



Harvard Business School Publishing

Case Map for Werner and Desimone **Human Resource Development, 5th Edition** (Cengage, ©2009)

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1. Introduction to Human Resource Development	Setting	Description
<p>Union Fenosa Gas: Human Resources Start-up Publication Date: Jul 6, 2006 Availability: In Stock Author(s): P. Garcia, Jose Ramon Pin Type: Case (Field) Product Number: IES171 Language: English Source: IESE Business School Length: 16p Teaching note</p>	<p>Egypt; Energy; Manufacturing industries</p>	<p>Faced with new challenges in the energy sector, Union Fenosa decides to enter the liquefied natural gas (LNG) business and becomes involved at every stage, from procurement to sale. The challenge is to source gas from optimal locations, create the right type of organization, build a liquefaction plant, and put together a team capable of managing the project successfully. And all this in record time (the Damietta plant went from engineering to production in just three years).</p>
<p>Baker & McKenzie (A): A New Framework for Talent Management Publication Date: Aug 6, 2007 Availability: In Stock Author(s): Boris Groysberg, Eliot Sherman Type: Case (Field) Product Number: 9-408-008 Language: English Length: 28p</p>	<p>Global; Legal services; \$1 billion revenues; 10,000 employees; 2004</p>	<p>Describes the process by which the largest law firm in the world developed a unique framework for personnel management. In 2004, John Conroy is about to take the reigns as the leader of Baker & McKenzie, the largest law firm in the world by employees, with offices in 38 different countries. Facing an intensifying war for talent and associate retention concerns in some offices, Conroy has spearheaded the development of a framework for guiding the hiring, development, and retention of employees. As he is getting ready to introduce his framework at the firm's annual meeting, however, he faces many questions about its implementation. Could a single framework effectively apply to lawyers across so many different regions and cultures? Had this framework properly identified the attributes needed to succeed at Baker & McKenzie? How would the firm's hundreds of partners react? Offers the industry- and firm-specific content necessary for students to explore these questions and more.</p>
<p>Human Resources at the AES Corp.: The Case of the Missing Department Publication Date: Feb 1, 1997 Availability: In Stock Author(s): Jeffrey Pfeffer Type: Case (Field) Product Number: HR3 Revision Date: Nov 19, 2004 Source: Stanford University Length: 27p</p>	<p>Thames, CT; Electric power; \$685 million revenues; 1996</p>	<p>AES develops and operates electric power plants all over the world, and by late 1996, has approximately 20,000 employees. But, the corporation has no human resources staff, either at corporate headquarters in Arlington, VA, or in any of its operating facilities. Moreover, the company has very little centralized staff at all--little or no strategic planning, no environmental department, and almost no legal staff. The question is: Could and should the company continue to operate in this same way, with little specialized staff, as it continues to expand and geographically diversify? Another question is: How had the organization been able to be so successful without developing and relying on specialized expertise?</p>
2. Influences on Employee Behavior	Setting	Description
<p>Drexel Burnham Lambert (A): "The Smartest People on Wall Street Can Be Had" Publication Date: Apr 17, 2006 Availability: In Stock</p>	<p>United Kingdom; United States; Investment banking; \$100 million revenues; 600 employees; 1990-1995</p>	<p>In February 1990, Drexel Burnham Lambert declared bankruptcy amid a slew of scandals. Equities chief Arthur Kirsch hoped to keep his high-performing 600-person team intact. Could he find a company that would take on such a massive group hire? Competitors were already moving in to poach his stars, but Kirsch was reluctant to see the group disintegrate. Could he keep a sufficient core intact while enticing a corporate suitor to make an offer? How could he maintain high morale and good</p>

<p>Author(s): Boris Groysberg, Anahita Hashemi, Brendan Reed Type: Case (Field) Product Number: 9-406-107 Language: English Revision Date: Mar 1, 2007 Length: 22p</p>		<p>communication within his group while he negotiated? What kind of company would want Kirsch's group? What kind of company would be the best fit culturally? What was the group's collective market value in the prevailing business climate and in the aftermath of Drexel's collapse? And if Kirsch could pull off such a deal, would the group follow him?</p>
<p>HCM Beverage Co. Publication Date: Mar 17, 1998 Availability: In Stock Author(s): J. Stewart Black, Allen J. Morrison Type: Case (Field) Product Number: 98C003 Language: English Revision Date: Jan 8, 1999 Source: Richard Ivey School of Business/UWO Length: 17p Teaching Notes</p>	<p>Vietnam; Food industry; 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>
3. Learning and HRD		
	Setting	Description
