

Harvard Business School Publishing
Case Map for
George/Jones, Organizational Behavior, 3/e
(Prentice Hall, 2002)

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<i>Case Title</i>	<i>Institution, HBSP Product Number, Length, Teaching Note</i>	<i>Geographical and Industry Setting, Company Size, Time Frame</i>	<i>Abstract, Key Subjects</i>
Chapter 1 Organizational Behavior and Management			
GE's Two-Decade Transformation: Jack Welch's Leadership	HBS #399-150 24p TN #300019	United States, global, industrial conglomerate, 293,000 employees 1981-1998	GE is faced with Welch's impending retirement and the question on many minds is whether anyone can sustain the blistering pace of change and growth characteristic of the Welch era. After briefly describing GE's heritage and Welch's transformation of the company's business portfolio of the 1980s, the case chronicles Welch's revitalization initiatives through the late 1980s and 1990s. It focuses on six of Welch's major change programs: The "Software" Initiatives, Globalization, Redefining Leadership, Stretch Objectives, Service Business Development, and Six Sigma Quality. Teaching Purpose: Can be used to develop multiple lessons, including corporate strategy development, transformational change, management and leadership, and corporate renewal.
Southwest Airlines: Using Human Resources for Competitive Advantage (A)	Stanford #HR1A (B) case #HR1B TN #HR1T	United States, airlines, \$2.2 billion revenues, 12,000 employees, 1994	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.
Motorola	HBS	United States,	Motorola, a leader in semiconductors and

Corporation: The View from the CEO Office	#494-140 15p	Electronics 120,000 employees	telecommunications, embarked on an ambitious program of renewal beginning in the early 1980s, leading to dramatic improvements in the company's quality, cycle time, and growth. Much of this progress was attributed to a major investment in workers' skills and in mechanisms that encouraged teams of employees to work on continuous improvement projects. In 1994 top management considered whether to promote a corporate-wide empowerment initiative that would encourage an unprecedented downward delegation of responsibilities. With very ambitious global growth goals, Motorola aspired to be "the finest corporation in the world," with an organization that was both more flexible and participative and dedicated to continuous improvement. The case focuses on the role of the CEO office in promoting corporate initiatives while preserving the \$17 billion corporation's decentralized structure.
Chapter 2 Individual Differences: Personality and Ability			
Bob Fifer	HBS #495-013 11p TN #498-063	United States, consulting	Explores the life and concerns of Bob Fifer, HBS class of 1979 and CEO of Kaiser Associates. Explores the many influences on Bob's development and his subsequent career choices. It is written as a biography with extensive quotes from interviews with Bob. He describes the role of his upbringing and ethnicity in the formation of his self-concept. Highlights his career-related choices, including college at Harvard, attending business school, and entering consulting. After years of success and driven workaholic behavior, Bob experiences disillusionment and personal tragedy. Readers are able to examine Bob's process of self-redirection to arrive at their own conclusion about how successful and enduring it is likely to be. Teaching Purpose: Can be used as part of a career module in courses such as Introductory O.B., Career Development, Entrepreneurship, and Leadership. It is well-suited to teach concepts related to adult development, career-choice making, and entrepreneurial behavior.
Chapter 3: The Experience of Work: Values, Attitudes, and Moods			
Specialty Medical Chemicals	HBS #399-094 23p	United States, medical/pharmaceuticals, \$425 million revenues	A new general manager is supposed to rekindle growth. Seven months later, he questions the abilities of his direct reports. An organizational psychologist is brought in to assess his people. The general manager now has to decide who to keep and how to structure his direct report team. Teaching Purpose: To illustrate the issues a general manager faces when assembling his direct report team.

<p>Jet Blue Airways: Starting from Scratch</p>	<p>HBS #801-354 20p TN #801-386</p>	<p>United States, airlines, startup, 950 employees, 2000</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. Teaching Purpose: 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>The SAS Institute: A Different Approach to Incentives and People-Management Practices in the Software Industry</p>	<p>Stanford GSB #HR6 17p</p>	<p>North Carolina; software; 5,000 employees; 1997</p>	<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>Ben & Jerry's Homemade Ice Cream, Inc.: Keeping the Mission(s) Alive</p>	<p>HBS #392-025 22p</p>	<p>Burlington, VT; ice cream; 330 employees; 1991</p>	<p>Ben & Jerry's is an anti-establishment, values-driven company. The dominant founder, Ben Cohen, is not an effective manager, but he brings creative marketing and product skills that have been important to the company's success. He also is controlling shareholder and the force behind the company's socially-minded culture. One of the many policies that have reflected Ben's values but which has created difficulty in managing the organization is the 5 to 1 compensation differential between the top and the bottom of the organization. Up to mid 1990, the company was growing explosively, but this has changed by the time of the case in September 1990. The case opens as Chuck Lacy is taking over as president. He must decide what to do about the 5 to 1 rule and the value of the company's counterculture style. Students must consider the importance of the general manager's responsibility in reconciling company values with commercial imperatives and to consider the effect of compensation policy on organizational effectiveness and morale.</p>
<p>HCM Beverage Co.</p>	<p>Ivey School/UWO 17p #98C003</p>	<p>Vietnam food and kindred products mid-size 1997</p>	<p>Mark Johnson, general manager of HCM Beverage Co., must decide what to do about the declining performance of Vietnam-based HCM Beverage. Employees seem unmotivated and lackadaisical about their work. These same workers blame the weather for the poor results. Figuring out the problem and solution is Johnson's major challenge.</p>

