

SAS Inc.: Working the Good Life**Abstract**

The case discusses the employee-friendly policies and practices of SAS Inc. (SAS), the largest private organization selling analytical statistical software. From its inception in the mid-1970s, the company's co-founder and CEO, Jim Goodnight, had created an employee-centric corporate culture. The company always worked on the ideology that satisfied employees resulted in satisfied customers. To create a satisfied work force, SAS had always focused on two aspects of work culture - work life balance and work life benefits. Moreover, the company CEO did not want to make the company public even if that meant more profits for the company. According to Goodnight, going public would have destroyed the company's employee-focused organizational culture as it would then have to work under the pressure of shareholders.

The case discusses in detail the employee-friendly policies of SAS and the benefits and perks the employees enjoyed while working in SAS. Experts suggested that the SAS business model depicted that employee loyalty and customer satisfaction were interlinked and that this was the secret behind the company's success.

The company said that it considered employee perks as long-term investment in creative capital and not as employee retention costs. Analysts said that this philosophy had provided SAS with a competitive edge even during the economic downturn. However, critics contended that many of the work life initiatives and employee perks were unnecessary expenses.

Issues

Understand the importance of work life balance and employee benefits, particularly in the knowledge-based industry.

Study the corporate culture at SAS and its employee-centric policies.

Analyze the various work life balance and work life benefits offered by SAS to its employees and how these contribute to reduced employee turnover and job satisfaction.

Understand how the employee-centric policies and practices contributed to the business success of SAS.

Explore strategies that SAS could adopt in the future in the HR area.

Reference Numbers

ICMR HROB 134
 ECCH 410-072-1
 Organization(s) SAS Inc.
 Countries US / Global
 Industry Information Technology

Pub/Rev Date 2010
 Case Length 26 Pages
 TN Length 4 Pages

**Orient Marketing Pvt. Ltd:
A Case Study in
Business Communication****Abstract**

This case study details the predicament faced by Nand Kumar, who worked as a Marketing Manager in a consumer packaged goods company.

Aggrieved at the cost-cutting measures introduced at the company, Kumar shot off an email to the CEO of the company.

Now, after receiving the response from the CEO, he wondered whether he had approached the issue in the right way

Issues

Understand the communication process.

Understand the issues related to different forms of communication -- viz. oral communication, written communication and the appropriateness of each form of communication in different situations.

Understand the pros and cons of using different types of media such as telephone, email, etc.

Understand the issues in written communication and develop skills in this area.

Reference Numbers

ICMR HROB 133
 ECCH
 Organization(s)
 Countries India
 Industry Consumer Packaged Goods

Pub/Rev Date 2010
 Case Length 5 Pages
 TN Length

**Cisco's Organizational Structure
and its Collaborative Approach
to Decision Making****Abstract**

Cisco Systems, Inc. (Cisco), an Internet technology company, had an organizational structure comprising of various cross-functional teams. The key decisions in the company were taken by councils, boards and working groups. These committees (around 60 as of 2009) working at different levels were cross-functional in nature, and according to the company, lent Cisco speed, scale, flexibility, and rapid replication.

Cisco had made the shift to this type of organizational structure in 2001 and had refined it in subsequent years. According to John T.

Chambers (Chambers), the Chairman and CEO of Cisco, the company had reorganized to break free of the silo culture in the company prior to 2001, so that it could remain agile and innovative in a rapidly changing industry.

The company felt that the traditional command-and-control model had lost its relevance, and the future would be about collaborate models of decision making. He also claimed that the new organizational model had served the company well and helped implement its aggressive growth strategy amidst the economic downturn.

Industry observers and organizational experts were divided in their opinion about Cisco's organizational structure and approach to decision making. While some industry observers felt that such a model was effective, others felt that the management-by-committee approach would slow down decision making and impede innovation. Some experts were extremely critical of Cisco's organizational model. But others believed that if Cisco could further refine the model by addressing some of the lacunae associated with it, it could very well be adopted more widely and be accepted as a radical management innovation.

Issues

Understand the various issues and challenges associated with organizational design.

Discuss the pros and cons of different types of organizational structures and in the light of this analysis, critically analyze Cisco's organizational structure.

Discuss the pros and cons of Cisco's approach to decision making.

Discuss ways in which the organizational model at Cisco can be improved further.

Reference Numbers

ICMR HROB 132
 ECCH 410-040-1
 Organization(s) Cisco Systems, Inc
 Countries US / Global
 Industry Information Technology
 Pub/Rev Date 2010
 Case Length 25 5 Pages
 TN Length Pages

**Employer Branding Initiatives
of the US Army****Abstract**

This case is about the employer branding initiatives adopted by the US Army. Since the early 1970s, the US Army had been known for its recruitment efforts that aimed to encourage people to take up a career with it. Experts felt that it was one of the first organizations to practice employer branding more than a decade before the term 'employer brand' was coined. However, recruiting for the US Army became a challenge with the country engaged in wars in Afghanistan and

Iraq. Moreover, the recruiters also had to overcome certain misperceptions held by young Americans about considering a career in the US Army. This the US Army did by taking various initiatives that included recruitment advertising campaigns such as the 'Army Strong' campaign and the 'Officership' campaign that strove to showcase the benefits of a career with the Army.

These noteworthy campaigns were supported by innovative recruitment tools such as the 'America's Army' game, Virtual Army Experience, and the Army Experience Center that aimed to bridge the divide between people's perceptions of the Army and the real experience of people actually working for the US Army.

Experts felt that these campaigns and experiential marketing initiatives had led to an increase in recruitment numbers in the US Army and had also enhanced its employer brand. While some experts appreciated the US Army's recruitment advertising campaigns and its use of experiential marketing as a promotion tool, these initiatives also attracted criticism from certain quarters. Critics contended that the US Army was duping young Americans with their advertising and recruitment tools by projecting the career in the Army as a fun-filled and thrilling experience - something that was far removed from reality.

Issues

Understand the importance of employer branding and its relationship to the ability of an organization to attract and retain talent.

Evaluate the employer branding initiatives taken by the US Army to bridge the gap between people's misperceptions about the US Army and the real experiences of being an Army officer.

Understand the issues and challenges in planning and implementing an employer branding initiative.

Understand how experiential marketing can be effectively used as part of an employer branding initiative.

Explore strategies that the US Army can adopt in the future to enhance its employer brand.

Reference Numbers

ICMR HROB 131
 ECCH 410-041-1
 Organization(s) US Army
 Countries US
 Industry Government
 Pub/Rev Date 2010
 Case Length 28 Pages
 TN Length 5 Pages

www.icmrindia.org

Sony Corporation - Future Tense?

Abstract

Sony, the Japan-based multinational conglomerate, is one of the leading manufacturers of consumer electronics devices and information technology products. Sony was responsible for introducing path breaking products like the Walkman, the Discman, and the PlayStation gaming console, among others. But in the late 1990s, it lost its leadership position in many product lines in which it was operating. Analysts attributed this to the silo culture prevailing in the organization. Each of the departments functioned like different fiefdoms, hardly cooperating with each other, even when it was necessary. Moreover, Sony's growing complacency led to its failing to recognize the growing popularity of new technologies and digital products and the company choosing to stick to its proprietary formats. Sony was caught off-guard and tried to revive itself under the guidance of its first non-Japanese head Howard Stringer, who took over as the CEO in 2005. For a couple of years, Sony appeared to be on the path to revival. However, for the fiscal year ending March 2009, the company reported a loss. Sony's failure to bring out innovative products in spite of having the required competencies was one of the main reasons for the company's problems, and analysts attributed it to the existing culture in the company. In February 2009, with the aim of addressing the issue of its silo culture, Stringer announced a reorganization that involved changes in the organization structure. Through this reorganization, he sought to transform Sony into an innovative and agile company. However, it remains to be seen whether the reorganization can bring Sony out of its problems.

Issues

Examine the challenges faced by Sony in a competitive global business environment.

Understand the importance of organizational culture in effectively executing an organization's strategy.

Analyze how Sony can make its products competitive and foster innovation.

Examine the efficacy of the reorganization program initiated by Stringer in turning around Sony and solving its problem relating to the silo culture.

Analyze other measures that need to be taken by Stringer to restore profitability of Sony.

Reference Numbers

ICMR HROB 130
 ECCH 410-029-1
 Organization(s) Sony Corporation
 Countries Japan
 Industry Consumer Electronics

Pub/Rev Date 2010
 Case Length 19 Pages
 TN Length 17 Pages

Employee Motivation and Retention Strategies at Microsoft Corporation

Abstract

The case examines the employee motivation and retention strategies of the US based Microsoft Corporation (Microsoft). Since its inception, Microsoft was appreciated for its employee-friendly HR practices. However, during the late 1990s, as the company was growing rapidly in size, it lost the popular elements of its work culture. Moreover, several racial discrimination lawsuits and antitrust proceedings affected the company's corporate image and financial performance adversely. In the early 2000s, in order to improve its profit margins, Microsoft started cutting several employee benefits, which demotivated its employees. To boost the employee morale, in 2006, Steve Ballmer, the then CEO of Microsoft, appointed Lisa Brummel as the Senior Vice-president of HR. After taking charge, Brummel announced a plan to significantly revamp some of the existing HR management practices at the company. She announced a plan named 'myMicrosoft,' which included developing appropriate systems to enhance communication between the employees and the HR department, making changes in the company's performance review system, introducing several new employee benefits, and designing new workplaces in an effort to attract and retain employees. The case analyzes in detail the HR initiatives taken by Brummel. It ends with a discussion on the benefits realized from the initiatives implemented by her.

Issues

Study the corporate culture and HR practices at Microsoft.

Analyze the problems faced by Microsoft on HR front during the late 1990s and early 2000s.

Evaluate the measures taken by Brummel to motivate employees.

Discuss the benefits of the strategies implemented by Brummel.

Appreciate the importance of recruiting the right people for a particular job.

Reference Numbers

ICMR HROB 129
 ECCH 410-033-1
 Organization(s) Microsoft Corporation
 Countries US
 Industry IT
 Pub/Rev Date 2010
 Case Length 15 Pages
 TN Length 4 Pages

Recruitment and Training at JetBlue Airways

Abstract

The case examines the recruitment and training practices at the US-based JetBlue Airways (JetBlue), which helped it to maintain exceptional customer service levels. The company was founded in 1999 by David Neeleman. The company's culture was built around five values - Safety, Caring, Integrity, Fun and Passion. Since inception, the company encouraged employees to give suggestions for improving its services and all employees were treated equally. While recruiting people, JetBlue essentially looked for people with positive attitude and who were highly focused on customer service. The case examines different recruitment practices that existed in the company for in-flight crew and pilots. The details of training resources and different training programs for flight attendants and managers in the company are also discussed. The case ends with a discussion on the benefits JetBlue derived through its recruitment and training practices.

Issues

Understand the unique aspects of JetBlue's culture.

Analyze the recruitment and training practices at JetBlue.

Examine the training resources developed by JetBlue.

Understand how training programs can be designed based on the specific needs of a company.

Appreciate the importance of recruiting the right people for a particular job.