<p>The Growth of Intel and the Learning Curve Publication Date: Jun 1, 1999 Availability: In Stock Author(s): Samuel C. Wood, Glen Schmidt Type: Case (Library) Product Number: OIT27 Source: Stanford University Length: 10p Teaching Notes</p>	<p>United States; Semiconductor industry; Fortune 500; \$30 billion revenues; 60,000 employees; 1975-1999</p>	<p>The transistor has been called the most important invention of the 20th century because it is the basic building block for microprocessors and other integrated circuits. Over 20 years ago, Intel founders Noyce and Moore predicted continued exponential growth of the electronics industry, based on industry's ability to make cheaper and smaller transistors at a learning rate of 70%. The case traces what has since happened, comparing and contrasting the learning rate for transistors with that for automobiles, and exploring which form of Moore's Law holds for Intel's chips and for DRAM. Students should get a feel for how learning curve principles might be useful in setting company strategy or predicting industry growth.</p>
<p>British Petroleum (B): Focus on Learning Publication Date: May 20, 1998 Availability: In Stock Author(s): Joel Podolny, John Roberts, Andris Berzins Type: Case (Field) Product Number: IB16B Source: Stanford University Length: 17p</p>	<p>Great Britain; Petroleum industry; 1996-1997</p>	<p>British Petroleum (BP) had very profitable years in 1996 and 1997. However, CEO John Browne knew that BP could not rest on its laurels. In Browne's view, the company's ability to compete was based on the extent to which it could foster learning across units.</p>
4. Assessing HRD Needs		
	Setting	Description
<p>Uria Menendez (A) Publication Date: Jan 10, 2008 Availability: In Stock Author(s): Robert G. Eccles, Partha P. Bose Type: Case Product Number: 408088 Language: English Revision Date: Feb 6, 2008 Length: 20p</p>	<p>Spain; Euros 140,000,000; 500 employees</p>	<p>Uria Menendez, the pre-eminent law firm in Iberia, is at a critical point in its long and distinguished history. Its newly appointed second generation co-managing partners are facing some critical strategic decisions concerning how the firm should position itself in Iberia, geographical expansion to serve the needs of its clients, and its "Best Friends Network" with leading law firms in other countries. The firm must also address critical issues regarding the hiring, development per in work/life balance, and compensation of the top law school graduates the firm needs to maintain its position and reputation.</p>
<p>SUPERVALU, Inc.: Professional Development Program Publication Date: Nov 22, 1999 Availability: In Stock Author(s): Francis J. Aguilar Type: Case (Field) Product Number: 9-900-019</p>	<p>Minnesota; Food industry; Retail industry; \$17.4 billion revenues; 50,000 employees; 1999</p>	<p>SUPERVALU examines the creation and implementation of a training program for attracting and retaining college graduates for the nation's largest wholesale food distribution company. It addresses: 1) program design and 2) the management of the design effort and program implementation. The case is appropriate for courses in organizational behavior, human resources management, and general management.</p>

<p>Length: 21p Teaching Notes</p>		
<p>Motorola: Institutionalizing Corporate Initiatives Publication Date: May 10, 1994 Availability: In Stock Author(s): Janis L. Gogan, Shoshana Zuboff, Gloria Schuck, Michael J. Handel Type: Case (Field) Product Number: 9-494-139 Revision Date: Oct 20, 1994 Length: 16p</p>	<p>Schaumburg, IL; Electronics industry; Fortune 500; \$17 billion revenues; 120,000 employees</p>	<p>Motorola became a recognized quality leader in large part by becoming a leader in employee education and by encouraging "participative management." Through the Motorola Training and Education Center, later Motorola University, the company invested substantial resources in improving workers' skills and establishing a common language of quality across the corporation to support its ambitious quality improvement goals. Through quality circles, its Total Customer Satisfaction quality competition, and its potentially more far-reaching empowerment initiative, Motorola encouraged its employees to apply their new knowledge and skills in innovative and proactive ways. The growing interest in empowerment raised a number of organizational issues that led many to wonder how best to achieve its stated goals.</p>
<p>5. Designing Effective HRD Programs</p>		
<p>Chaparral Steel: Rapid Product and Process Development Publication Date: Sep 3, 1991 Availability: In Stock Author(s): Dorothy Leonard-Barton, Gil Preuss Type: Case (Field) Product Number: 9-692-018 Revision Date: Jan 26, 1998 Length: 17p Teaching Notes</p>	<p>Texas; Steel industry; 900 employees; 1983-1991</p>	<p>One of the nation's foremost mini-mills' core competence is the rapid realization of technology into products. This case describes the development of a highly innovative casting technique and features the role of the company's culture in achieving its goals. The company exemplifies a learning organization.</p>