Mike Miller (A)	HBS #482-061 23p	Eastern US banking \$400 million assets 1981-1982	Mike Miller, Harvard MBA '78, resigned his first job out of HBS within six months because he believed his personal values and learning objectives could not be accommodated. Students may discuss the problems of anticipating corporate culture, learning the ropes, surviving entry into the organization, and getting things done.
Chapter 4: Perception, Attribution, and the Management of Diversity			
Laura Wollen and ARPCO, Inc.	HBS 9p # 393-003 TN: #393-031	Columbus, OH electrical appliances and home machinery \$2.5 billion revenues 1990	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.
Monitor Co.: Personal Leadership on Diversity	HBS 18p # 395-049 TN: #396-021	Cambridge, MA consulting 600 employees 1993-1994	Several members of a consulting firm work to develop ways to build and nurture a more diverse work environment while reflecting on personal experiences that help them to become leaders around issues of diversity. Teaching Purpose: To open discussion of definitions of diversity and approaches to creating and managing a diverse workplace.
Avon Products (A)	HBS 22p # 301-059 B case #301-060	New York, NY beauty products \$5 billion revenues 1992-1998	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, the Avon Mexico organization had completed an exercise called "appreciative inquiry" aimed at enhancing gender relations in the workforce.
Julia Stasch (A)	Business Enterprise Trust 5p # 993-015 B case: #993-016 TN: #993-017	Chicago, IL construction 1988-1993	A successful woman executive attempts to integrate women into the construction trade in Chicago. Julia Stasch rose from office assistant to president and chief operating officer of a major Chicago real estate firm, Stein & Co. This case describes her campaign to create expanded opportunities for women and minority-owned businesses as suppliers to construction projects, and for women and minority workers on construction sites. Discusses entrenched discrimination in a particular industry, and the creative change strategies implemented by one executive. Teaching Purpose: to help students explore: 1) the design of affirmative action and diversity programs to address entrenched discrimination; 2) the role of business in encouraging diversity; 3) how one individual can create social change; and 4) strategies for increasing the

			acceptance of diversity of the workplace.
Lotus Development Corp.: Spousal Equivalents (A)	HBS 18p # 394-197 TN: #396-020		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. Teaching Purpose: Provides an opportunity to discuss the limits and competitive implications of a business's appropriate role in responding to diverse employee needs
Managing Conflict in a Diverse Workplace	HBS 25p # 395-090 TN #396-008	N/A	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.
Chapter 5: Learning in Organizations			
Chaparral Steel: Rapid Product and Process Development	HBS 17p # 692-047 TN available	Texas steel 900 employees 1983-1991	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.
SUPERVALU, Inc.: Professional Development Program	HBS 21p # 900-019 TN #900-020	Minnesota food wholesale/retail \$17.4 billion revenues 50,000 employees 1999	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. Teaching Purpose: 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.
Motorola (A)	Business Enterprise Trust 4p # 996-051 B case #996-052 TN #996-053	Schaumburg, IL Electronics \$27 billion revenues 140,000 employees 1979-1996	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 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. Teaching Purpose: 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.
Yvette Hyater-Adams and Terry Larsen at CoreState Financial Corp.	HBS 15p # 401-023	Philadelphia, PA banking 2,000 employees 1993-1998	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. Teaching Purpose: 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.
Learning from Projects: Note on Conducting a Postmortem Analysis (HBS background note)	HBS 11p # 600-021	N/A	Describes how firms can learn from projects through postmortem analysis. Focuses on the step-by-step process of preparing and running a postmortem meeting as it is done at Microsoft and other software developers.
Chapter 6: The Nature of Work Motivation			
N/A			
Chapter 7: Motivation Tools I: Job Design and Goal Setting			
The Ritz-Carlton Hotel Company	HBS #601-163 31p TN #602-113	Washington, DC; hospitality; \$1.5 billion revenues; 18,000 employees, 2000	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. Teaching Purpose: 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	Stanford #HR6 17p	North Carolina, software, \$750 million revenues, 5000 employees, 1997	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

