent one of two companies: one a start-up, the other an industrial-age manufacturer. By assigning some students to represent the start-up and others to represent the manufacturing company, the instructor can tease out differences in criteria for these two types of companies. The two companies might</p>

	<p>well choose different hosting providers.</p> <p>Learning Objective: To introduce students to a new category of outsourcing decisions; the infrastructure of the evolving Internet provides a new slant on some old questions about how to choose business partners.</p>
Chapter 19 HRM in Emerging Companies	Abstract
<p>Jet Blue Airways: Starting from Scratch: Jody Hoffer Gittel; Charles A. O'Reilly III Product #: 801354 Length: 20p Teaching Note: 801386</p>	<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 to address the tension between a strong organizational culture and rapid growth.</p>
<p>Bitstream: Michael J. Roberts Product #: 393055 Length: 15p Teaching Note: 898255</p>	<p>Focuses on the new CEO of a growing software firm, the culture he's tried to create, and the need to hire a manager to spearhead a new product division. Includes details on how the search was conducted and presents resumes of four candidates who are being considered for the position. Designed to allow students to think through the recruitment, selection, and interview process.</p> <p>Subject Covered: Personnel selection; Recruitment; Software</p>
<p>AvantGo: Alan MacCormack; Kerry Herman Product #: 601095 Length: 19p</p>	<p>Richard Owen, CEO of AvantGo, is preparing for a meeting in which he will set the human resource policy for the firm going forward. It has been three months since the company's IPO, and given the tremendous cramp in hiring over the six months prior to the IPO, he knows that this meeting will set the expectations for the many annual evaluations that will follow. Uppermost in his mind is the decision over whether to implement a "forced-curve" grading scheme, and the implications of this decision on staff perceptions and notification.</p> <p>Learning Objective: To illustrate the challenges of a rapidly growing new technology venture, specifically with regard to the hiring, retention, and firing of new employees. Also examines the process of building a senior management team, including the decision of when to replace a CEO, how to do it, and with whom.</p>
Chapter 20 Organizing HR	Abstract
<p>Southwest Airlines: Using Human Resources for Competitive Advantage (A): Charles A. O'Reilly III; Jeffrey Pfeffer Product #: HR1A Length: 24p Teaching Notes: HR1T, PEL052 B case available</p>	<p>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.</p> <p>Subject Covered: Airlines; Corporate strategy; Human resources management; Organizational behavior; Strategy implementation</p>
Southwest Airlines--1993 (A):	Southwest Airlines, the only major U.S. airline to be profitable in 1992,

James L. Heskett Roger Hallowell Product #: 694023 Length: 29p	makes a decision as to which of two new cities to open, or to add a new long-haul route. Provides windows into Southwest's strategy, operations, marketing, and culture. Learning Objective: Illustrates how an airline can simultaneously be low-cost leader, service leader, and profit leader.
The Firmwide 360-degree Performance Evaluation Process at Morgan Stanley : M. Diane Burton Product #: 498053 Length: 16p Teaching Note: 400078 B case#: 498054	Describes Morgan Stanley's firmwide, 360-degree performance evaluation process. Evaluation forms are included as exhibits. Learning Objective: To introduce students to a 360-degree performance evaluation process.
Rob Parson at Morgan Stanley (A) : M. Diane Burton Product #: 498054 Length: 16p Teaching Note: 400101	Rob Parson was a star producer in Morgan Stanley's Capital Markets division. He had been recruited from a competitor the prior year and had generated substantial revenues since joining the firm. Unfortunately, Parson's reviews from the 360-degree performance evaluation process revealed that he was having difficulty adapting to the firm's culture. His manager, Paul Nasr, faces the difficult decision of whether to promote Parson to managing director. Nasr must also complete Parson's performance evaluation summary and conduct Parson's performance review. Learning Objective: To explore managerial problems associated with performance appraisal and performance management.