<p>Lockheed Martin: The Employer of Choice Mission Publication Date: Mar 9, 2000 Availability: In Stock Author(s): Clayton M. Christensen, Michael Overdorf Type: Case (Field) Product Number: 9-300-032 Language: English Length: 23p</p>	<p>Bethesda, MD; Defense industry; Fortune 500; \$26 billion revenues; 170,000 employees; 1998-1999</p>	<p>A Lockheed Martin manager is faced with the decision of where to focus the organization's resources in order to develop a world-class employee development system. The manager's recommendation will serve as the basis for the company's goal of becoming an Employer of Choice in the minds of its current and prospective employees. Compounding the difficulty of his decision is the pressure from the current financial, operational, and cultural challenges facing the business. With the defense industry becoming more cost competitive and contracts being awarded to non-traditional defense industry suppliers, Lockheed Martin is faced with a need to reduce its cost structure while developing employee talent and future leaders who can adapt quickly to change and effectively lead in this new environment.</p>
<p>6. Implementing HRD Programs</p>		
<p>SUPERVALU, Inc.: Professional Development Program Publication Date: Nov 22, 1999 Availability: In Stock Author(s): Francis J. Aguilar Type: Case (Field) Product Number: 9-900-019 Length: 21p Teaching Notes</p>	<p>Minnesota; Food industry; Retail industry; \$17.4 billion revenues; 50,000 employees; 1999</p>	<p>SUPERVALU examines the creation and implementation of a training program for attracting and retaining college graduates for the nation's largest wholesale food distribution company. It addresses: 1) program design and 2) the management of the design effort and program implementation. The case is appropriate for courses in organizational behavior, human resources management, and general management.</p>
<p>Lockheed Martin: The Employer of Choice Mission Publication Date: Mar 9, 2000 Availability: In Stock Author(s): Clayton M. Christensen, Michael Overdorf</p>	<p>Bethesda, MD; Defense industry; Fortune 500; \$26 billion revenues; 170,000 employees; 1998-1999</p>	<p>A Lockheed Martin manager is faced with the decision of where to focus the organization's resources in order to develop a world-class employee development system. The manager's recommendation will serve as the basis for the company's goal of becoming an Employer of Choice in the minds of its current and prospective employees. Compounding the difficulty of his decision is the pressure from the current financial, operational, and cultural challenges facing the business. With the defense industry becoming more cost competitive and contracts being awarded to non-traditional defense industry suppliers, Lockheed Martin is faced with a</p>

<p>Type: Case (Field) Product Number: 9-300-032 Language: English Length: 23p</p>		<p>need to reduce its cost structure while developing employee talent and future leaders who can adapt quickly to change and effectively lead in this new environment.</p>
<p>Global Knowledge Management at Danone Publication Date: Dec 11, 2007 Availability: Out For Revision Approx. Available Date: Information not available, please contact customer service. Author(s): Bertrand Moingeon, Vincent Dessain, Ane Damgaard Jensen, Amy C. Edmondson Type: Case (Field) Product Number: 9-608-107 Language: English Length: 24p</p>	<p>Euros 8 billion revenues; 90,000 employees; 2003-2007</p>	<p>This case explores French consumer goods company Danone's novel approach to knowledge management. In 2007, Human Resource Chief (Executive Vice President) Franck Mougin assesses the company's knowledge-sharing tools and considers his options going Forward. Through informal knowledge marketplaces and sharing networks, Danone had helped managers connect with each other and share good practices peer-to-peer, rather than relying on traditional hierarchical lines of communication or IT repositories. From 2004 to 2007, Mougin and his team had found that 5,000 Danone managers around the world--the company conducted business in 120 countries--had shared about 640 now-documented good practices. In 2007, the strategic importance of saving time in a decentralized organization through adoption of colleagues' good practices was put to a test. Should the knowledge management tools be extended to include all employees and external partners on a regular basis? And on top of sharing good practices, could it be extended to include the creation of new solutions and processes? Would this require more formalization of processes and more tracking of results? The case illustrates Mougin's options on taking knowledge management into the future of Danone.</p>
<p>7. Evaluating HRD Programs</p>	<p>Setting</p>	<p>Description</p>