Software Industry			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.
Jack Stack (A)	Business Enterprise Trust #993-009 B case #993-010 TN #993-013	Springfield, MO; diesel engine remanufacturing; \$70 million revenues	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. Teaching Purpose: 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.
MacTemps: Building Commitment in the Interim Workforce	HBS #497-005 20p TN #497-065	United States, staffing, \$56 million revenues	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. Teaching Purpose: 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.
Hidden Value (Book Summary) O'Reilly and Pfeffer	Soundview Exec Book Summaries 8p # SV2310	N/A	This is a distillation of the book Hidden Value, published by Harvard Business School Press. Companies that want to succeed need great people--making recruitment and retention important. But even more important, and often more difficult to obtain, is the establishment of cultures and systems in which these great people can actually use talents, as well as management practices that make it possible for ordinary people to perform as if they were in the top 10% of their field. O'Reilly and Pfeffer studied a number of companies that successfully found new ways to leverage the knowledge, experience, talents, and energy of employees--the organizations' hidden value--and found six essential practices that all have in common: place values and culture first,

			make those values real, hire for fit (bringing on board people who will appreciate and espouse their values), invest in people, share information widely, and reward and recognize adherence to values.
Chapter 8: Motivation Tools II: Performance Appraisal, Pay, and Careers			
Nordstrom: Dissension in the Ranks? (A)	HBS #191-002 24p (B) case # 192-027 TN #692-085	United States, retailing, 1989	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.
Mary Kay Cosmetics, Inc.: Sales Force Incentives (A)	HBS #190-103 16p (B) case #190-122 TN #191-198	Dallas, TX; cosmetics; \$400 million revenues; 1989	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.
Willamette Industries: "No Pay at Risk" Compensation	Stanford GSB #HR9 13p	Pacific Northwest, paper and wood products, \$4 billion revenues, 1998	Willamette Industries, a large wood products and pulp and paper manufacturer, has traditionally not used any short-term pay at risk as part of its compensation approach. That means there are no sales commissions, gainsharing, or short-term bonus payments to anyone anywhere in the firm. David Morthland, the vice president of personnel and industrial relations, has been asked to reexamine these practices in the context of trends in industry at large toward the greater use of contingent compensation. The case outlines the rationale for Willamette's current pay practices in light of its particular culture, business strategy, and other management practices. Can be used by itself or with other cases illustrating different pay practices to stimulate a discussion of the pros and cons of various approaches to pay.
Compensation and Performance Evaluation at	HBS #800-290 26p	Long Island, NY: semiconductors; \$6 billion revenues;	Describes a company's struggles in implementing a subjective performance rating system for its employees. In particular, it describes the

Arrow Electronics		1994098	difficulties faced by the CEO in getting managers to combat "ratings inflation"--that is, to produce numerical ratings that are both differentiated and "not too high."
The Firmwide 360-degree Performance Evaluation Process at Morgan Stanley	HBS 16p # 498-053 TN available	New York, NY investment banking \$1 billion revenues 1993-1995	Describes Morgan Stanley's firmwide, 360-degree performance evaluation process. Evaluation forms are included as exhibits. Teaching Purpose: To introduce students to a 360-degree performance evaluation process.
Verizon Communications, Inc.: Implementing a Human Resources Balanced Scorecard	HBS 23p #101-102	United States, tele-communications \$60 billion revenues 1996-2000	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. Teaching Purpose: 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.
Chapter 9: Stress and Work-Life Linkages			
Donna Klein and Marriott International, Inc. (A)	Business Enterprise Trust 4p # 996-057 B case #996-058 TN: #996-059	Washington, DC \$8.9 billion revenues 1994-1996	In the early 1990s, Donna Klein, Director of Work/Life programs for Marriott International, surveyed hotel and resort managers and found they increasingly were relied upon to help employees cope with the stresses of their personal lives. Immigration, child custody, spousal abuse--numerous personal issues were requiring up to 50% of managers' time and fueling extremely high turnover. Shocked by the survey results, senior management asked Klein to devise a solution to the problem. Teaching Purpose: Encourages discussion of work/life issues, particularly those specific to lower-wage employees. Allows students to think creatively about different approaches to real-life human resource dilemmas.
Kathryn McNeil (A)	HBS 14p # 394-111 B case: # 394112 TN: #394-185	Framingham, MA computer retailing \$2.1 billion revenues 1992	Charles Foley, vice president of the computer retailing firm Sayer MicroWorld, must decide whether or not to fire his employee Kathryn McNeil, a 37-year-old product manager who has been unable to work as many hours as her colleagues due to her status as a single parent of a six-year-old boy. The company's recent risk-laden acquisition of another ailing firm has intensified the office's already high-pressure environment by necessitating that all employees work 13- and 14-hour days. Although McNeil appears to be doing her best to fulfill both her parental and professional responsibilities, her immediate supervisor insists that McNeil has not been able to complete her share of the work. Teaching Purpose: To raise issues of work-family balance in the context of an ethical dilemma.

