



Case Map for
Robbins: Organizational Behavior, 9/e (Prentice Hall)

Case Title	Source, Number, Length, Teaching Note	Geographical and Industry Setting, Company Size, Timeframe	Case Decision Issue
Chapter 1: What Is Organizational Behavior?			
GE's Two-Decade Transformation: Jack Welch's Leadership	HBSP #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 Corporation: The View from the CEO Office	HBSP #494-140 15p	United States, Electronics 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



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			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: Foundations of Individual Behavior			
Bob Fifer	HBSP #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.
Specialty Medical Chemicals	HBSP #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.
Chapter 3: Values, Attitudes, and Job Satisfaction			
Jet Blue Airways: Starting from Scratch	HBSP #801-354 20p TN #801-386	United States, airlines, startup, 950 employees, 2000	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



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			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.
The SAS Institute: A Different Approach to Incentives and People-Management Practices in the Software Industry	Stanford #HR6 17p	North Carolina; software; 5,000 employees; 1997	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.
Ben & Jerry's Homemade Ice Cream, Inc.: Keeping the Mission(s) Alive	HBSP #392-025 22p	Burlington, VT; ice cream; 330 employees; 1991	Ben & Jerry's is an anti-establishment, values-driven company that has become a successful venture. 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 operating in an explosive growth business with relatively weak competitors; this has changed by the time of the case in September 1990. The case opens as Chuck Lacy is taking over as president. He needs to decide what to do about the 5 to 1 rule and the related issues of Ben's role, and the value of the company's counterculture style. Students must consider the difficulty and importance of the general manager's responsibility in reconciling company values with commercial imperatives and to consider the effect of compensation policy on morale and organizational effectiveness.
Chapter 4: Personality and Emotions N/A			
Chapter 5: Perception and Individual Decision Making			



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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.
Canonical Decision Problems	HBS #396-308 14p TN #396-313	Exercise	Involves seven canonical decision problems, basic problems in management that arise in surprising frequency. Although these exercises are simplified versions of these problems, they have been written to preserve the "essence" of the decision situations. The problems include product development sequencing, options for flexibility, market research, litigation, inventory decisions under uncertainty, bidding decisions, and choosing among theories. Teaching Purpose: Can be used as supplementary exercises for a module on decision analysis or as stand alone material for a class on canonical decision problems. The



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			instructor may wish to emphasize decision structuring, with students setting up the problem but not necessarily analyzing it.
Chapter 6: Basic Motivation Concepts and Chapter 7: Motivation: From Concepts to Applications			
JetBlue Airways: Starting from Scratch	HBSP	United States, airlines, startup, 950 employees, 2000	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.
Sealed Air Corporation: Globalization and Corporate Culture (A)	HBSP #398-096 18p (B) case #398-097	Global (U.S., 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.
Mary Kay Cosmetics, Inc.: Sales Force Incentives (A)	HBSP #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



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			provided.
Nordstrom: Dissension in the Ranks? (A)	HBSP #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.
Chapter 8: Foundations of Group Behavior and Chapter 9: Understanding Work Teams			
The Overhead Reduction Task Force	HBSP #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 . A rewritten version of an earlier case.
Slade Plating Department	HBSP #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 & Pulley's Team Management	HBSP #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)	HBSP #495-046 15p 1993 (B) case #495-047; (C) case #	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.



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	495-048 TN #498-030		
Chapter 10: Communication			
Jensen Shoes: Lyndon Twitchell's Story	HBSP #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	HBSP #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



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			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	HBSP #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.
Chapter 11: Leadership and Trust			
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.	HBSP #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	HBSP #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	HBSP #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.