Reference Numbers

ICMR	HROB 128
ECCH	410-026-1
Organization(s)	JetBlue
Countries	US
Industry	Airlines
Pub/Rev Date	2010
Case Length	17 Pages
TN Length	4 Pages

Microsoft Corporation - Best Practices in Human Resource Management

Abstract

The case examines the best practices in human resource management (HRM) at the US based Microsoft Corporation (Microsoft). The company was ranked 38th in the Fortune's list of '100 Best Companies to Work For' published in January 2009. Microsoft had a strong organizational culture which supported work /life balance and helped boost

employee morale. The company also had a well planned employee retention strategy which was considered among the best in the industry. It offered various benefits to its employees including health insurance, ESOPs, flexible working hours, discounts on several products and services etc. The company also promoted corporate diversity. The case ends with a discussion on the challenges before Microsoft to continue its employee friendly HR practices in recessionary times where its customers are cutting back on IT expenditure adversely affecting its revenues and profitability.

Issues

Study the organizational culture and HR practices at Microsoft.

Examine how a company's culture can contribute in boosting employee morale.

Understand the retention strategies adopted by Microsoft.

Analyze the challenges faced by Microsoft on the HR front in recessionary times.

Reference Numbers

ICMR	HROB 127
ECCH	410-027-1
Organization(s)	Microsoft Corporation
Countries	US
Industry	IT
Pub/Rev Date	2010
Case Length	13 Pages
TN Length	3 Pages

Edwards Lifesciences' Talent Management Practices: Creating a Competitive Advantage

Abstract

This case discusses the talent management processes of Edwards Lifesciences Corp. (Edwards), the world's leading heart valves and hemodynamic monitoring company. It also discusses how having talent in key areas helps foster innovation in the company and results in it obtaining a competitive advantage. Since Edwards was spun off from Baxter International Inc. (Baxter) in 2000, the company showed good business performance with a consistent rise in revenues and increase in its stock prices. It came out with many innovative products that helped it hold its own in a highly competitive industry with many competitors that were much larger. The company's Chairman and CEO, Michael A. Mussallem (Mussallem), and its Corporate Vice President, Human Resources, Robert C. Reindl (Reindl), saw a good correlation between its innovation and business performance and the company's its rich pool of talent. While the talent management processes at Edwards started taking shape even before it was spun off in 2000, after obtaining its new identity, Mussallem and

Reindl worked closely to put talent management up as a key priority on the company's agenda and wove it into the company's business strategy. The talent management initiatives at Edwards included a meticulous process to identify the company's mission critical jobs, talent acquisition, succession planning, training and development, and evaluation. The company also developed a unique culture that helped it realize its organizational objectives and promote a performance culture. Experts felt that the Edwards's talent management process had resulted in the company gaining a competitive advantage.

Issues

Understand the issues and challenges in talent management.

Study the talent management processes of Edwards Lifesciences.

Understand how talent management helped foster innovation at Edwards Lifesciences.

Understand how effective talent management can lead to a competitive advantage.

Reference Numbers

ICMR	HROB 126
ECCH	410-005-1
Organization(s)	Edwards Lifesciences Corp
Countries	US / Global
Industry	Healthcare/ Medical Technology
Pub/Rev Date	2009
Case Length	17 Pages
TN Length	3 Pages

Performance Appraisal and Review at the Zoological Society of San Diego

Abstract

This case is about Zoological Society of San Diego (ZSSD), a nonprofit organization that operated the San Diego Zoo, the San Diego Zoo's Wild Animal Park, and San Diego Zoo's Institute for Conservation Research, and how it implemented a new online employee performance management system. Before this, ZSSD did not have an effective system for employee performance. Appraisal was almost non-existent in the organization with it being given a low priority. The organization had a paper-based system, but there were no consequences for not filling up the forms and sending it to the HR department. In 2005, as part of ZSSD's new strategic plan, the organization decided to lay emphasis on employee accountability and a make a shift to pay-for-performance system that was tied to goals. The HR team led by the new HR Director Tim Mulligan (Mulligan) decided to opt for an online employee performance management system - Halogen eAppraisal.

As per the new system, each employee was rated on two categories - goals and leadership competencies. The goals flowed from the overall organizational objectives while the organization had involved managers in identifying the required leadership competencies. After rolling out the new system in a phased manner, ZSSD said that the new system had not only resulted in 100 percent completion rate of performance appraisals, the system had also helped the organization transform its culture and increase employee accountability.

Issues

Understand the issues and challenges in employee performance appraisal and performance management.

Analyze ZSSD's new performance appraisal system that rated employees on goals and leadership competencies.

Analyze the respective advantages and disadvantages of using a paper-based performance appraisal system and online performance appraisal system.

Reference Numbers

ICMR	HROB 125
ECCH	410-004-1
Organization(s) <i>The Zoological Society of San Diego</i>	
Countries	US
Industry	Entertainment and Recreation
Pub/Rev Date	2009
Case Length	11 Pages
TN Length	3 Pages

Apple Inc.'s Corporate Culture: The Good, the Bad and the Ugly

Abstract

This case is about US-based consumer electronics company Apple, Inc.'s (Apple), known for its ability to come out with path-breaking products. Experts have associated the innovation at Apple with its corporate culture. The case discusses in detail the corporate culture at Apple. At Apple, the work culture was driven by a passion for new products with no end to challenges and opportunities. The case discusses how Apple became the pioneer of the "Work Hard Play Hard" ethic. The corporate culture at Apple was exemplified by its intense work ethics. Though the work environment was relaxed and casual, there was a very strong commitment to deadlines. Analysts summarized the work culture at Apple as "fun, yet demanding". The case talks about how employees at Apple had to run their own show and work in a challenging and creative environment. Apple adopted a style that was not too formal or hierarchical and a more results-driven approach which worked best for them. The case also focuses on the career

opportunities and employability security, compensation, and benefits offered to the employees by the company. The case explains how Apple fostered a culture of secrecy. The demand for absolute secrecy and insistence on control were infused into the company culture right from the beginning. The various dysfunctional aspects of Apple's culture which led the company to the brink of disaster are also discussed. While some appreciated Apple's culture saying that it valued creative people, others felt that it was dysfunctional from a management standpoint and was largely influenced by its CEO Steve Jobs (Jobs) who had a very quirky style. Experts felt that Apple's obsession with maintaining secrecy could hurt the company and its brand in the new milieu. They felt that the biggest challenge for Apple was to move out from under the shadow of Jobs. The performance of the company in his absence was a key concern for all stakeholders, they said. The case concludes by discussing whether a change in the company's culture is required to remain competitiveness in the long run.

Issues

Study the key aspects of Apple's corporate culture.

Understand how its culture contributed to the success of the company.

Identify the functional and dysfunctional aspects of Apple's corporate culture.

Discuss and debate whether the prevalent culture at Apple needed to change to reflect today's realities and for the long term.

Explore ways in which the company could address this issue.

Reference Numbers

ICMR	HROB 124
ECCH	409-093-1
Organization(s)	<i>Apple, Inc.</i>
Countries	USA
Industry	Consumer Electronics
Pub/Rev Date	2009
Case Length	25 Pages
TN Length	5 Pages

Microsoft India's HR Practices

Abstract

Microsoft started its Indian operations in the year 1990 setting up Microsoft India Corporation (Pvt) Ltd in New Delhi. Later, Microsoft expanded its footprint in India by bringing all its six main units of business into the country. The headcount at Microsoft India Development Center (MSIDC) at Hyderabad grew from 20 in 1998 to more than 1,500 by the end of 2008, making it the company's second biggest development center in the world. Microsoft India's HR strategy was focused on building the organizational

capability and strengthening employee engagement to leverage the limited human resources to achieve the company's mission. According to Microsoft India's HR growth model, HR was ultimately expected to be a change leader and business driver. Set in a context of a challenging global business environment, this case discusses the talent management and employee retention practices at Microsoft India, and its use of HR metrics to build accountability of the HR function toward business success.

Issues

The HR function as a change leader and business driver.

Aligning local HR practices to the corporate mission and global/local business environment.

Talent management and employee retention in the Indian IT industry.

Managing knowledge workers and their work-life balance.

HR metrics and Return on Investment (RoI).

Reference Numbers

ICMR	HROB 123
ECCH	410-006-1
Organization(s)	<i>Microsoft India Corporation Pvt. Ltd.</i>
Countries	India
Industry	Computers, IT and ITeS
Pub/Rev Date	2009
Case Length	16 Pages
TN Length	5 Pages

Axis Bank: The Succession Planning Fiasco

Abstract

This case discusses the issue of succession at Axis Bank Ltd. (Axis Bank), India's third largest private sector bank. The case details the growth of Axis Bank under Pangal Jayendra Nayak (Nayak) the CMD of the bank from January 1, 2000 to April 20, 2009. Analysts credited him with taking the bank to a new level during his tenure. However, Nayak also attracted criticism for his failure to identify and groom an able successor to lead the bank after the end of his tenure. In early 2009, the board of the Axis Bank initiated the succession planning process and hired a global HR firm, Egon Zehnder International to identify the new CEO. After many months of scouting and intense media speculation about Nayak's successor, the Axis Bank board zeroed in upon Shikha Sharma (Sharma), the then CEO and chairman of ICICI Prudential Life Insurance Company Ltd., as the new CEO and MD of Axis Bank. The decision was opposed by Nayak as he reportedly wanted an insider to succeed him. According to Nayak, Sharma did not have the relevant banking experience to take up the position

and in any case he felt that people who had been involved in building up the bank should be asked to lead it. The board, however, contended that the insiders who were front runners for the position were experts in their fields but lacked an overall vertical experience. They also criticized Nayak for not grooming his successor. With the board deciding to go ahead with the appointment of Sharma, Nayak quit the bank well before his tenure was to end July 31, 2009. As Sharma joined in her new role as the CEO and MD of Axis bank in June 1, 2009, industry observers felt she had her job cut out, considering the succession drama that unfolded at Axis Bank after her name was announced as Nayak's successor. Another challenge before Sharma was to spur growth in the bank that had a culture that was in stark contrast to that of the ICICI Group.

Issues

Understand the significance of succession planning and leadership development in large organizations.

Examine the impact of issues like corporate culture, leadership, and shareholder management with regard to succession planning.

Identify the problems an organization has to face due to the lack of a succession plan.

Understand the role of a CEO in the performance of a company.

Understand the challenges in bringing in a new CEO.

Reference Numbers

ICMR	HROB 122
ECCH	409-068-1
Organization(s)	Axis Bank
Countries	India
Industry	Banking and Financial Services
Pub/Rev Date	2009
Case Length	26 Pages
TN Length	4 Pages

Employer Branding at McDonald's: Redefining McJobs

Abstract

This case is about the employer branding strategies adopted by McDonald's Corporation, one of the largest fast food chains in the world. Since the 1980s, entry-level jobs at McDonald's had come to be associated with low-paying dead end jobs. The term 'McJobs' had become synonymous with low-prestige, low-benefit, no-future jobs in the service or retail sector particularly at fast food restaurants and retail stores. Though the term was coined to describe jobs at McDonald's, it was later used to refer to any low-status job where little training was required and workers' activities were strictly regulated. Because of its common

usage, the term appeared in the online version of the Oxford English Dictionary (OED) in March 2001 and the Merriam-Webster Collegiate Dictionary (Merriam-Webster Dictionary) in 2003. The case discusses how McDonald's systemically tried to redefine the term 'McJobs' and improve its employer brand since the early 2000s. According to McDonald's, this negative interpretation of McJobs was not only inaccurate but also demeaning to the thousands of people working in the service sector. As employer branding was a critical management tool for companies to attract the right talent, McDonald's decided to try and revise the image associated with McJobs. This it did by taking various initiatives that also included advertising campaigns aimed at showcasing the benefits of working at McDonald's and bridging the divide between people's perceptions of the McJob and the real employment experience of people actually working for the fast-food chain. Experts felt that these were some of the best examples of a company successfully planning and implementing an employee branding strategy. However, the case also highlights the challenges faced by McDonald's in attracting new talent as derogatory comments continued to be made about McJobs and this could discourage prospective employees from taking up such jobs.