Chapter 10: The Nature of Work Groups and Teams and Chapter 11: Effective Work Groups and Teams			
The Overhead Reduction Task Force	HBS #400-026 7p TN #400-027 Video #400-502	United States, household appliances, mid-size, 1977-99	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. Teaching Purpose: To learn about the effective leadership of work groups and teams.
Slade Plating Department	HBS #496-018 11p	Michigan, metal products, 1990s	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.
Buck & Pulleyn's Team Management	HBS #497-007 9p	Rochester, NY; advertising; \$26 million revenues; 70 employees; 1996	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? Teaching Purpose: 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.
Datavision (A)	HBS #495-046 15p 1993 (B) case #495-047; (C) case #495-048 TN #498-030	Burlington, MA; computers; 500 employees; 1993	Depicts a "team-building" intervention by an organizational consultant at a small computer company. Teaching Purpose: Should promote discussion surrounding such techniques.
USA TODAY: Pursuing the Network Strategy (A)	HBS #402-010 18p	Virginia, newspaper, \$700 million revenues, 3000 employees, 2000	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. Teaching Purpose: Exposes students to difficult issues surrounding integration when two organizational units are so different and explores the ambidextrous organization.
Brinkerhoff International,	HBS #494-110	Alberta, Canada; oil drilling; \$27 million	Presents a study of two oil rigs and their team relationships within a context of dissension in

Inc. (A)	15p (B) case #494-111 TN #496-041	revenues; 1993	lower management ranks and a president who is trying to expand the business in a changing economy. Teaching Purpose: To show the importance of teamwork at the bottom of a high-skill, dangerous business.
Chapter 12: Leadership			
Albert Dunlap and Corporate Transformation (A)	Babson #BAB032 17p (B) case #BAB033 TN #BAB532	United States; paper products, home appliances; 1994-2000	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.
Mary Kay Cosmetics, Inc.	HBS #481-126 13p	Texas, cosmetics, \$100 million revenues; 1963-80	Introduces the student to Mary Kay Cosmetics, Inc., its business, its strategy, and its organization. Provides the necessary background for understanding the contributions of Mary Kay Ash, the company's founder and chairman.
Bill Gates and the Management of Microsoft	HBS #392-019 19p	United States, computer software, \$1.8 billion revenues, 1991	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.
GE's Two-Decade Transformation: Jack Welch's Leadership	HBS #399-150 24p TN #300-019	Global, industrial conglomerate, \$100 billion revenues, 293,000 employees, 1981-98	GE is faced with Welch's impending retirement and the question on many minds is whether anyone can sustain the blistering pace of change and growth characteristic of the Welch era. After briefly describing GE's heritage and Welch's transformation of the company's business portfolio of the 1980s, the case chronicles Welch's revitalization initiatives through the late 1980s and 1990s. It focuses on six of Welch's major change programs: The "Software" Initiatives, Globalization, Redefining Leadership, Stretch Objectives, Service Business Development, and Six Sigma Quality. Teaching Purpose: Can be used to develop multiple lessons, including corporate strategy development, transformational change, management and leadership, and corporate renewal.
Jan Carlzon: CEO at SAS (A)	HBS #392-149 16p	Sweden, airline, \$4 billion revenues, 20,000 employees, 1980-90	Describes Jan Carlzon's actions on assuming the CEO's responsibility at SAS in a time of financial and organizational difficulty. After tracing Carlzon's development as a manager, it focuses on the way in which he developed, then communicated a clear and motivating strategic mission to become "the world's best businessman's airline." After a spectacular turnaround, organizational problems re-emerge, and the case concludes with Carlzon wondering if his "second wave" can provide the same impetus

			that he gained on his first wave. Highlights the power of a clear and well-communicated strategic mission (strategic intent), but also explores problems and limits that can arise. Specifically, focuses on the common problem of motivating middle managers who often feel disenfranchised by front line empowerment.
Jack Stack (A)	Business Enterprise Trust #993-009 8p (B) case #993-010 TN #993-013	Springfield, MO; diesel engine remanufacturing; \$70 million revenues; 700 employees; 1983	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. Teaching Purpose: 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.
Meg Whitman at eBay, Inc. (A)	HBS #401-024 32p (B) case #400-047	San Jose, CA; Internet; 1999	Meg Whitman takes over as CEO of eBay from the founder. She must 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. Teaching Purpose: Leadership, managing change, managing growth, and organizational culture. A rewritten version of an earlier case.
Chapter 13: Communication			
Jensen Shoes: Lyndon Twitchell's Story	HBS #395-121 8p TN #396-017	United States, shoes, \$65 million revenues, 4500 employees, 1994	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. Teaching Purpose: 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.