<p>The Pine Street Initiative at Goldman Sachs Publication Date: Nov 14, 2006 Availability: In Stock Author(s): Boris Groysberg, Scott Snook, David Lane Type: Case (Field) Product Number: 9-407-053 Language: English Length: 38p</p>	<p>New York, NY; Investment banking; Professional services; \$20 billion revenues; 21,000 employees; 2005</p>	<p>Almost five years had passed since Goldman Sachs launched its innovative leadership development initiative called Pine Street. Focused primarily on developing Goldman's most senior managers, Pine Street had evolved significantly since its inception in November of 1999. Looking forward, there were a number of challenges. How would Pine Street remain valued in a culture where what you did yesterday doesn't matter much? The question every day is "What will you do for me today?" Early in May 2005, members of the Pine Street Board of Directors gathered for their quarterly meeting to address the dimensions of this challenge: First, its curriculum had to maintain the interest of an increasingly demanding internal clientele. Second, program content had to keep pace with the constantly changing requirements of a rapidly shifting competitive and regulator landscape. Third, Pine Street itself had to pursue creative ways of renewing its structure and people without compromising either its mission or its unique culture. Fourth, Pine Street had to retain the continued support of Goldman Sachs' senior leadership. Finally, as program offerings grew, so did fundamental questions of identity: After five years of evolutionary growth, what did the Pine Street brand mean to Goldman Sachs?</p>
<p>Chaparral Steel: Rapid Product and Process Development Publication Date: Sep 3, 1991 Availability: In Stock Author(s): Dorothy Leonard-Barton, Gil Preuss Type: Case (Field) Product Number: 9-692-018 Revision Date: Jan 26, 1998 Length: 17p Teaching Notes</p>	<p>Texas; Steel industry; 900 employees; 1983-1991</p>	<p>One of the nation's foremost mini-mills' core competence is the rapid realization of technology into products. This case describes the development of a highly innovative casting technique and features the role of the company's culture in achieving its goals. The company exemplifies a learning organization.</p>
<p>Lockheed Martin: The Employer of Choice Mission Publication Date: Mar 9, 2000 Availability: In Stock Author(s): Clayton M. Christensen, Michael Overdorf Type: Case (Field) Product Number: 9-300-</p>	<p>Bethesda, MD; Defense industry; Fortune 500; \$26 billion revenues; 170,000 employees; 1998-1999</p>	<p>A Lockheed Martin manager is faced with the decision of where to focus the organization's resources in order to develop a world-class employee development system. The manager's recommendation will serve as the basis for the company's goal of becoming an Employer of Choice in the minds of its current and prospective employees. Compounding the difficulty of his decision is the pressure from the current financial, operational, and cultural challenges facing the business. With the defense industry becoming more cost competitive and contracts being awarded to non-traditional defense industry suppliers, Lockheed Martin is faced with a need to reduce its cost structure while developing employee talent and future leaders who can adapt quickly to change and effectively lead in this</p>

032 Language: English Length: 23p		new environment.
8. Employee Socialization and Orientation	Setting	Description
Rite-Solutions: Mavericks Unleashing the Quiet Genius of Employees Publication Date: Sep 11, 2006 Availability: In Stock Author(s): Hayagreeva Rao, David W. Hoyt Type: Case (Field) Product Number: HR27 Language: English Source: Stanford University Length: 30p	Rhode Island; United States; Software industry	Rite-Solutions, a software company headquartered in Rhode Island, was founded by two successful executives that had seen innovation stifled in traditional companies. They observed that people with ideas generally had to present them to management for approval, a process that was intimidating and tended to favor ideas that were well presented, rather than those that were good. In addition, software people were often uncomfortable speaking in public, preferring communication by computer. The Rite-Solutions culture was based on trust and collaboration, with a desire to tap into the creativity of the entire organization. The founders tried a number of methods to involve employees in innovation, which became more difficult as the company grew and added remote offices. They eventually invented a stock market, called "Mutual Fun", where any employee could develop an idea and get other employees to provide their opinions, comments, or time to move the idea forward in their spare time. Communities of common interest formed around these ideas (stocks). When a stock made sufficient progress, and attracted sufficient support, top management could put corporate resources behind it, resulting in a new product, process improvement, or new technology. There were three types of stock: cost-savings ideas, product ideas that utilized technology the company already understood, and new technologies that the company should evaluate. The market began in 2004 and was very successful. By mid-2006, Rite-Solutions had begun to license it to other companies. Discusses the culture of Rite-Solutions, the operation of Mutual Fun, and asks about the application of this tool in other corporate environments.