Issues

Understand the importance of employer branding and its relationship with the ability of a company to attract talent.

Understand the issues and challenges in planning and implementing an employer branding initiative.

Understand the strategic role of Human Resource Department.

Evaluate the initiatives taken by McDonald's to bridge the gap between people's perceptions of McJobs and the real employment experiences of people actually working at its restaurants.

Explore strategies that McDonald's could adopt in the future to enhance its employer brand.

Reference Numbers

ICMR	HROB 121
ECCH	409-051-1
Organization(s)	McDonald's
Countries	United States of America
Industry	Food and Beverage
Pub/Rev Date	2009
Case Length	26 Pages
TN Length	4 Pages

www.icmrindia.org

Project Parivartan: State Bank of India's Internal Communication Initiative

Abstract

In 2006, when OP Bhatt (Bhatt) was appointed Chairman of India's leading bank State Bank of India (SBI), the bank was confronting a host of problems. Though it was the market leader, it was facing tough competition from private players such as ICICI Bank, HDFC Bank, etc. It was looking at a steady erosion in market share and its growth was slower than that of its competitors. Its ranking in the list of top global banks was also slipping.

The company was unable to attract young or affluent customers and its brand image was perceived to be old and staid. The top management team led by Bhatt recognized the need for a transformation. They identified areas that needed to be transformed and communicated the new transformation agenda to all the people in the organization.

The top management realized that to achieve the transformation they sought, getting the grassroots level employees on board was extremely important. So a massive internal communication initiative called Parivartan (which means transformation/change) was launched. The initiative was aimed at obtaining the support and acceptance of employees for the change initiatives undertaken by the bank, and explaining to them why change was necessary.

The project also sought to bring about a change in the attitude and approach of the employees and to help them develop a more customer-centric approach. According to SBI, the program succeeded in achieving its objective.

Industry observers too appreciated the initiative and said that Bhatt had succeeded in changing the employees' approach to work, which in turn, had led to the bank performing well and maintaining its market leadership position in the Indian banking sector.

Issues

Understand the issues and challenges in change management.

Understand the issues and challenges in communicating a change initiative.

Study the Parivartan internal communication initiative and understand how SBI tried to change the attitude and mindset of its grassroots level employees.

Appreciate the importance of HR in an organizational transformation initiative.

Reference Numbers

ICMR	HROB 120
ECCH	409-052-1
Organization(s)	State Bank of India
Countries	India

Industry Banking and Financial Services
 Pub/Rev Date 2009
 Case Length 12 Pages
 TN Length 3 Pages

NetApp's Corporate Culture and HR Practices

Abstract

US-based NetApp Inc. (NetApp), founded in 1992, was a leading company in the network storage solutions industry. Ever since its inception, NetApp's founders laid a major emphasis on developing a healthy work environment and making the company employee friendly. High importance was given to trust and integrity, team spirit and ambition to achieve higher goals. The company practiced open door policy, allowed flexible working hours and offered several other benefits to its employees. The company's employee friendly policies were recognized by renowned magazines as one of the best companies to work for. For the year 2009, NetApp was ranked at the top position on the list of '100 Best Companies to Work For,' by Fortune magazine.



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Issues

Study the organizational culture and HR practices at NetApp that has been consistently voted as one of the 'Best Companies to Work For' in the US.

Examine the key elements of NetApp's culture and understand how they contributed to high employee satisfaction.

Analyze the factors that contribute to creating and sustaining a strong organizational culture.

Reference Numbers

ICMR HROB 119
 ECCH 409-049-1
 Organization(s) NetApp Inc.
 Countries United States of America
 Industry Information Technology and Related Services
 Pub/Rev Date 2009
 Case Length 15 Pages
 TN Length 3 Pages

Nike's 'Sports Knowledge Underground' E-learning Initiative

Abstract

By the early 2000s, Nike, Inc. (Nike), one of the world's leading footwear and apparel companies, had become well-known for continuously churning out innovative products and building up traffic to the stores through its advertising.

However, the company realized that the customers' purchase decision was influenced by the sales associates they interacted with on the stores. So, training these employees was very necessary, but the fact that most of the sales associates were in their late teens or early 20s posed a challenge as this group brought their own unique characteristics to the workplace and was not very receptive to the traditional forms of training.

Moreover, the turnover of the sales associates was very high. This meant that the company always had new associates who needed to be trained on selling skills and product knowledge.

But providing them with training through traditional means was not a viable option due to the high turnover rate. To address these challenges, a team at Nike designed an e-learning program in 2003 called Nike 'Sports Knowledge Underground' (SKU) for the thousands of sales associates stationed in its own stores and that of other retailers that kept Nike inventory.

The interactive web-based training program closely resembled a video game, and immediately caught the attention of industry observers.

Issues

Understand entry behavior in designing and implementing a training program.

Analyze the Nike 'Sports Knowledge Underground' program and how it enabled training of Nike's front-line sales force.

Understand the issues and challenges in designing and implementing an e-learning program.

Discuss the pros and cons of using an e-learning program.

Discuss how training can be imparted through modes such as video games and over the mobile phone (m-learning) and the viability of this.

Reference Numbers

ICMR HROB 118
 ECCH 409-050-1
 Organization(s) Nike
 Countries United States of America
 Industry Textile, Apparel, and Accessories
 Pub/Rev Date 2009
 Case Length 12 Pages
 TN Length 3 Pages

HR Problems at Jet Airways: Coping with Turbulent Times in the Indian Aviation Industry

Abstract

The case is about the retrenchment drama that unfolded in one of India's leading aviation companies, Jet Airways (India) Limited (Jet), in late 2008. After showing the door to more than 1000 employees in a bid to streamline its operations, Jet was faced with immense criticism and opposition by various organizations and political parties. Jet's chairman Naresh Goyal (Goyal) reinstated the employees a day later saying that he was not aware of these sackings. The Indian aviation industry was going through a tough phase and experts felt that it was in the interest of the company to retrench employees to remain competitive. Experts largely felt that Goyal had capitulated under pressure from external parties while others felt that all may not be well with the organizational communication mechanisms at Jet.

Issues

Analyze the HR problems faced by Jet Airways in 2008.

Discuss various concepts related to hiring, firing, and compensation management.

Understand the rationale behind Jet's decision to lay-off employees and the reasons behind its later decision to take back the sacked employees.

Understand the importance of communication in an organization and analyze whether there were any loopholes in Jet's organizational communication network.

Understand the rationale behind the pay cuts initiated at the company.

Understand how environmental variables could affect a company's HR policies.

Reference Numbers

ICMR HROB 117
 ECCH 409-036-1
 Organization(s) Jet Airways
 Countries India
 Industry Aviation
 Pub/Rev Date 2009
 Case Length 16 Pages
 TN Length 4 Pages

Four Seasons Hotels Inc.'s HR Practices: Fostering a Strong Customer Service Culture

Abstract

This case describes the work culture at Four Seasons Hotels Inc. (Four Seasons), a Toronto-based global luxury hotel chain and resorts. Since its inception in 1960, Four Seasons had created a niche for itself with its focus on providing exceptional and personalized service to the guests. Four Seasons was committed to providing its guests with value added service and hassle-free stays.

The Four Seasons culture was personified by its employees who shared the common goal of offering excellent service to customers. From the time Four Seasons opened its first hotel, its work culture was based on trust and mutual respect and it allowed employees to flourish and succeed.

For the management, employee satisfaction was as important as guest satisfaction. Four Seasons gained recognition for its quality service and also featured for eleven consecutive years (1998-2008) on the Fortune Magazine's '100 Best Companies to Work for' in the USA.

The case examines a few elements of Four Seasons' work culture and how these have contributed to its business success and to making it a great place to work. The case concludes with the future prospects of Four Seasons and the issues and challenges faced by Isadore Sharp, CEO, as he planned to grow further by expanding across new locations.

Issues

Understand the issues and challenges involved in running a hospitality business.

Understand the significance of a strong customer service culture to the success of a firm in the hospitality business.

Analyze the factors that contributed to a strong customer service culture at Four Seasons.

Understand issues related to HR such as employee empowerment, working in teams, flexible working, control versus commitment, etc., and how these contribute to the success of a firm.

Examine the steps taken by Four Seasons to ensure employee satisfaction.

Reference Numbers

ICMR HROB 116
 ECCH 409-035-1
 Organization(s) Four Seasons Hotels Inc.
 Countries Canada
 Industry Hotels and Hospitality
 Pub/Rev Date 2009
 Case Length 19 Pages
 TN Length 3 Pages

Flexibility in the Workplace & Discrimination by Association: Sharon Coleman vs Attridge Law

Abstract

On July 17, 2008, the European Court of Justice (EJC) gave a ruling that expanded the scope of European law on disability discrimination to include those who were associated with or responsible for a disabled person. The case discusses in detail the events that led to this ruling which was considered a landmark one and was expected to have huge implications for businesses in Europe. It all began when Sharon Coleman (Coleman) a former legal secretary with London-based law firm Attridge Law, sued her former employer (and a partner in the firm) in August 2005 for constructive dismissal. Coleman, who had a disabled son, alleged that the firm had discriminated against her at the workplace due to her association with a disabled person. She alleged that she was treated differently, subjected to criticism and insults, denied flexible working arrangements that would help her to take care of her badly disabled child, and ultimately forced into accepting voluntary redundancy. She claimed that other employees were allowed flexible working arrangements. The case was referred by the UK Employment Tribunal to the EJC, to establish whether or not the European Framework Employment Directive included discrimination against the carer of a disabled person or discrimination by association. EJC's ruling in favor of Coleman was expected to change the interpretation of discrimination laws in the UK as well as in other member countries of the European Union. The case also discusses in detail the possible implications for businesses and particularly the challenges faced by the HR Managers, in light of this ruling.

Issues

Understand issues and challenges facing organizations/HR managers in providing flexible working options, ensuring equal employment opportunity, etc.

Understand the organizational implications of the European court ruling on disability discrimination by association.

Sensitize students/trainees regarding issues regarding workplace discrimination.

Explore ways in which organizations can ensure compliance to laws relating to equal opportunity, flexible working and discrimination in the workplace.

Reference Numbers

ICMR HROB 115
 ECCH 408-126-1
 Organization(s) Attridge Law
 Countries United Kingdom
 Industry Not Applicable

Pub/Rev Date 2008
 Case Length 16 Pages
 TN Length 4 Pages

Pentagon's New Personnel System: Coping with the Challenges of Human Capital

Abstract

In the early 2000s, USA's largest employer, the Department of Defense (DoD) (popularly known as the Pentagon) realized that its decades-old General Schedule (GS) payment system was not in sync with the rapidly changing scenario. The needs of the defense forces and the way they worked had changed and the civilian personnel supporting them needed to change too. Moreover, Pentagon wanted to be a more competitive employer and felt that the GS system was unable to attract and retain the best talent. Pentagon introduced a new civilian personnel management system, the National Security Personnel System (NSPS), to reward employees based on their performance. But it required huge effort on the part of policy makers to actually design the systems, seek participation and approval from multiple stakeholders, and implement the program. The implementation of the NSPS also met with resistance from several quarters including from federal labor unions. The labor unions contended that the NSPS did not focus on elements such as adverse actions, collective bargaining, labor relations, etc. resulting in the erosion of job security of the workers.