Jensen Shoes: Jane Kravitz's Story	HBS #395-120 7p TN #396-017	United States, shoes, \$65 million revenues, 4500 employees, 1994	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. Teaching Purpose: 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.
Intel in China	Ivey/UWO #99C007 11p TN #899C07	China, semiconductors, 1998	Intel PRC was a division of Intel Corp., a U.S. \$20 billion semiconductor manufacturer. A newly appointed division head makes a decision that an employee responds to emotionally, with a deep resentment, creating the potential for conflict within the department. The incident forces the manager to examine whether there are deeper organizational or communication problems he needs to consider. Cross-cultural issues come into play given that the manager, although originally from China, was educated and gathered extensive experience in the west and was thus considered an expatriate by his employees. The case examines the effect of organizational culture on an employee's behavior.
Chrysler: Iacocca's Legacy	HBS #493-017 19p TN #496-059	United States, automobiles, 140,000 employees, 1978-92	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.
Cofidis	HBS 19p # 501-055 TN: #501-084	Lille, France consumer credit \$450 million revenues 2000	An offspring of French catalog marketer 3 Suisses, and a popular sponsor of Tour de France, Cofidis sells consumer credit over the phone, defying conventional banking with a product policy and a communication strategy that perfectly fits the company's comparative (dis)advantages. This case describes: 1) Cofidis' product and value proposition; 2) the evolving competitive context and cultural complexity of the European credit market; 3) the adaptive marketing strategy of the company, which evolved from bundling with the 3 Suisse catalog, to direct mail, to print advertising in TV guides, to bicycling sponsorship, 4) the results of the strategy; and 5) the challenge and opportunities posed by the Internet. Based on the lessons of the past, can we advise Michel Guillois, CEO of Cofidis, on the best way for him to preserve Cofidis' competitive edge? Teaching Purpose: How do you treat a financial

			product from a marketing standpoint? What does marketing add to the generic consumer credit product? What are the determinants of consumer adoption for a new product? How do you combine product and communication strategies? What is the effect of sports sponsoring? How do you build a brand? How should your marketing strategy unfold over time and across borders to build and maintain a strong brand? Is marketing an acceptable activity or an attempt to fool people with products that they misinterpret? What is the role of freedom and control in a value proposition? How do all these soft marketing elements interact concretely to lead to a profit formula?
Chapter 14: Decision Making			
Alaska Airlines and Flight 261 (A)	HBS #801-113 16p	Seattle, WA, airline, 14,000 employees, 2000	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.
Saturn Corporation's Module II Decision	HBS #795-011 18p TN #799-021	United States, automobiles, 1994	In the Spring of 1994, Saturn Corp. was setting sales records by attracting more than 25,000 buyers per month. Saturn officials believed there was a long-term opportunity to sell 400,000 to 500,000 cars per year in the United States and selected international markets. Saturn managers had been reviewing options for a second assembly plant (known as "Module II") with General Motors (GM) since the beginning of the year. One possibility was to expand capacity at Saturn's existing production facility in Spring Hill, Tennessee. A second set of options involved refitting one of several plants that had been mothballed or was scheduled to close shortly. Teaching Purpose: Access tradeoffs of strategic investment options.
Decision-Making at the Top: The All-Star Sports Catalog Division	HBS #398-061 21p TN#398-103	United States, retail/mail order, \$800 million revenues, 1000 employees, 1997	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. Teaching Purpose: 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.