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<p>Jan Carlzon: CEO at SAS (A)</p>	<p>HBSP #392-149 16p</p>	<p>Sweden, airline, \$4 billion revenues, 20,000 employees, 1980-90</p>	<p>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.</p>
<p>Motorola Corp.: The View from the CEO Office</p>	<p>HBSP #494-140 15p</p>	<p>Schaumburg, IL; electronics; \$17 billion revenues; 120,000 employees</p>	<p>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.</p>
<p>Jack Stack (A)</p>	<p>Business Enterprise Trust #993-009 8p (B) case #993-010 TN #993-013</p>	<p>Springfield, MO; diesel engine remanufacturing; \$70 million revenues; 700 employees; 1983</p>	<p>Describes Jack Stack's efforts to revive a diesel engine remanufacturing plant owned by International Harvester. Stack engineers a leveraged buyout of the factory by its managers. He then implements a radical system for managing the company, through which every employee is trained to read complete financial reports of the company and given weekly operating data. In this way, they can see in detail how the company is progressing. Teaching Purpose: May be used in Human Resources,</p>



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			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.
Taran Swan at Nickelodeon Latin America (A)	HBSP #400-036 25p (B) case #400-037	Miami, FL; cable television; 1998	18 months after launching Nickelodeon Latin America, general manager Swan must leave the Miami headquarters for her New York home owing to complications with her pregnancy. Unable to travel for the next six months, Swan must decide how she will continue to run the channel from New York. Should she put an interim head in place, and if so, who among her team should it be? What adjustments will she need to make in her leadership style and working relationships with her team? The case describes the channel's launch and first 18 months on the air, focusing on how Swan puts together her team and crafts the company's culture. Teaching Purpose: To demonstrate the impact of a leader on a team's culture and style, and the fit between a team's style and the task at hand. To allow discussion of the paradoxes a leader must manage in developing the culture: focus on individual versus collective; positive feedback versus confrontation; current performance versus long-term development; directive versus autonomy.
Meg Whitman at eBay, Inc. (A)	HBSP #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 12: Power and Politics			
Jack Thomas	HBSP #494062 13p	New York, NY; publishing; 1990	This redigued 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.



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<p>Jeanne Lewis at Staples, Inc. (A) (Abridged)</p>	<p>HBSP #400-065 14p (B) case #499-042</p>	<p>Boston, MA; office supplies; \$5 billion revenues; 30,000 employees; 1997</p>	<p>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.</p>
<p>Jeffrey Smith</p>	<p>HBSP #498-043 6p</p>	<p>New York, NY; investment advisory; \$16.8 million revenues; 1991-92</p>	<p>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.</p>
<p>Heidi Roizen</p>	<p>HBSP #800-228 19p</p>	<p>Palo Alto, CA; venture capital/internet; 1983-1999</p>	<p>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.</p>
<p>Andy Chew at Siemens Nixdorf: Change from the Middle</p>	<p>HBSP #396-204 12p</p>	<p>Germany, computers, 1995</p>	<p>Andy Chew, a British manager reassigned to Germany by a large German computer company, is in the middle of carrying out a project as a designated "change agent" in a program to reshape the culture toward one that is more entrepreneurial for success as a nimble global</p>



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			competitor. He is still uncertain of his support.
Chapter 13: Conflict and Negotiation			
Basil "Buzz" Hargrove and de Havilland, Inc.	HBSP #899-138 7p (B) case #899-176 TN #801-277	Canada Automobiles, aerospace	Buzz Hargrove, national president of the Canadian Auto Workers, needs to find a way to secure an agreement from a negotiated contract with de Havilland, Inc. Local union leaders feel the deal is not good enough, but Hargrove is convinced management will close the plant down otherwise. Teaching Purpose: Multi-level negotiations, dealing with "holes" in one's power base, and using media to create voice and power.
The Chattanooga Ice Cream Division	HBSP #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.
USA TODAY: Pursuing the Network Strategy (A)	HBSP #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, Inc. (A)	HBSP #494-110 15p (B) case #494-111 TN #496-041	Alberta, Canada; oil drilling; \$27 million revenues; 1993	Presents a study of two oil rigs and their team relationships within a context of dissension in 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.
Amelia Rogers at Tassani Communications (A)	HBSP #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



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			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 14: Foundations of Organization Structure			
Polycom, Inc.: Visualizing Culture	HBSP #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	HBSP #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	HBSP #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	HBSP #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.