Issues

Understand the rationale behind DoD making a shift from the General Schedule system to the National Security Personnel System.

Understand various issues and challenges involved in designing and implementation of a new personnel system.

Discuss the benefits and drawbacks of the NSPS and Compare and contrast the NSPS with the GS system.

Understand how the implementation of a 'pay for performance' system would help the DoD in attracting, rewarding, and retaining employees.

Discuss the challenges faced in implementing the NSPS in a large public sector organization like the DoD.

Reference Numbers

ICMR HROB 114
 ECCH 408-125-1
 Organization(s) US Dept. of Defense
 Countries United States of America
 Industry Defense
 Pub/Rev Date 2008
 Case Length 21 Pages
 TN Length 5 Pages

Management Lessons from Spain's Euro 2008 Football Championship Triumph

Abstract

The 2008 UEFA European Football Championship (2008 Euro Cup) saw a Spanish team that took many keen observers of the game by surprise. The side which, over the years, had earned the tag of 'underachievers' in the international arena despite having some of the most talented individuals and the best domestic clubs in Europe, played superbly to win the 2008 Euro Cup, its first triumph in such major tournaments in 44 years. Experts felt that the Spanish national team's sub-par performance in major tournaments was primarily due to a lack of team spirit and the killer instinct. The lack of team spirit was a result of the intense rivalry between different regions of Spain as the various regions were divided in terms of culture and political outlook. In such a situation, it was very difficult for the members of the team to play as a unit, according to them. Spain's stellar performance in the 2008 Euro Cup and the team spirit they displayed in the tournament was largely attributed to the brilliant management and leadership of coach, José Luis Aragonés Suárez (Aragonés). Aragonés' appointment came shortly after Spain's debacle in the 2004 Euro Cup. The new coach put in much of his effort into team building and instilling a sense of team spirit into the fractured team that was also short on self belief. Though the team failed to perform well in the 2006 World Cup, its overall performance record under Aragonés' leadership was very good culminating with the success in the 2008 Euro Cup. However, the feat was not an easy one as Aragonés had to take some very tough decisions along the way which dented this popularity among the public and the media and attracted a lot of criticism. However, with the team breaking the 44-year jinx, Aragonés' team building initiatives, strategy and tactics, management skills, and leadership came in for special praise. This case will help students understand various issues/concepts in management and organizational behavior and generalizations can be made based on this case which could apply to the corporate setting.

Issues

Understand the issues and constraints in team building and team management.

Understand and make generalizations on the various concepts of group dynamics, change management, conflict management, leadership, etc.

Appreciate the importance of team spirit in any team situation.

Understand the issues and constraints in coaching and make generalization in coaching in the corporate setting.

Reference Numbers

ICMR	HROB 113
ECCH	308-373-1
Organization(s)	Not Applicable
Countries	Spain
Industry	Sports and Sporting Goods Equipment
Pub/Rev Date	2008
Case Length	18 Pages
TN Length	4 Pages

Compensation Management at Tata Consultancy Services Ltd.: Coping with Turbulent Times in the Indian IT Industry

Abstract

The case discusses the compensation management practices at Tata Consultancy Services Ltd. (TCS), one of the leading Indian IT companies. TCS' compensation management system was based on the EVA model. With the implementation of Economic Value Added (EVA)-based compensation, the salary of employees comprised of two parts - fixed and variable. The variable part of the salary was arrived after considering business unit EVA, corporate EVA, and also individual performance EVA. During the fourth quarter of the financial year (FY) 2007-2008, TCS announced its plans to slash 1.5 percent of the variable component of employee salaries since its EVA targets for the third quarter of FY 2007-2008 were not met. The announcement came as a jolt not only to TCS employees but also to the entire Indian IT industry. The company came in for severe criticism and it was accused of not being transparent with respect to EVA calculation. However, some analysts felt that the pay cuts were a result of the macroeconomic challenges that the Indian IT companies were facing -- rapid appreciation of the rupee against the US dollar and the recession in the US economy (USA was the largest market for the Indian IT companies).

Issues

Analyze TCS' HR practices with respect to its policy related to compensation of its employees.

Discuss various concepts related to compensation management.

Discuss the importance of variable compensation in light of its ability to motivate employees and enhance organizational productivity.

Discuss the pros and cons of the EVA-based compensation management system and also analyze EVA as a performance measurement tool.

Understand the rationale behind the cut in the compensation of the employees at TCS.

Understand how macroeconomic variables could affect a company's HR policies.

Appreciate the importance of HR goals and strategies in the success of an organization

Reference Numbers

ICMR	HROB 112
ECCH	408-078-1
Organization(s)	Tata Consultancy Services
Countries	India
Industry	Information Technology and Related Services
Pub/Rev Date	2008
Case Length	18 Pages
TN Length	4 Pages

YES BANK: Human Capital Initiatives of a Startup in the Indian Banking Industry

Abstract

This case is about YES BANK (Yes Bank), one of the new generation private sector banks and its unique Human Capital initiatives which helped it attract and retain the best talent in the industry. Despite being a late entrant in the Indian banking industry, Yes Bank had established itself as a top bank in India. Yes Bank's unique 'knowledge banking' approach and its emphasis on human capital helped it differentiate itself from its competitors. The case also discusses Yes Bank's effort toward establishing a strong employer brand and projecting itself as an 'aspirational' employer in the Indian banking sector. Yes Bank's various innovative HR initiatives helped it institutionalize a performance culture and entrepreneurial spirit in its employees. Yes Bank's focus on human capital initiatives helped it in succeeding in establishing itself as a key player in the Indian banking industry within a short span of time.

Issues

Understand the HR challenges faced by a startup organization.

Understand the human capital initiatives adopted by Yes Bank and its role in institutionalizing innovative HR practices within the organization.

Understand the rationale behind creation of a strong employer brand and building an enterprise based on Employee Value Proposition (EVP).

Understand the rationale behind Yes Bank's focus on human capital as an enabler of the bank's business strategy of differentiating itself from its competitors.

Reference Numbers

ICMR	HROB 111
ECCH	408-070-1
Organization(s)	Yes Bank
Countries	India
Industry	Banking & Financial Services

Pub/Rev Date 2008
 Case Length 17 Pages
 TN Length 3 Pages

Designing a Training Program: A Training Manager's Dilemma

Abstract

This case (based on generalized experience) is about a mid-sized direct selling organization Direc2U. Sunit Verma (Verma), the newly appointed Training Manager, has conducted a comprehensive training need analysis (TNA) and identified the training needs at the first-line manager level. Now he has been entrusted with the responsibility of designing the training program. However, the Vice-president-HRD at Direc2U, VK Prasad was not altogether satisfied with the training design that Verma has suggested as he felt that Verma's choice of training methods and tools may not help achieve the objectives of the training program. Verma has to now make changes in the training design so that there is a better chance that the training program will be really successful.

Issues

The case will help the students to:
 Understand the issues and challenges in designing a training program
 Understand the concepts, techniques and tools of training
 Understand the issues and challenges in ensuring transfer of learning and also ensure that the trainees internalize the classroom training
 Understand the principles of andragogy (adult learning) and use this in the design of a training program
 Understand the factors to consider in the selection of training methods/tools

Reference Numbers

ICMR HROB 110
 ECCH 408-085-1
 Organization(s) Not Applicable
 Countries General
 Industry Education, Training, and
 Development
 Pub/Rev Date 2008
 Case Length 5 Pages
 TN Length 4 Pages

Collective Bargaining: The General Motors-United Auto Workers Deal

Abstract

This case is about the collective bargaining agreement between one of the world's leading automobile manufacturers, General Motors Corporation (GM), and the United Auto Workers

in late 2007. The agreement, which a number of experts have termed as 'historic', was the result of a very complex bargaining process. GM, which dominated the US market till 1980, with a market share of 46 percent, saw its market share decline steadily after the entry of Japanese competitors. In addition to issues relating to its products and marketing, GM's fortunes were severely affected with under-funded pension liabilities, rising employee and retiree healthcare costs, and a decreasing market share in the US automobile market. The company's US market share fell to less than 25 percent in 2006. In 2007, GM inked a new labor contract with UAW which, analysts felt, would change the competitive landscape of the US auto industry and go a long way in ensuring GM's survival. Analysts felt that the deal also showed the changing role of the labor union in the 21st century.

Issues

Understand the challenges faced by GM in the US automobile market while competing with Japanese competitors.
 Understand the impact of GM's healthcare and other legacy costs on its ability to compete in the US automobile market.
 Understand issues and concepts related to the collective bargaining process, and, also study how GM negotiated a historic deal with the union that was expected to contribute to its turnaround strategy.
 Explore and discuss the changing role of trade unions in the 21st century.

Reference Numbers

ICMR HROB 109
 ECCH 408-068-1
 Organization(s) General Motors
 Countries United States of America
 Industry Auto and Ancillaries
 Pub/Rev Date 2008
 Case Length 19 Pages
 TN Length 7 Pages

The Julie Roehm Saga at Wal-Mart Stores, Inc.

Abstract

This case is about the high profile firing of Julie Roehm (Roehm) from the world's largest retail chain Wal-Mart Stores Inc. (Wal-Mart) and the ugly aftermath that saw both the parties engage in legal (as well as public) battle. Roehm was a highflier in the automotive industry who had earned a name for herself due to her edgy advertising tactics. In early 2006, she was hired by Wal-Mart in the newly created position of Senior Vice President of Marketing Communication. This was viewed by some analysts as the retail giant's move to shake up its marketing department. However, in late 2006, Roehm was fired from the company amidst rumors of her violating

Wal-Mart's ethics and gratuity policy. Shortly afterwards, Roehm filed a civil suit against Wal-Mart for unlawfully terminating her employment, infringing compensation agreements, and for slandering her in the press. In reply Wal-Mart accused her of violating its employment policies. The public battle between Roehm and Wal-Mart became murkier by the day with Roehm accusing Wal-Mart's top brass including the CEO of violating its ethics code. Analysts felt that this episode brought to the fore various issues which could provide vital learning on organization culture, organizational change, office politics, organizational communication, managerial ethics, employee misconduct, employee surveillance, etc.

Issues

Understand important concepts related to organizational culture, organizational change, organizational communication, etc., from the employee's as well as employer's perspective.
 Understand key concepts in managerial ethics (types of managers, factors effecting ethical behavior, etc.) and also explore ways in which an organization can deal with employee misconduct.
 Explore ways in which an organization can ensure that the employees comply with the ethics code; also, discuss and debate the controversial issues such as employee monitoring and employee surveillance both from the business as well as ethical perspective.

Reference Numbers

ICMR HROB 108
 ECCH 408-064-1
 Organization(s) Wal-Mart
 Countries United States of America
 Industry Retail
 Pub/Rev Date 2008
 Case Length 17 Pages
 TN Length 10 Pages

Occupational Stress: A Junior Manager's Predicament

Abstract

This case study is about a young executive who had donned the mantle of a first-line manager for the first time after having successfully worked as a sales representative for more than five years. Within a year of joining the new company, he found the pressures of the job and the new life overwhelming. The case study explores in detail the under-lying reasons that have resulted in such a situation.

Issues

Understand the issue of job stress and stress management, viz. sources of stress, manifestation of stress, burn out, etc.

Understand the issues and challenges in managing stress in an organization.

Understand the sources of conflict (intrapersonal, interpersonal and organizational) and managing conflict.