Dave Armstrong (A)	HBS #396-300 3p (B) case #396-301 TN #396-364	Boston, MA	A second-year Harvard MBA student considers the pros and cons of three job offers. He identifies several concerns and evaluates each job in terms of how well they meet these concerns. He assesses probabilities for whether the jobs will be successful for him. Teaching Purpose: Introduction to a course on decision making and preference analysis. Since the case contains no numbers, the emphasis is on structuring the decision problem, not analysis.
Launching the War on Terrorism	HBS 23p # 9-303-027	United States government 2001	Describes the decision-making process employed by President Bush's War Cabinet in the days following the September 11th terrorist attacks. Examines how the president and his advisers framed the problem, exchanged ideas, generated alternatives, and developed a plan of action. Teaching Purpose: To examine a high-stakes decision-making process by a senior executive team.
Victory Supermarkets: Expansion Strategy?	HBS 20p #9-599-054	Massachusetts grocery \$250 million revenues 1998	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? Teaching Purpose: 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?
Chapter 15: Organizational Structure and Culture and Chapter 16: Determinants of Organization Structure and Culture			
Polycom, Inc.: Visualizing Culture	HBS #601-073 16p	United States, telecommunications, \$500 million revenues, 2000	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. Teaching Purpose: To explore organizational forms that might robustly handle continued growth.
Novartis Pharma: The Business Unit Model	HBS #101-030 20p	Switzerland, pharmaceuticals, \$21 billion revenues, 70,000 employees, 2000	In June 2000, Novartis reorganized its pharmaceutical business to form global business units in oncology, transplantation, 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. Teaching Purpose: 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.
Crunch	HBS #899-233 23p TN #800-146	New York, NY; fitness; \$20 million revenues; 1997-99	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. Teaching Purpose: To illustrate the steps necessary to transition from an entrepreneurial, small company to a professionally managed, medium-sized one.
Specialty Medical Chemicals	HBS #399-094 23p	United States, medical/pharmaceuti cals, \$425 million revenues	A new general manager is supposed to rekindle growth. Seven months later, he questions the abilities of his direct reports. An organizational psychologist is brought in to assess his people. The general manager now has to decide who to keep and how to structure his direct report team. Teaching Purpose: To illustrate the issues a general manager faces when assembling his direct report team.
Kenan Systems	HBS #301-101	Cambridge, MA; software; \$100 million revenues; 1000 employees; 1985-1998	Kenan Sahin has built a very successful company using a unique business model and a unique organization and culture. Success has brought important risks, but logical options such as sale, partnering, or going public threatens the culture and hence the business. Teaching Purpose: Uses a very powerful business problem to motivate a deep examination of a counter-intuitive organization and culture.
Agilent Technologies: Organizational Change (A)	Stanford GSB 35p # OD1A B case: #OD1B	United States technology \$10.8 billion revenues 2000-2001	On March 2, 1999, Hewlett-Packard (HP) announced a plan to create a separate company, subsequently named Agilent Technologies, made up of HP's businesses in test and measurement, semiconductor products, healthcare solutions, chemical analysis, and the related portions of HP laboratories. In developing the transformation strategy, Agilent president and CEO, Ned Barnholt, grappled with how to improve the efficiency and effectiveness of the new company while still maintaining the best portions of HP's culture and practices. Barnholt adopted HP's values of innovation and contribution, trust and respect for individuals, and uncompromising integrity, but he added three new values: speed, focus, and accountability. Barnholt also wanted to improve the company's efficiency in terms of shared services. In mid-2001, the Agilent team faced a series of unexpected challenges. On April 5, 2001, Barnholt announced that business conditions had worsened further than previously expected. Barnholt wondered whether he and his team had gone too far in the

			organizational and cultural changes they had tried to implement. He wondered whether his vision of speed, focus, and accountability would be compatible with HP's legacy values and culture, and if so, how would he integrate the two? Teaching Purpose: Students will analyze how a company such as Agilent grappled with the challenges of transforming an ingrained HP culture within a brand new work environment. Students will get a sense of the challenges spun-off companies such as Agilent face, assess Agilent's strategies and implementation, and recommend additional strategies and steps.
Perlegen Sciences	HBS 24p # 9-402-026	Santa Clara, CA biotech start-up; 40 employees 2001	Perlegen, a biotech start-up spun off Affymetrix, planned to build upon Affymetrix's DNA chip technology to map out 50 unique human genomes in 18 months and discover patterns of genetic variations among them. Whereas many biotech firms were studying small segments of the genome, Perlegen was the first to scan entire genomes, and most genetic scientists believed that genome-wide scanning was the key to understanding complex diseases. As a biotech start-up company with aggressive goals, Perlegen needed to develop an organization that fostered innovation and teamwork among a group of highly trained professionals from both the science and technology fields. Perlegen's CEO, Brad Margus, had joined Perlegen from the shrimp processing business after learning that two of his three sons had been diagnosed with a rare genetic disease. A Harvard MBA and self-trained geneticist, Margus looked forward to the opportunity to dedicate himself to Perlegen's scientific mission. During his first 9 months on the job, Margus had hired a number of junior-level and mid-level employees; now it was time to fill out the senior management team. Margus's first senior management hire was Greg Brandeau, the former vice president of computer operations at Pixar Animation Studios, who signed on to be Perlegen's CEO. Brandeau faced a number of challenges as he integrated into the Perlegen organization, including the fact that he lacked a science background, his two direct reports had already been hired, and he would be the third leg of a tight-knit, two-person senior management team already in place. Teaching Purpose: Highlights how leaders build an organization to support breakthrough innovation, manage "stars," and foster cross-functional cooperation.
Chapter 17: Managing Global Organizations			
Philips vs. Matsushita: A New Century, a New Round	HBS #302-049 20p	Global, Europe, Japan, consumer electronics, 270,000 employees, 1970-2001	Describes the development of the international strategies and organizations of two major competitors in the global consumer electronics industry. The history of both companies is traced and their changing strategic postures and organizational capabilities are documented. Particular attention is given to the major