9. Skills and Technical Training	Setting	Description
Mercedes-Benz USA: Investing in IT Infrastructure Publication Date: Feb 6, 2006 Availability: In Stock Author(s): Steven R. Kursh, Michael Hoch Type: Case (Field) Product Number: 906E03 Language: English Source: Richard Ivey School of Business/UWO Length: 13p Teaching Notes	United States; Automotive industry; 2001	The national manager for technical training at Mercedes-Benz USA is considering using streaming media and distance learning as a supplement to classroom-based education, but is concerned that this innovative and risky IT investment could have a negative affect on the company's quality reputation. He needs to evaluate the viability of the e-learning option, including selecting between two vendors, Microsoft and Real Networks.
John Smithers Publication Date: Dec 17, 2001 Availability: In Stock Author(s): Todd D. Jick Type: Case (Field) Product Number: 9-402-041 Revision Date: Nov 22, 2002 Length: 9p	New England; Telecommunications industry; 2001	Describes an ill-fated effort to institute a total quality program. Using the vantage point of one of the managers selected to be a quality instructor, the case traces the rise and fall of the quality effort during its very brief existence over the course of six months. Allows students to identify many things that can undermine implementation of change: lack of corporate commitment, overly formalized programs, inflated expectations, lack of initial successes, etc. A rewritten version of an earlier case.
COM DEV Xi'an: ISO 9000 Registration Publication Date: Jun 18, 1998 Availability: In Stock Author(s): John S. Haywood-Farmer, Tom Gleave Type: Case (Field) Product Number: 98D009 Revision Date: Feb 11, 2000 Source: Richard Ivey School	China; Electronics industry; Aerospace industry; small; 1996	Ken Zelazny, general manager of COM DEV's Chinese facility, which assembled satellite components, was trying to decide whether the plant should seek ISO 9000 certification. Not only did ISO 9000 registration have a number of advantages and disadvantages, but also the decision in the Chinese plant would have some implications for COM DEV's other facilities in Canada and Europe. In addition, if Zelazny decided to seek ISO 9000 certification for his plant, he would have to decide which level of certification to seek. The case is intended to expose students to the ISO 9000 series of quality standards.

of Business/UWO Length: 15p		
10. Coaching and Performance Management	Setting	Description
The Federal Reserve Bank of Chicago's Mentoring Program (A) Publication Date: Jul 19, 2002 Availability: In Stock Author(s): David A. Thomas, Gina M. Carioggia Type: Case (Field) Product Number: 9-403-019 Language: English Length: 15p	United States; 2,000 employees; 2001	Describes steps taken to implement and manage a successful employee mentoring program at the Federal Reserve Bank of Chicago. A cultural change at the bank provided the context out of which the program grew. The case describes the development of the program, highlighting design principles key to the program's success and its implementation and initial results after nine months. Program manager Amy Rubinstein and executive sponsor Jack Wixted considered how to expand the successful program to include more employees while maintaining the key aspects that contributed to the program's success.
11. Employee Counseling and Wellness Services	Setting	Description
Jim Sawyer (A) Publication Date: Nov 22, 1982 Availability: In Stock Author(s): Kenneth E. Goodpaster, Dekkers L. Davidson Type: Case (Field) Product Number: 9-383-029 Language: English Revision Date: May 1, 1984 Length: 7p Teaching Notes	Kentucky; Plastics industry; large; \$594 million sales; 1980	Jim Sawyer, 40, a manager at United Industries Plastics Division has exhibited signs of alcoholism. Personnel must now consider how the company should address this kind of problem. Provides an opportunity to examine the role corporations should play in helping employees deal with or confront issues of personal health.