Reference Numbers

ICMR	HROB 107
ECCH	408-086-1
Organization(s)	Not Applicable
Countries	General
Industry	Pharma and Biotech
Pub/Rev Date	2008
Case Length	5 Pages
TN Length	4 Pages



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Success at What Cost? - A Case Study in Managerial Ethics & Compliance

Abstract

This case study is about SuperDrug, a mid-sized pharmaceutical company in India. Initially starting off as an entrepreneurial venture, the company had been put in the hands of a professional management group. The new team strove to cultivate a performance culture through strong results-based controls and weeding out non-performers. However, a whistle-blower brought out into the open serious ethical lapses in the company. Shortly after joining as an Area Manager in the country's North Eastern Region, the person found that the team (including his seniors) was adopting unethical/illegal means to meet the high sales targets. Faced with the dilemma of whether to conform to the team or comply with law, he chose the later. Now the founder of the

company had to put in place mechanisms to ensure that everyone in the company complied with the company's code of ethics and the law of the land.

Issues

Understand the issue in managerial ethics and challenges in ensuring compliance.

Understand the factors that influence ethical behavior.

Understand the mechanisms for ethical control and compliance.

Reference Numbers

ICMR	HROB 106
ECCH	308-276-1
Organization(s)	Not Applicable
Countries	General
Industry	Pharma and Biotech
Pub/Rev Date	2008
Case Length	6 Pages
TN Length	3 Pages

Eli Lilly: Managing Workplace Diversity and Coping with the Accusations of Racial Discrimination

Abstract

The case is about one of the world's leading pharmaceuticals company Eli Lilly & Company (Lilly). Lilly, which claims to have a very good diversity program running at the company and was also widely regarded as a very good employer, faced a federal lawsuit that raised some serious questions regarding the company's human rights policies and practices. In April 2006, three former employees and one employee who was still working at Lilly then filed a case against the company alleging that the company discriminated against its African American employees on racial grounds. The lawsuit claimed that the African American employees working at Lilly experienced disparity in wages, promotions, performance evaluations and discipline. By the end of 2007, more than a hundred former and present employees of Lilly joined forces with the plaintiffs against the company. Lilly had, however, denied the allegations saying that discrimination against any individual or group was inconsistent with their long-held core values and employment philosophy. On the other hand, a section of the employees at Lilly felt that in order to promote diversity the company was going out of its way in hiring, grooming and promoting under-qualified minority employees at the cost of organizational effectiveness.

Issues

Understand the issues and challenges in promoting and managing workplace diversity.

Understand the issue of discrimination at the workplace.

Understand the communication challenges faced by companies in a multi-cultural workplace.

Understand the corporate communication challenges faced by companies facing allegations of workplace discrimination.

Reference Numbers

ICMR	HROB 105
ECCH	408-046-1
Organization(s)	Eli Lilly
Countries	United States of America
Industry	Pharma and Biotech
Pub/Rev Date	2008
Case Length	20 Pages
TN Length	3 Pages

Labor Unrest at Honda Motorcycle & Scooter India (Private) Limited

Abstract

The case study focuses on the HR problems faced by Honda Motor Cycle & Scooters India (HMSI). The case discusses the various reasons which led to the dispute between the management and employees of HMSI. It elaborates the incidents, which led to the strike at the company that resulted in HMSI workers being severely beaten up by the police. Labor strife and the management's inability to deal with it effectively had resulted in huge losses for the company due to the fall in the production level at the plant. In addition to this, the company also received a lot of negative publicity as newspapers and TV channels gave wide coverage to the violence of the action. The case highlights the growing number of instances of clashes between the employees and the management of companies in India, which is often guided by external parties such as trade unions and political parties.

Issues

Understand the factors that lead to labor unrest at a factory and the impact of such incidents on the employees and the company.

Study HR policies adopted by organizations to prevent labor unrest at the workplace.

Examine top management's role in maintaining a peaceful working environment.

Analyze the role of external parties such as trade unions; political parties etc., in disturbing the working environment in a company

Reference Numbers

ICMR	HROB 104
ECCH	408-024-1
Organization(s)	Honda Motorcycle & Scooter India (Private) Limited
Countries	India
Industry	Auto and Ancillaries
Pub/Rev Date	2008
Case Length	15 Pages
TN Length	7 Pages

Cirque Du Soleil's Human Resource Management Practices

Abstract

The case discusses the HR practices of Cirque du Soleil (Cirque), the Canada based circus entertainment company. Since its inception in the mid-1980s, Cirque had been known for its innovation and creativity.

In 2007, Cirque had more than 3,000 employees representing 40 nationalities and 25 languages. To manage such a diverse workforce, it had a dynamic HR team.

The case highlights the recruitment & selection, training, performance appraisal, culture and work environment at Cirque. It also examines how Cirque managed cultural diversity of its workforce.

Issues

Study the HR practices at Cirque including recruitment, selection, training and performance appraisal.

Examine the importance of a strategic HR team in Cirque.

Critically examine the work culture and environment in a creative company like Cirque.

Reference Numbers

ICMR	HROB 103
ECCH	407-081-1
Organization(s)	Cirque Du Soleil
Countries	Canada
Industry	Media, Entertainment, and Gaming
Pub/Rev Date	2008
Case Length	13 Pages
TN Length	5 Pages

Enhancing the Credibility of the Training Function: Involving Line Managers in Sales Training

Abstract

This case is about a mid-sized direct selling organization Direc2U. Rakesh Sharma (Sharma), the training manager at the company realized the need for a training intervention for line managers as he felt that despite a contemporary training program, the sales force was unable to internalize the training due to lack of support from the line managers in the field.

But the CEO of Direc2U was not supportive of the initiative as he saw no value in this program. Moreover, as the company was going through a tough phase he also wanted to cut the training budget further. Sharma had to find ways to involve the line managers in sales training and also find ways to link training to the bottomline results.

Issues

Understand the issues and challenges in ensuring transfer of learning and also ensure that the trainees internalize the classroom training.

Understand the importance of involving line managers in reinforcing classroom training and the issues and challenges involved in involving them in sales training.

Explore the direct and indirect costs associated with training.

Understand the issues and challenges in ascertaining the ROI of training.

Reference Numbers

ICMR	HROB 102
ECCH	408-047-1
Organization(s)	Not Applicable
Countries	General
Industry	Consumer Electronics
Pub/Rev Date	2008
Case Length	5 Pages
TN Length	5 Pages

Some HR Dilemmas in Information Technology and Business Process Outsourcing Firms

Abstract

This is a collection of three short case studies highlighting some dilemmas faced by HR professionals in managing knowledge workers, particularly in the Information Technology (IT) and Business Process Outsourcing (BPO) sector. The first case study deals with the high stress levels experienced by employees in these sectors, the reasons for the same, and the strategies adopted by HR professionals to address this problem. The second case study deals with the issue of data security and theft by employees. With most of the information being kept in electronic form it has become easy to steal the data, particularly by employees coming to the office with portable IT/storage devices. The third case study deals with the problem of indiscipline among BPO workers in India which led some firms to explore the possibility of introducing alcohol testing and HIV testing measures. Whether it is efforts to prevent data theft or curb indiscipline, HR professionals have to be very tactful as any wrong move could affect employee morale leading to attrition and lower productivity. Moreover, measures such as introducing mandatory HIV testing could be perceived as discriminatory and even lead to discrimination in the workplace.

Issues

Understand some of the issues and constraints in managing knowledge workers

Understand the impact of high job stress on knowledge workers and the initiatives undertaken by some organizations to deal with this problem

Understand the issues related to data security and theft by employees and the dilemma faced by HR professionals in handling this issue

Understand issues such as disciplinary action and discrimination in the workplace

Reference Numbers

ICMR	HROB 101
ECCH	407-080-1
Organization(s)	Not Applicable
Countries	General
Industry	Information Technology and Related Services
Pub/Rev Date	2007
Case Length	11 Pages
TN Length	4 Pages

Ritz-Carlton's Human Resource Management Practices and Work Culture: The Foundation of an Exceptional Service Organization

Abstract

Ritz-Carlton was counted among the top luxury hotel chains in the world, and was known for its sophisticated and elegant ambience and culture of service excellence. Ritz-Carlton's commitment to quality is demonstrated by the fact that it was the only hotel company to have ever won the Malcolm Baldrige National Quality Award, and the only service company to have won it twice. This case discusses the organizational culture of Ritz-Carlton, and how it contributed to making it a great service company. It presents the different aspects of Ritz-Carlton's culture, such as its recruitment practices, the intensive training program, employee empowerment, and the rituals the company followed to ensure cultural continuity and uniformity. The case also talks about the cultural shift that Ritz-Carlton initiated in 2006, when it replaced the 20 Basics that had acted as guidelines to employees in providing service, with 12 new Key Service Values designed to make the service more relevant to the early 2000s. Ritz-Carlton's decision to do away with uniformity of décor in favor of matching each hotel's design to its location and surroundings is also mentioned. The case concludes with a question of whether the cultural shift was likely to benefit Ritz-Carlton or put off its traditional customers.

Issues

Examine the elements of the organizational culture of a company known for service excellence

Analyze the significance and benefits of having a strong organization culture, especially for service companies

Understand the significance of rituals in keeping organizational culture uniform and consistent

Study the issues in change management in context of the company under study

Appreciate the importance of orientation and training for new employees, and its impact on employee morale

Examine whether strict standards can lead to rigidity in organizational culture and the negative impact that rigidity can have on employees

Reference Numbers

ICMR	HROB 100
ECCH	407-082-1
Organization(s)	The Ritz-Carlton Hotel Company LLC
Countries	United States of America
Industry	Hotels and Hospitality
Pub/Rev Date	2007
Case Length	23 Pages
TN Length	6 Pages

Workforce Diversity at Nordstrom

Abstract

Nordstrom was well-known in American corporate circles for its commitment to diversity. The company not only made a conscious effort to recruit a diverse workforce, but it also extended its diversity initiative to outsiders who were associated with the company, through its third party diversity initiatives. This case discusses Nordstrom's diversity initiatives. It describes how the company partnered with several organizations to ensure that it had access to a diverse pool of candidates for its recruitment efforts. It also provides information on the culture at and policies of Nordstrom that ensured that diversity was promoted in all parts of the organization. The case also discusses the ways in which Nordstrom extended its diversity initiatives to its suppliers and consumers through some of its programs. The case concludes with a commentary on the extent to which the diversity initiatives were successful at the company, in light of the lawsuits filed by some disabled employees against the discrimination they faced.

Issues

Understand the need for and importance of diversity in organizations

Study the implementation of diversity at a large American retail store

Analyze the extent to which diversity initiatives can be implemented at large companies

Understand the challenges in implementing diversity policies at large companies, and issues companies can expect to face when creating and maintaining an image of diversity

Reference Numbers

ICMR	HROB 099
ECCH	407-067-1
Organization(s)	Nordstrom
Countries	United States of America
Industry	Retail
Pub/Rev Date	2007
Case Length	15 Pages
TN Length	5 Pages

The Chappell Way (B): A Case Study in Teambuilding and Group Dynamics

Abstract

This case is about the second phase of Indian national cricket coach, Greg Chappell (Chappell) describing the poor performance of the team that culminated with the World Cup debacle in March 2007. Chappell had undertaken various initiatives to bring about a radical change in the Indian team as part of his 'Vision 2007' and make them top contenders for the 2007 World Cup.

The coaching method, which was personally researched by Chappell and his business partner Frazer, could best be described as unconventional. In addition to unconventional training drills the team was also subjected to lectures on concepts in lateral thinking and other concepts and methods that are generally used in management training.

After some initial success in the 2005-06 season, the team went through a string of bad performances. All the "experimentations" conducted by Chappell came a cropper and criticisms of the coach gathered momentum.