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			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	HBSP #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.
Chapter 15: Work Design and Technology			
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 Software Industry	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 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.
Nordstrom: Dissension in the Ranks? (A)	HBSP #191-002 24p	United States, retailing, 1989	In 1989, the performance measurement systems and compensation policies of Nordstrom Department Stores unexpectedly came under



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	(B) case # 192-027 TN #692-085		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)	HBSP #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.
Jack Stack (A)	Business Enterprise Trust #993-009	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	HBSP #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



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			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.
Chapter 16: Human Resource Policies and Practices			
AvantGo	HBSP #601-095 19p	Silicon Valley, CA; high technology/wireless/mobile, 310 employees, 1998-2000	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. Teaching Purpose: 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.
Compensation and Performance Evaluation at Arrow Electronics	HBSP #800-290 26p	Long Island, NY: semiconductors; \$6 billion revenues; 1994098	Describes a company's struggles in implementing a subjective performance rating system for its employees. In particular, it describes the 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 SAS Institute: A Different Approach to Incentives and People Management Practices in the Software Industry	Stanford #HR6 17p	North Carolina, software, \$750 million revenues, 1997	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.



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Lotus Development Corporation: Spousal Equivalentents (A)	HBSP #394-197 18p (B) case #394-201 TN #396-020	Cambridge, MA; computer software; \$500 million revenues; 2500 employees; 1989	A group of Lotus employees propose extending all health care and other benefits to the spousal equivalentents 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.
Chapter 17: Organizational Culture			
Jet Blue Airways: Starting from Scratch	HBSP #801-354 20p TN #801-386	United States, airlines, startup, 950 employees, 2000	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.
The SAS Institute: A Different Approach to Incentives and People-Management Practices in the Software Industry	Stanford #HR6 17p	North Carolina; software; 5,000 employees; 1997	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.
Mary Kay Cosmetics, Inc.	HBSP #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.
Wainwright Industries (A): Beyond the Baldrige	HBSP #396-219 15p	Missouri, automotive supplier, 300 employees, 1979-1996	Traces the growth of a small automotive supply company, focusing on its commitment to quality in 1981, and the evolution of its quality culture. Breakthrough programs that stress "trust and belief" in the workforce and commitment to customers result in Wainwright winning the Malcolm Baldrige Award in 1994. Invites



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			discussion of the meaning of quality and the assumptions that drive quality cultures. Also probes the leadership and change initiatives and encourages examination of the tensions that exist between the Baldrige criteria and ISO 9000 guidelines.
Chapter 18: Organizational Change and Stress Management			
Meg Whitman at eBay, Inc. (A)	HBSP #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.
Corning--1983-96: Transition at the Top	HBS #401-034 30p Follow-on case #401-035	Corning, NY; \$5 billion revenues; 20,000 employees; 1983-96	Focuses on Jamie Houghton's efforts to revitalize Corning from 1983-96, including the development of a very strong set of values and culture. The issue centers around Roger Ackerman's rise to president then chairman/CEO, and his drive to both change the business strategically/financially and develop a new culture to support this change. 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	HBSP #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



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			decentralized structure.
Andy Chew at Siemens Nixdorf: Change from the Middle	HBSP #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.
The AOL Time Warner Merger	HBS #701-036 21p	United States, internet service/media conglomerate, 1999-2000	AOL Time Warner provides the opportunity to analyze the new model for capturing value in the emerging competitive landscape. It is one of the first major acquisitions in which a new Internet company acquires a major industry incumbent. This merger introduces new questions surrounding open access (cable) and how federal regulations help shape the new economy's competitive landscape.