12. Career Management and Development	Setting	Description
Coach K: A Matter of the Heart Publication Date: Aug 10, 2005 Availability: In Stock Author(s): Scott A. Snook, Leslie A. Perlow, Brian J. DeLacey Type: Case (Library) Product Number: 9-406-044 Revision Date: Dec 1, 2005 Length: 12p Teaching Notes	Indiana; North Carolina; Texas; Sports industry; 2004	Successful college basketball coach Mike Krzyzewski faces the decision whether to accept a lucrative offer to coach a professional basketball team or continue to coach at Duke University. Provides a context for discussing various styles of power, influence, and persuasion in the context of his coaching career.
Graffs (A) Publication Date: Jul 9, 1997 Availability: In Stock Author(s): Carl S. Sloane, Gregory C. Rogers Type: Case (Field) Product Number: 9-498-002 Length: 17p	San Francisco, CA; Legal services	Examines dual-career issues and conflicts between spouses' career objectives, personal values, and life structures. It does so by a in-depth examination of the lives and careers of a professional couple (a successful entrepreneur and a lawyer), choice points in their individual and shared lives, and their adult development needs.
Career Strategies and Tactics in Professional Service Firms Publication Date: Apr 24, 2000 Availability: In Stock Author(s): Thomas J. DeLong, Ashish Nanda, Scot Landry	Consulting; Professional services	Presents suggestions for ensuring a good start in a professional services career.

Type: Note Product Number: 9-800-375 Language: English Revision Date: Oct 15, 2002 Length: 15p		
Dave Armstrong (A) Publication Date: Apr 8, 1996 Availability: In Stock Author(s): George Wu Type: Case (Field) Product Number: 9-396-300 Revision Date: Jun 4, 1996 Length: 3p Teaching Notes	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.
13. Management Development	Setting	Description
Lockheed Martin: The Employer of Choice Mission Publication Date: Mar 9, 2000 Availability: In Stock Author(s): Clayton M. Christensen, Michael Overdorf Type: Case (Field) Product Number: 9-300-032 Language: English Length: 23p	Bethesda, MD; Defense industry; Fortune 500; \$26 billion revenues; 170,000 employees; 1998-1999	A Lockheed Martin manager is faced with the decision of where to focus the organization's resources in order to develop a world-class employee development system. The manager's recommendation will serve as the basis for the company's goal of becoming an Employer of Choice in the minds of its current and prospective employees. Compounding the difficulty of his decision is the pressure from the current financial, operational, and cultural challenges facing the business. With the defense industry becoming more cost competitive and contracts being awarded to non-traditional defense industry suppliers, Lockheed Martin is faced with a need to reduce its cost structure while developing employee talent and future leaders who can adapt quickly to change and effectively lead in this new environment.
Leadership Development at Goldman Sachs Publication Date: Nov 3, 2005 Availability: In Stock Author(s): Boris Groysberg, Scott Snook, David Lane Type: Case (Field) Product Number: 9-406-002 Language: English Revision Date: Mar 22, 2007 Length: 23p Teaching Notes	New York; Investment banking; Professional services; \$13 billion revenues; 15,000 employees; 1999	In November 1999, 11 of Goldman Sachs' finest gathered to put the final touches on a revolutionary leadership development plan. Following Goldman's explosive growth during the 1990s and its eventual IPO in 1999, a diverse group of leaders from across the firm were selected to "assess the future training and development needs of Goldman Sachs, with a particular focus on the need for a more systematic and effective approach to developing managing directors." After six months of brainstorming, holding discussions with Goldman Sachs colleagues, interviewing experts, and benchmarking best practices, it was finally time to present their findings to the management committee. The briefing contained an integrated leader development plan with concrete recommendations on how to resolve several critical design issues, including: location, faculty, content, format, method, target audience, governance, and sponsorship. No one sitting on the management committee had relied on a formal leadership program to reach the top. How skeptical might they be? How do you convince hard-nosed bankers to leave their desks and invest precious time focusing on what many perceived as "soft" issues?