This led to the recall of players like Sourav Ganguly (Ganguly), Zaheer Khan, Anil Kumble, who were not considered to be in the scheme of things of Chappell, into the team just a few months before the World Cup.

The team had a disastrous World Cup and Chappell faced a lot of flak for the debacle. A rift in the team and the difference between senior members of the team and the coach came out in the open following which Chappell quit as coach.

Experts felt that Chappell had tugged at the fabric of the team by the way in which had ousted India's most successful captain Ganguly in 2005.

His people management skills, alleged cultural insensitivity, and his alleged modus operandi of leaking potentially damning information about individual players to the media were widely criticized. Others felt that he was a victim of the system in India marked by a "star culture". The players, the captain and the BCCI also came in for a lot of criticism.

The case will help understand various issues in human resource management and organizational behavior and generalizations can be made to the corporate setting.

Issues

Understand the issues and constraints in team building, team management and performance management

Understand the issues related to communication and management in the multicultural setting

Understand and the various concepts of power and politics, group dynamics, conflict management, etc

Appreciate the importance of people skills for a coach / leader / manager

Understand the issues and constraints in coaching (Generalizations can be made to coaching in a corporate setting)

Reference Numbers

ICMR	HROB 098
ECCH	407-069-1
Organization(s)	Not Applicable
Countries	India
Industry	Sports and Sporting Goods Equipment
Pub/Rev Date	2007
Case Length	25 Pages
TN Length	7 Pages

The Chappell Way (A): A Case Study in Team Building and Group Dynamics

Abstract

This case is about the coaching style adopted by Australian cricket legend, Greg Chappell (Chappell) as the coach of the high profile Indian cricket team. The case discusses the various initiatives undertaken by Chappell to bring about a radical change in the Indian team as part of his 'Vision 2007' and make them top contenders for the 2007 World Cup. The coaching method, which was personally researched by Chappell and his business partner Frazer, was very unconventional. In addition to unusual training drills, the team members also took part in lectures on concepts in lateral thinking and other concepts and methods that are generally used in management training. The case also discusses the public spat between Chappell and India's most successful captain Sourav Ganguly (Ganguly) which led to the ouster of Ganguly from the team. The team had a very good run in the 2005-06 cricketing season in the One Day Internationals. Chappell's coaching method and his emphasis on process was widely appreciated. He was approached by many corporate houses to take sessions on team building. The Indian cricket team seemed to be on the right track. However, Chappell's handling of the issue related to Ganguly, who had many loyal supporters in the team, was criticized. Some experts felt that Chappell lacked the human touch and cultural sensitivity that was so

important for the success of a coach. They felt that though the team was doing well in the short-term the long term ramifications for the team was ominous.

The case will help understand various issues in human resource management and organizational behavior and generalizations can be made to the corporate work environment.

Issues

Understand the issues and constraints in team building and team management

Understand the various concepts of group dynamics, change management, conflict management, etc

Appreciate the importance of people skills for a coach / leader / manager

Understand the issues and constraints in coaching a team (Generalizations can be made to coaching in a corporate setting)

Reference Numbers

ICMR	HROB 097
ECCH	407-068-1
Organization(s)	Not Applicable
Countries	India
Industry	Sports and Sporting Goods Equipment
Pub/Rev Date	2007
Case Length	20 Pages
TN Length	5 Pages

Human Capital Development: The Harley-Davidson Way

Abstract

The case discusses the human resource initiatives adopted by Harley-Davidson Motor Company (H-D), the leading manufacturer of heavy-weight motorcycles in the US, to encourage greater employee participation and collaboration.

In 1992, H-D adopted circle based organization structure in its efforts to foster teamwork among the employees and do away with the command-and-control leadership style of management.

The case also discusses another major HR initiative that H-D implemented in 2004; the deployment of 'Accenture Human Capital Development Framework' (HCDF).

This initiative was undertaken by the company in order to bring about major improvements in its human resource functions, and thereby attain improved business performance.

The case describes the HCDF in detail and the benefits reaped by H-D after its implementation.

Issues

Understand the various HR initiatives undertaken by H-D to encourage greater employee participation

Study how circle based organization helped H-D in fostering teamwork among the employees

Analyze the Human Capital Development Framework and how its implementation can bring improvements in various human resource functions

Reference Numbers

ICMR	HROB 096
ECCH	407-055-1
Organization(s)	Harley-Davidson
Countries	United States of America
Industry	Auto and Ancillaries
Pub/Rev Date	2007
Case Length	14 Pages
TN Length	4 Pages



Case Studies in Human Resource Management Volume V

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'Employees First, Customers Second': Wegmans' Work Culture

Abstract

Wegmans was consistently voted as one of the best companies to work for in the US by several independent sources. It was also one of the rare companies in the retail sector that had a relatively low voluntary attrition rate (seven percent for full time employees). This case examines the elements of Wegmans' work culture, and how they contributed to making Wegmans a great place to work. It discusses the steps that the company took to ensure that employee engagement remained high and the culture stayed strong. The case concludes with a commentary on Wegmans' future prospects, and whether there is any danger of the culture becoming diluted in the future.

Issues

Study the organizational culture of a retail company that was consistently voted as one of the Best Companies to Work For in the US

Examine the various elements of the company's culture, and to understand how they contributed to keeping employees happy and attrition low

Analyze the factors that contribute to creating and sustaining a strong organizational culture

Understand the importance of keeping employee engagement high, and to study the steps taken to that end by the company in focus.

Study the issues related to the continuity of organizational culture and the steps that companies can take to ensure that their culture remains constant as they grow

Reference Numbers

ICMR	HROB 095
ECCH	407-056-1
Organization(s)	Wegmans Food Markets Inc.
Countries	United States of America
Industry	Retail
Pub/Rev Date	2007
Case Length	13 Pages
TN Length	4 Pages

People Matters in Sales Force Management

Abstract

This case is about a mid-sized company DrugPharmz which was in the process of re-launching its operations in West Bengal. The newly appointed regional manager, Barun was struggling with the high attrition rate in his region. During these tough times, Barun recruited Rohit as an area manager for Siliguri. There was a marked difference between the management style of Barun and Rohit. Barun soon realized that even though they did not see eye to eye on various issues, Rohit was effective in holding his team together and also delivered good results. Unfortunately, Rohit met with an accident and the company insisted that he resign as he was not entitled to long leave during the probation period. Rohit felt that Barun too failed to support him and puts in his papers. Soon Barun found himself in a difficult situation as more than half of Rohit's team resigned from the company. He was also unable to get suitable replacements. Barun was forced to go back to Rohit, but Rohit was no longer interested in rejoining the company.

This case deals with the issue of people management in a sales team. It highlights the importance of attracting and retention of talent. The case also covers the conflict that may arise due to a difference in working styles and expectations between the boss and subordinates.

Issues

Appreciate the importance of HR (people skills) in attracting, retaining, and motivating employees

Understand the theories such as, employee motivation theory (McGregor's Theory X, Theory Y, etc.); skills required by managers at different levels (technical, people, conceptual); halo effect; management styles; values; conflict, etc

Understand the importance of the various sales force management functions with special emphasis on people management

Reference Numbers

<i>ICMR</i>	<i>HROB 094</i>
<i>ECCH</i>	407-058-1
<i>Organization(s)</i>	<i>Not Applicable</i>
Countries	General
Industry	Pharma and Biotech
Pub/Rev Date	2007
Case Length	8 Pages
TN Length	4 Pages

Remaking JC Penney's Organizational Culture

Abstract

This case is about the initiatives taken by the top management of department store chain JC Penney (JCP), under the leadership of Mike Ullman (Ullman), to remake its century-old organizational culture. The initiatives were taken just after JCP had achieved a remarkable turnaround in the mid 2000s. After taking charge as the CEO and chairman of JCP in December 2004, Ullman realized that the existing culture at JCP was too formal and was contributing to employee turnover and inability of the company to attract enough talent.

He also felt that the culture and mood prevalent at JCP was not conducive to the achievement of the aggressive growth objectives set by the company. To inspire the employees and project JCP as a great place to work in, Ullman and his team initiated various symbolic changes. They followed up these symbolic changes with various training and development initiatives. Within two years of starting the culture change initiatives, results pertaining to job satisfaction, attracting talent, and the bottom line were visible.

Analysts were of the view that the focus of culture change initiatives have changed as companies were focusing on culture change that would result in a competitive advantage rather than wait for the situation to worsen and then bring about such changes.

Issues

Appreciate the importance of HR/organizational culture in attracting, retaining, and motivating employees

Understand the importance of organizational culture in creating a competitive advantage

Understand the issues and challenges faced by JCP in changing a more-than-100 years-old culture

Understand the role of top managers in setting the culture of an organization

Reference Numbers

<i>ICMR</i>	<i>HROB 093</i>
<i>ECCH</i>	407-057-1
<i>Organization(s)</i>	<i>JC Penney</i>
Countries	United States of America
Industry	Retail
Pub/Rev Date	2007
Case Length	19 Pages
TN Length	16 Pages

Best Buy's 'Results Only Work Environment': Changing the Productivity Paradigm?

Abstract

This case discusses a workplace program called the 'Results only Work Environment' implemented by US based electronics retailer Best Buy in 2003-2004. ROWE initially started as an experiment to stem attrition in two departments at the corporate headquarters of Best Buy, but after its initial success, began to be implemented more widely. The basic premise of ROWE was that productivity was the cornerstone of work, and work meant the achievement of results and not presence at the workplace. Accordingly, employees working under ROWE were allowed to work when they wanted and where they wanted, as long as they achieved their targets. This case discusses the factors that led to the implementation of ROWE at Best Buy, the working of ROWE, and the advantages and disadvantages of the program. It talks about the challenges Best Buy faced in implementing the rather radical program, and the prerequisites for its success. It also discusses whether Best Buy would be able to implement ROWE in its retail stores as it planned to, and the challenges the company might face in attempting to do so. The case concludes with a commentary on the prospects of ROWE, and whether the program had the potential to become a workplace standard.

Issues

Understand some of the issues in change management, and how change relates to employee morale and organizational effectiveness

Examine the implementation of an innovative workplace program at a large retail company

Study the factors that led to the implementation of the program, and whether the program was eventually successful in addressing the issues that led to its implementation

Study the various elements in the working of the program and the prerequisites for its success

Analyze the challenges in the implementation of a radical change initiative and to study the steps taken in this case to address these challenges

Analyze the prospects of the program, and to discuss whether it had the potential to become a workplace standard

Reference Numbers

<i>ICMR</i>	<i>HROB 092</i>
<i>ECCH</i>	407-047-1
<i>Organization(s)</i>	<i>Best Buy Co. Inc.</i>
Countries	United States of America
Industry	Consumer Electronics
Pub/Rev Date	2007
Case Length	13 Pages
TN Length	8 Pages

Genentech's Work Culture and Practices

Abstract

This case describes the organizational culture and human resource management practices at Genentech Inc., a major biotech company based in the US. In 2006, Genentech was ranked as the best company to work for in the US by Fortune magazine. The company was recognized for its culture, which encouraged employees to pursue projects that interested them and to have fun at work. Genentech had been one of the few companies for which academicians opted to work in its early years in the 1970s. The company continued to maintain the same university research lab atmosphere even in the early 2000s. Genentech was also one of the rare companies in the biotech industry that held parties on campus and encouraged employees to have fun. The company also had a generous benefits program and the HR practices encouraged employees to achieve work/life balance. The case also talks about whether Genentech's culture could come under threat as the company increases in size.