			restructuring each company is forced to undertake as its competitive position is eroded. Illustrates how global competitiveness depends on organizational capability, the difficulty of overcoming deeply embedded administrative heritage, and the limitations of both classic "multinational" and "global" models.
Acer America: Development of the Aspire	HBS #399-011 20p TN # 300-035	Global (United States, Taiwan), computers, \$1.1 billion revenues, 1995-98	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? Teaching Purpose: 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.
Avon Products (A)	HBS #301-059 22p (B) case #301-060	Global (Mexico/ New York, NY; beauty products; \$5 billion revenues; 1992-98	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. Teaching Purpose: To examine the cultural aspects of managing in Mexico and to illustrate the use of "appreciative inquiry" as part of a cultural change process.
Sealed Air Corporation: Global and Corporate Culture (A)	HBS #398-096 18p (B) case #398-097	United States, Europe, Asia; packaging; \$800 million revenues; 1997	Sealed Air Corp.'s CEO and COO are considering what approach they should take to building a seamless corporate culture worldwide. Anticipating continuing growth and expansion, especially outside the United States, they are concerned with preserving and promoting the culture that has been one of the company's key assets. However, their experiences in integrating acquired companies, especially outside the United States, have heightened their awareness of differences among the regional cultures of the

			world and the challenges they face in maintaining a unified corporate culture. Teaching Purpose: To illustrate the challenges of building a single corporate culture in a global enterprise and to explore the tensions between U.S. culture and cultures of Europe and Asia.
SITEL Corporation	HBS #898-153 24p	Global, telemarketing, \$500 million revenues, 1997	SITEL has grown extremely rapidly and is now operating worldwide with operations in over 30 countries. Since many of its locations serve the same customers, the officers are debating the costs and benefits of additional centralization. Some feel that the autonomy of the managers has spurred the spectacular success. Others believe that cost savings and sharing best practice could add substantially to the future potential of the company. Teaching Purpose: Presents a classic problem associated with success: the need for organizational change
Tricon Restaurants International: Globalization Re-examined	HBS #700-030 24p	Global, fast food, 500,000 employees, 1997	Describes a leading fast food operator/franchiser trying to consolidate and standardize its operations worldwide and focus its efforts on a few key markets. Lends itself to a discussion of how global the fast food industry is, whether Tricon's new international strategy is consistent with industry structure and its competitive position, and, if so, which country markets to focus on.

Chapter 18: Power, Politics, and Conflict

Jack Thomas	HBS #494-062 13p	New York, NY; publishing; 1990	This disguised 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. Provides background data.
Jeanne Lewis at Staples, Inc. (A) (Abridged)	HBS #400-065 14p (B) case #499-042	Boston, MA; office supplies; \$5 billion revenues; 30,000 employees; 1997	Jeanne Lewis, after six years with Staples, Inc., is promoted to senior vice president of marketing. She is to work for fifteen months alongside her predecessor, a legacy in the organization, "learning the ropes" before he moves on. This case is set nine months after she begins working with the marketing department. At this time, Staples has just emerged from a period of prolonged litigation around an FTC antitrust suit challenging Staples' attempted merger with Office Depot. Post-merger, Lewis must determine how the marketing department can most effectively and efficiently help the company maintain its competitive edge in an increasingly competitive and complex market. Looks at the challenges a middle manager faces "taking charge" and managing change in a revitalization situation in which a more evolutionary approach is appropriate. Teaching Purpose: To illustrate the