14. Organization Development and Change	Setting	Description
HKCAA: Organizational Change and Re-positioning of a Quasi-Government Institution Publication Date: Jan 11, 2008 Availability: In Stock Author(s): MacY Wong, Derek Man Type: Case (Field) Product Number: HKU695 Language: English Source: University of Hong Kong Length: 44p	Hong Kong	The Hong Kong Council for Academic Accreditation ("HKCAA") was established in June 1990 as a statutory body to carry out academic accreditation for non-university institutions in Hong Kong and to provide advice to government on education standards and qualifications in general. With tertiary institutions gaining self-accrediting status and the proliferation of post-secondary education, there has been a broadening of the HKCAA's clientele beyond the established institutions. The expanded accreditation duties and the introduction of the Qualifications Framework in Hong Kong to include vocational training programs and the incorporation of applied learning studies in the new secondary school system in 2009 means that the HKCAA is continuously assuming new roles and responsibilities. The case traces the HKCAA's expanding roles, from being an accreditation authority spanning different levels and domains to becoming the gatekeeper for the Qualifications Framework in Hong Kong. These new developments have created a set of challenges for the HKCAA,

Teaching Note		including new staffing, new work culture, new management systems, new partners, new clients, new policy and a new operational environment. These changes cover both the internal and external environments for the HKCAA, which needs to prepare itself for what lies ahead. With so many changes taking place, is the HKCAA ready to face up to all the new challenges lying ahead? Has the HKCAA done enough to equip itself or gone too far, overloading its staff and preventing them from doing a good job?
Merck Latin America (A) Publication Date: Mar 12, 2001 Availability: In Stock Author(s): Michael Beer, James B. Weber Type: Case (Field) Product Number: 9-401-029 Language: English Revision Date: Sep 16, 2002 Length: 12p	Central America; South America; Pharmaceutical industry; \$33 billion revenues; 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. Teaching Purpose: Allows students to examine the management of foreign operations--especially the management of change and the cultural implications thereof.
Leading Change at Simmons (A) Publication Date: Nov 4, 2005 Availability: In Stock Author(s): Tiziana Casciaro, Amy C. Edmondson, Stacy McManus, Kate Roloff Type: Case (Field) Product Number: 9-406-046 Language: English Revision Date: May 3, 2007 Length: 15p Teaching Note	Atlanta, GA; \$869.9 million revenues (net sales); 3,300 employees; 2001-2005	Explores the challenge of managing large-scale organizational change at Simmons, an old and established company that manufactures and distributes mattresses. The new CEO, Charlie Eitel, hired to turn the organization's performance around, considers whether to implement an untraditional training program that includes outdoor experiential team-building activities as a central element of his change strategy. Asks participants to consider the decision of investing in the expensive training program following the loss of the three largest customers--retailers that together had contributed a third of Simmons' revenues. One central theme is the role of leadership in engaging and motivating employees to implement changes that improve product quality and operational efficiency and cost.
15. HRD and Diversity: Diversity Training and Beyond	Setting	Description
A Framework for Pursuing Diversity in the Workplace Publication Date: Aug 22, 2006 Availability: In Stock Author(s): Michael Brookshire, Thomas J. DeLong Type: Case (Field) Product Number: 9-407-029 Language: English Revision Date: Nov 16, 2007 Length: 10p		Assesses the costs and benefits of pursuing diversity and pinpoints the primary barriers to creating diverse workplaces. It also proposes some options for advancing diversity in an organization.
Monitor Co.: Personal Leadership on Diversity Publication Date: Oct 13, 1994 Availability: In Stock Author(s): Mary Gentile, Sara B. Gant Type: Case (Field) Product Number: 9-395-049 Revision Date: Mar 15, 1995 Length: 18p Teaching Notes	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 in issues of diversity.
Henry Tam and the MGI	Boston, MA; Software	Within a short time frame, seven diverse team members assemble to write

<p>Team Publication Date: Oct 20, 2003 Availability: In Stock Author(s): Jeffrey T. Polzer, Ingrid Vargas, Hillary Anger Elfenbein Type: Case (Field) Product Number: 9-404-068 Length: 17p Teaching Notes</p>	<p>industry; 7 employees; 2002</p>	<p>a business plan for a new company and struggle to define their roles, make decisions together, and resolve conflict. Henry Tam, a second-year Harvard MBA student, who joins an aspiring start-up company and a fellow classmate to enter the school's business plan contest. The founders of the company are two internationally accomplished musicians and a 1987 Harvard MBA, all Russian, who are trying to create, produce, and sell a unique computer-based music game. Conflict builds as the team generates a range of ideas about how to market their product, but has trouble agreeing on which ideas to pursue. Henry Tam wrestles with how to fix the problems that have hindered the team's progress.</p>
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