Issues

Examine the organizational culture and HR practices at a company that was recognized as one of the best companies to work for in the US

Study the positive elements in the company's culture and to understand how they contributed to employee morale

Analyze the benefits and drawbacks of cultivating an academic atmosphere in a research oriented corporate entity

Analyze whether the company's culture could be put at risk as it grew in size

Reference Numbers

<i>ICMR</i>	<i>HROB 091</i>
<i>ECCH</i>	407-025-1
<i>Organization(s)</i>	<i>Genentech Inc.</i>
Countries	United States of America
Industry	Pharma and Biotech
Pub/Rev Date	2006
Case Length	16 Pages
TN Length	6 Pages

Human Resource Management - Best Practices in Infosys Technologies

Abstract

Infosys Technologies, a leading software company based in India, was voted the best employer in the country in many HR surveys in the recent years. The company was well known for its employee friendly HR practices. Though Infosys grew to become a US\$ 2 billion company by the year 2006, it still retained the culture of a small company. Infosys attracted the best talent from across the world, and recruited candidates by conducting one of the toughest selection process. All the selected candidates were required to go through an intensive 14 week training program. All the employees were required to undergo training every year, and some of the chosen employees were trained at the Infosys Leadership Institute to take on higher responsibilities in the company. Infosys was one of the first companies to offer ESOPs to its employees. The company followed variable compensation structure where the employees' compensation depended on the performance of individual, the team and the company. The case highlights many such best practices of Infosys in human resource management. It also discusses the challenges faced by the company to retain its talented workforce.

Issues

Study and appreciate some of the unique HR practices at Infosys

Understand the recruitment, selection and training practices of Infosys

Examine some of the retention strategies adopted by the company

Analyze some of the challenges faced by Infosys on the HR front

Reference Numbers

<i>ICMR</i>	<i>HROB 090</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Infosys</i>
Countries	India
Industry	Information Technology and Related Services
Pub/Rev Date	2006
Case Length	24 Pages
TN Length	

Diversity and Talent Management Practices at IBM

Abstract

The case examines the diversity and talent management practices of the US-based IBM, the leading IT Company in the world. IBM figured in the Fortune magazine's list of "America's Most Admired Companies" in the year 2004. It was appreciated for recruiting and retaining the best talent across the world. IBM actively encouraged recruiting people from various social and cultural backgrounds irrespective of their age, sex or physical status. In the same year, IBM had developed a talent marketplace to effectively manage its workforce.

The marketplace supported employees to find the most suitable job across different organizational units within the company. Experts felt that the talent management initiatives of IBM would help it to gain competitive advantage in the long run as talent is the key differentiator in the IT industry.

Issues

Provide an understanding of diversity and its significance at the work place

Provide insights on how an organization can leverage diversity to gain competitive advantage

Understand the concept of talent management and its importance

Provide insights into how talent management initiatives can complement an organization's recruitment and retention policy

Reference Numbers

<i>ICMR</i>	<i>HROB 089</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>IBM</i>
Countries	United States of America
Industry	Information Technology and Related Services
Pub/Rev Date	2006
Case Length	14 Pages
TN Length	

IR Problems at Toyota Kirloskar Motor Private Limited

Abstract

The case examines the industrial relations problems at Toyota Kirloskar Motor Private Limited (TKM), an Indian joint venture between Japan based Toyota Motor Corporation and Kirloskar Motors. The case discusses the various reasons, which led to the dispute between the management and the employees of TKM. It elaborates the incidents, which led to the strike and lockout at the company. The case highlights the growing number of instances of clashes between the employees

and the management of companies in India, which is often guided by external parties such as trade unions and political parties.

Issues

Understand the factors that lead to strikes and lockouts at a factory and the impact of such happenings on the employees and the company

Study HR policies adopted by organizations to prevent labor unrest at the workplace

Examine the role played by the top management in ensuring peaceful working environment

Analyze the role of external parties such as trade unions; political parties etc in disturbing the working environment in a company

Reference Numbers

<i>ICMR</i>	<i>HROB 088</i>
<i>ECCH</i>	406-082-1
<i>Organization(s)</i>	<i>Toyota</i>
Countries	Japan / India
Industry	Auto and Ancillaries
Pub/Rev Date	2006
Case Length	17 Pages
TN Length	

Leadership Training and Development at the BBC

Abstract

The case describes the various training and development initiatives taken up by the British Broadcasting Corporation (BBC) under the leadership of Greg Dyke. It discusses in detail about the 'One BBC' program and its training module - 'Making It Happen.' The case also explains in detail BBC's leadership development program which was developed in collaboration with Ashridge Business Management school. Finally, the case presents the benefits of the leadership program to the employees and views of the analysts regarding its effectiveness.

Issues

Examine the problems faced by large organizations as a result of poor management and culture

Study and analyze the training and development programs undertaken by BBC

Appreciate the importance and benefits of leadership development programs in public organizations

Reference Numbers

<i>ICMR</i>	<i>HROB 087</i>
<i>ECCH</i>	406-083-1
<i>Organization(s)</i>	<i>British Broadcasting Corporation</i>
Countries	United Kingdom
Industry	Media, Entertainment, and Gaming

Pub/Rev Date 2006
 Case Length 15 Pages
 TN Length

Whole Foods Market's Unique Work Culture and Practices

Abstract

Whole Foods Market was the biggest organic and natural foods retailer in the world. The company was well known for its team-based operations and employee-oriented work culture, which were thought to be the main drivers of its growth and profitability in an industry that was characterized by negligible growth rates and declining profits.

The work culture at WFM was centered on the company's grassroots level management, which helped it eliminate bureaucracy. A high amount of decentralization also allowed the company to tailor its operations to meet the requirements of local communities.

An example of the degree of decentralization at WFM was the 'hiring vote', which empowered existing team members to choose the new recruits to their teams. WFM was also known for disclosing vast amounts of critical financial information to employees at all levels, and for encouraging team members and leaders to take decisions at the team level based on this information.

WFM also disclosed the annual salaries of all its employees in its 'salary book', which was made available at all its locations. Additionally, the company had a salary cap, which restricted CEO John Mackey's pay to 14 times the average annual salary of all full time employees. These measures were thought to have played an important role in creating a culture of trust and openness at the company. Competitiveness was also promoted at WFM, and the company had a metrics-based culture, which encouraged teams to benchmark their performance against that of others within the system, leading to a culture of 'excellence'.

This case examines the main elements of WFM's work culture, and analyzes how they helped create a culture that became a source of competitive advantage for the company. The case also discusses Mackey's leadership style, and how it influenced the culture of WFM. It concludes with an analysis of WFM's stand on unions and the company's prospects and challenges in the future.

Issues

Understand the role of culture as a source of competitive advantage for companies.

Study the effect of leadership on culture, especially when the leader also happens to be the founder of the company.

Examine the importance of teams in a retail setup, and to analyze their role and importance in a company with a decentralized and democratic cultural system.

Understand the importance of transparency and openness in creating a 'high trust' organization.

Study how internal competition can contribute towards creating a 'culture of excellence'.

Study the issues of unionization in large retail organizations, and the ethical dimensions of discouraging unions

Reference Numbers

ICMR HROB 086
 ECCH 406-084-1
 Organization(s) Whole Foods Market
 Countries United States of America
 Industry Retail
 Pub/Rev Date 2006
 Case Length 24 Pages
 TN Length

SABMiller's Human Capital Proposition - Institutionalizing a Performance Culture

Abstract

This case is about SABMiller and its unique Human Capital Proposition (HCP), which fostered a unique performance culture at SABMiller. Analysts opined that SABMiller seemed to have transformed itself from a South African company into a successful global beer company through its HCP.

The case discusses the finer aspects of SABMiller's HCP and its importance in institutionalizing a strong performance culture within the organization. The case also includes details about the "SAB Ways", a proven approach to performance management and reward at South African Brewing Company (SAB).

SABMiller was also successful in reshaping the organization culture of Miller Brewing Company (MBC), which it acquired in 2002.

Issues

Understand the Human Capital Proposition model of SABMiller and its role in institutionalizing a strong performance culture within the organization

Understand the key steps adopted by SABMiller to reshape the organization culture of Miller Brewing Company

Reference Numbers

ICMR HROB 085
 ECCH 406-076-1
 Organization(s) SABMiller
 Countries South Africa /
 United States of America /
 Europe
 Industry Food and Beverage
 Pub/Rev Date 2006
 Case Length 16 Pages
 TN Length

IG Metall: The Metal Union

Abstract

This case is about the IG Metall Trade Union (IG Metall), one of the oldest and largest trade unions in Germany. Since 1949, IG Metall had played an important role in German labor relations and was considered by many as the pioneer in collective bargaining in Germany. However, with the advent of globalization and modernization in Germany and Europe, IG Metall, with its traditional and inflexible views on labor relations, began to face a crisis in terms of decline in membership and bargaining power.

Issues

Understand the issue of trade union activism in Germany; Understand the challenges faced by a large trade union on account of the change in the economic environment and attitudes of workers.

Reference Numbers

ICMR HROB 084
 ECCH 406-078-1
 Organization(s) IG Metall Trade Union
 Countries Germany
 Industry Diversified
 Pub/Rev Date 2006
 Case Length 17 Pages
 TN Length N/A

Promoting Diversity: The American Express Way

Abstract

American Express was well known in American corporate circles for its commitment to diversity. The company not only made a conscious effort to recruit a diverse workforce, but it also created a work culture where diversity was valued and promoted. This case discusses the diversity initiatives of AmEx. It talks about how the company partnered with several profit and non profit organizations to ensure that it had access to a diverse pool of candidates in its recruitment efforts. It also talks about the culture and policies at AmEx that ensured that diversity was promoted in all parts of the organization. The case concludes with a commentary on the extent to which the diversity initiatives were successful at the company considering a law suit filed by some women employees against the discrimination they faced at the company.

Issues

Understand the importance of diversity and its role in creating a positive work environment

Study the practical implementation of diversity at a large American company

Analyze the extent to which diversity initiatives can be implemented at large companies with dispersed operations.

Reference Numbers

ICMR	HROB 083
ECCH	406-079-1
Organization(s)	American Express Company
Countries	USA
Industry	Financial Services, Travel and Tourism
Pub/Rev Date	2006
Case Length	13 Pages
TN Length	N/A



Case Studies in Human Resource Management Volume I

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Pixar's 'Incredible' Culture

Abstract

This case is about the unique organization culture at Pixar Animation Studio (Pixar). Many analysts attributed Pixar's success to its unique culture marked by an informal approach toward work and its Human Resource (HR) policies that built a motivated and loyal employee base. The case highlights the company's hands-off management style coupled with an artisan cultivation of the creative process, which helped it become a benchmark against which the rest of the industry measured itself. The case also discusses the cultural and HR management implications to Pixar as a result of it having been acquired by The Walt Disney Company.

Issues

Understand the techniques adopted Pixar in creating and maintaining its unique organization culture

Understand the cultural and HR management implications to a company in the event of it being acquired by a larger entity.

Reference Numbers

ICMR	HROB 082
ECCH	406-077-1
Organization(s)	Pixar Animation Studios
Countries	USA
Industry	Media and Entertainment
Pub/Rev Date	2006
Case Length	21 Pages
TN Length	N/A

Innovation at Whirlpool: Creating A New Competency

Abstract

This case is about the initiatives undertaken at Whirlpool Corporation (Whirlpool) to create a new core competency in the form of building an innovation culture within the organization. In the late 1990s, Whirlpool was faced with stagnation in revenues, profits, and market share. According to analysts, this was a direct result of the stagnation in its product line caused by very little attention being paid to innovation. The case discusses the steps initiated by the top management at Whirlpool to bring about a change in the company's corporate culture and embed innovation as a core competency. Analysts felt that these efforts had borne fruit, judging by the consistent growth in Whirlpool's revenues since 2002.