			challenges of managing change in a revitalization (as opposed to turnaround) situation in which a more evolutionary approach is appropriate. To explore the challenges of managing change as a middle manager. To manage the network of relationships. To highlight the challenges of the "taking charge" process.
Jeffrey Smith	HBS #498-043 6p	New York, NY; investment advisory; \$16.8 million revenues; 1991-92	Jeffrey Smith and David Johnson have apparently irreconcilable differences over their firm's strategy, which have led Jeffrey to conclude that he must fire David. Focuses on whether Jeffrey has used his influence in such a way as to avoid conflict. If he has no other option, how should Jeffrey go about firing David? A rewritten version of an earlier case.
Heidi Roizen	HBS #800-228 19p	Palo Alto, CA; venture capital/internet; 1983- 1999	Heidi Roizen, a venture capitalist at SOFTBANK Venture Capital and a former entrepreneur, maintains an extensive personal and professional network. She leverages this network to benefit both herself and others. The case considers the steps she's taken to build and cultivate a network that is both broad and deep. Teaching Purpose: Provides students with an example of an effective social network; facilitates discussion of network types, content, costs, and benefits.
The Chattanooga Ice Cream Division	HBS #498-001 11p	United States, food products, \$150 million revenues, 750 employees, 1996	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 style is appropriate to the needs of the situation. Teaching Purpose: To introduce students to issues and dilemmas of leadership of teams, especially cross-functional teams operating under pressure for results.
Amelia Rogers at Tassani Communications (A)	HBS #492-034 15p	Chicago, IL; advertising; \$25 million revenues; 50 employees; 1991	Describes a conflict that has arisen between an account manager and a creative director at Tassani Communications, a Chicago-based advertising agency which is making the transition from entrepreneurial to professional management. The client, the marketing director of a muffler repair chain, has called the account manager to complain about the creative director's behavior. The account manager must figure out what to do. The object is to provide students with an opportunity to grapple with the challenges of managing relationships with peers and superiors. Students can discuss managing 1) cross-departmental relationships, 2) interpersonal conflicts, and 3) creativity.
Chapter 19: Organizational Change and Development			
Corning--1983-96: Transition at the	HBS #401-034	Corning, NY; \$5 billion revenues;	Focuses on Jamie Houghton's efforts to revitalize Corning from 1983-96, including the

Top	30p Follow-on case #401-035	20,000 employees; 1983-96	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. Teaching Purpose: 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.
Motorola Corp.: The View from the CEO Office	HBS #494-140 15p	Schaumburg, IL; electronics; \$17 billion revenues; 120,000 employees	Motorola, a leader in semiconductors and telecommunications, embarked on an ambitious program of renewal beginning in the early 1980s, leading to dramatic improvements in the company's quality, cycle time, and growth. Much of this progress was attributed to a major investment in workers' skills and in mechanisms that encouraged teams of employees to work on continuous improvement projects. In 1994 top management considered whether to promote a corporate-wide empowerment initiative that would encourage an unprecedented downward delegation of responsibilities. With very ambitious global growth goals, Motorola aspired to be "the finest corporation in the world," with an organization that was both more flexible and participative and dedicated to continuous improvement. The case focuses on the role of the CEO office in promoting corporate initiatives while preserving the \$17 billion corporation's decentralized structure.
Andy Chew at Siemens Nixdorf: Change from the Middle	HBS #396-204 12p	Germany, computers, 1995	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.
Merck Latin America (A)	HBS #401-029 12p B case #9-401-030	Latin America, pharmaceuticals, 1999	Introduces Grey Warner, the vice president of Merck's Latin America region, and his efforts to improve the organizational effectiveness of the region and to introduce a more global business culture and values. Discusses Merck's ethics and values, its Latin American organization, the change methodologies used, and the political and economic conditions in the region. The change methodologies included Myers Briggs personality type assessment, 360-degree feedback management evaluations, a new strategic planning process, and especially, organizational fitness profiling to discover and overcome barriers to achieving the strategic vision.
Charlotte Beers at Ogilvy & Mather	HBS #495-031 18p	Global, advertising, 7,000 employees, 1992-1993	Examines Beer's actions on assuming leadership of Ogilvy & Mather Worldwide, the world's sixth-largest advertising agency, during a period of rapid

Worldwide (A)	TN #495-033		<p>industry change and organizational crisis. Focuses on how Beers, the first outsider CEO, engages and leads a senior team through a vision formulation process. Chronicles closely the debates among senior executives struggling to reconcile creative, strategic, and global vs. local priorities. Sixteen months later, with a vision statement agreed upon, Beers faces a series of implementation problems. Turnaround has begun, but organizational structures and systems are not yet aligned with the firm's new direction. Concludes as Beers must decide how to work best with her senior team to achieve alignment in 1994.</p>
Peter Browning and Continental White Cap (A)	<p>HBS #486-090 8p TN #491-110</p>	<p>Illinois, bottle caps, 1984</p>	<p>Presents a new divisional vice president's entry into a well-established and still successful manufacturing organization that is nevertheless facing an impending competitive crisis. Demonstrates his challenge and his efforts, under pressure from corporate headquarters, to convince his staff that the crisis is real and to make changes in the organization's family culture and practice, in order to better position them to face the onslaught of price wars and new technology. Concludes with several complex choices facing the new vice president as he considers whether or not to replace some key but problematic senior managers, and what strategy to adopt in his relations with the retired but still visible descendant of the firm's founder.</p>