Issues

Understand the issues and challenges faced by a company in bringing about a change in organization culture

Appreciate the role of the senior management in culture change initiatives.

Reference Numbers

ICMR	HROB 081
ECCH	406-061-1
Organization(s)	Whirlpool Corporation
Countries	USA, Europe
Industry	Electricals and Electronics
Pub/Rev Date	2006
Case Length	20 Pages
TN Length	4 Pages

Diversity Training at Toys "R" US, Inc.

Abstract

Toys "R" US, Inc. is a major retailer of toys and children's merchandise and has stores spread across the world. This case deals primarily with the implementation of a diversity training program at Toys "R" US. It

gives an account of the different stages of the program, and includes a discussion of the factors that necessitated the introduction of the program.

Issues

Provide an introduction to diversity training
Provide insights into the components of diversity training and their implementation
Understand the growing need for diversity training in multi-ethnic countries like the US.

Reference Numbers

ICMR	HROB 080
ECCH	
Organization(s)	Toys "R" US, Inc
Countries	USA
Industry	Toys
Pub/Rev Date	2006
Case Length	10 Pages
TN Length	N/A

Disney: Succession Problems in the Magic Kingdom

Abstract

This case highlights the succession problems in the Walt Disney Company (WDC). Eisner, the Chairman and CEO of WDC, was credited with having transformed Disney from a movie studio and theme park operator into a huge media conglomerate.

However many shareholders criticized Eisner for being responsible for the controversial exits of his deputies like Katzenberg and Ovitz, which involved huge multi million dollar settlements. Added to this since 2003, Eisner had fallen out with Roy E Disney. Eisner was criticized for poor governance, improper handling of WDC's business, and the failure to identify an able successor. After Eisner was voted out as chairman in March 2004, the WDC board tried to find a successor. However after many months of scouting and intense media speculation about Eisner's successor, the WDC board ended up selecting Iger, Eisner's deputy to take over the reins from Eisner from October 1, 2005.

Issues

Importance of succession planning in large organizations

Impact of issues like corporate culture, leadership, and shareholder management with regard to succession planning.

Reference Numbers

ICMR	HROB 079
ECCH	
Organization(s)	The Walt Disney Company
Countries	USA
Industry	Media and Entertainment

Pub/Rev Date 2006
Case Length 12 Pages
TN Length N/A

Discrimination Cases at Boeing

Abstract

The case focuses on the charges of discrimination against Boeing. The case elaborates the treatment meted out to minority and female employees in the company and discusses a few cases filed by its employees against the company's discriminatory practices. The case discusses the lawsuits filed against Boeing that allege racial, and gender discrimination and the implications of such suits on the company.

Issues

Factors that contribute to discrimination at workplace and the impact of such practices on the company and its employees

Various strategies adopted by the organizations in their policies, codes and procedures to prevent discrimination at the workplace

The role played by the top management in ensuring proper employment practices

The need to continuously monitor employment policies to see that they are properly implemented, and to improve them from time to time to achieve the desired objectives.

Reference Numbers

ICMR HROB 078
ECCH 406-027-1
Organization(s) The Boeing Company
Countries USA
Industry Aerospace
Pub/Rev Date 2006
Case Length 19 Pages
TN Length N/A

GM's Pension Fund Problems

Abstract

The case describes the huge employee pension, healthcare and retirement benefits related liabilities of GM which according to industry analysts may lead the company into bankruptcy. It explains how these liabilities got accumulated over the years and mentions the measures taken by GM to pay them.

The case also discusses the reasons for the continuous decline of GM's market share in the US automobile industry. The case ends with the analysts' view on how GM should solve its problems.

Issues

Appreciate the importance of sustainable plan to fund post retirement employee benefits;

Examine the role of labor unions in GM's pension fund problems.

Reference Numbers

ICMR HROB 077
ECCH 406-022-1
Organization(s) GM
Countries US
Industry Automobile
Pub/Rev Date 2006
Case Length 22 Pages
TN Length N/A

Valero Energy's HR Practices and Culture

Abstract

Valero Energy was well known as one of the best employers in the US. Not only did the company have the distinction of not having laid off an employee even during the most difficult times, but it also offered some of the best benefits and bonuses among the large companies in the country. In the early 2000s, Valero earned the appreciation of HR experts when it started applying scientific principles and tools to typical HR practices like manpower planning and recruitment. The company was also known for its 'caring and sharing' culture which gave people preponderance over all other factors. The company was well known for its community development initiatives.

This case discusses the factors behind Valero's success as an employer. It details the company's approach toward human resource management and talks about the cultural elements that gave Valero its reputation as a great employer. It also talks about the company's commitment to safety and its community development initiatives. The case concludes with a discussion of the challenges to sustaining Valero's culture.

Issues

Best practices in the field of human resources management at a large energy company

Use of scientific methods and tools in typical HR functions like manpower development and recruitment

The impact of a company's culture and values on employee morale

The difficulties in keeping intact the culture of a large company given to acquisitions.

Reference Numbers

ICMR HROB 076
ECCH 406-020-1
Organization(s) Valero
Countries USA
Industry Energy and Utilities
Pub/Rev Date 2006

Case Length 14 Pages
TN Length N/A

EVA and Compensation Management System at Tata Consultancy Services

Abstract

The case examines the compensation management system at TCS based on the EVA model. With the implementation of EVA based compensation, the salary of employees comprised of two parts - fixed and variable. The variable part of the salary was arrived after considering Corporate EVA, Business unit EVA and also individual performance EVA. The new system was implemented successfully and it helped the company identify the non-performers. The company also benefited a great deal in retaining talent. However, it also received criticism from several quarters for 'putting golden handcuffs on excellent performers.'

Issues

Study the compensation management system at TCS

Analyze EVA as a performance measurement tool.

Reference Numbers

ICMR HROB 075
ECCH 406-021-1
Organization(s) Tata Consultancy Services
Countries India
Industry Information Technology
Pub/Rev Date 2005
Case Length 14 Pages
TN Length N/A

Racial Discrimination at FedEx Corporation

Abstract

In late 1990s and early 2000s, FedEx Corporation faced allegations of racial discrimination from its minority employees. A case filed by the company's minority employees in 2003 was given a class action status in 2005 thus strengthening the racial discriminatory allegations on the company. The case focuses on the charges of racial discrimination against FedEx Corporation. It elaborates the treatment meted out to minority employees in the company and discusses few cases filed by the employees of FedEx Corporation against the company's discriminatory practices.

Issues

Racial discrimination and the laws protecting individuals from such discriminatory practices

Situations or factors that contribute to discrimination at workplace and the impact of such practices on the company and its employees

Various policies, codes and procedures to prevent discrimination at workplace

Reasons for the failure in implementing the codes and employment policies framed by companies and the need to continuously monitor such policies to implement and improve them from time to time to achieve the desired objectives.

Reference Numbers

ICMR	HROB 074
ECCH	406-003-1
Organization(s)	FedEx
Countries	USA
Industry	Services
Pub/Rev Date	2005
Case Length	16 Pages
TN Length	N/A

Human Resource Management Practices at the National Thermal Power Corporation (NTPC) in India

Abstract

The case discusses the various Human Resource Management (HRM) practices adopted by NTPC, India's largest and the world's sixth largest power generating company.

It discusses the framework for human resource development in the company and the way it is linked with the company's overall corporate strategy. It details NTPC's practices relating to recruitment, employee training and development, mentoring, comprehensive benefits and work-life balance.

It also describes how NTPC has established a culture of high performance, making the company the second most efficient power generating company in the world. The case also explores the payoff arising from good human resource management as seen in the organization's performance.

The case concludes with a discussion on whether NTPC can further optimize its returns by modifying its HRM practices to prepare itself for the future.

Issues

The human resource management practices of a major Public Sector Undertaking

The need for employee development and the practices adopted by a major PSU toward this end

The importance of positive human resource management practices in employee retention
The effect of organizational culture on employee morale and high performance.

Reference Numbers

ICMR	HROB 073
ECCH	405-068-1
Organization(s)	National Thermal Power Corporation
Countries	India
Industry	Utilities
Pub/Rev Date	2005
Case Length	24 Pages
TN Length	5 Pages

Training and Development: The GE Way

Abstract

GE is one of the world's leading conglomerates with operations spread across eleven businesses. It has been adjudged as one of the top companies for executive development in the world in recognition of its ability to nurture executive talent. The case describes how GE pioneered the concept of a full fledged corporate university, the John F. Welch Leadership Centre (WLC) at Crotonville. It further explains how a strong learning culture was developed at GE through innovative programs like Work-Out. It also details the various employee training and education initiatives undertaken at GE and examines how these initiatives helped in improving employee productivity and performance. The case also discusses GE's e-learning initiatives and highlights the benefits of e-learning for employee training and development.

Issues

Training and development initiatives undertaken in a large conglomerate

Leadership training and development programs in a highly diversified company
e-learning initiatives at GE its benefits and drawbacks.

Reference Numbers

ICMR	HROB 072
ECCH	405-051-1
Organization(s)	GE
Countries	USA
Industry	Diversified
Pub/Rev Date	2005
Case Length	17 Pages
TN Length	5 Pages

Managing Attrition in the Indian Information Technology Industry

Abstract

The case analyzes the management of human resource in the IT industry with a special emphasis on the factors responsible

for the high rate of employee turnover in the industry. The IT industry, being a knowledge-based sector, requires a workforce that is highly competent. Also, the demanding nature of work in the industry requires effective strategies to retain its workforce. With growing demand for Indian IT professionals overseas and with multinational IT companies establishing their offices in India, retention becomes very difficult. To handle the challenge, companies have started using a variety of retention tools such as ESOPs and RSUs.

They have also taken other initiatives like improving the work-life balance of their employees, encouraging learning and development, developing a positive organization culture, etc. to retain their employees. The case examines the retention tools used by Indian IT companies to combat attrition. It ends with the discussion on the challenges the Indian IT industry faces in the future in view of the growing need to retain its talent pool.

Issues

Trends in attrition in the IT industry in India

Drivers of attrition in the IT industry

Various retention strategies formulated for retaining employees

Importance of recruitment, compensation & rewards, work-life balance, learning and development, organization culture and leadership in reducing attrition.

Reference Numbers

ICMR	HROB 071
ECCH	405-060-1
Organization(s)	
Countries	India
Industry	Information Technology
Pub/Rev Date	2005
Case Length	14 Pages
TN Length	5 Pages

Organization Culture at Goldman Sachs

Abstract

The case focuses on the organization culture at Goldman Sachs. It explains the drivers and elements of Goldman Sachs' culture, which has been a source of competitive advantage for the company. Goldman Sachs, which operated based on its 14 business principles, was known for its risk-taking ability, ruthlessness, and conservatism.

The case also looks into the changes that are taking place in the partnership culture at the organization after the company went public in 1999. The case also looks into the role played by the top management in the evolution of the Goldman Sachs culture.

Issues

How culture can be a source of competitive advantage for an organization

The elements of an organizational culture.

Reference Numbers

<i>ICMR</i>	<i>HROB 070</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Goldman Sachs</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Investment Banking</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>13 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Cisco's Organization Culture**Abstract**

The case focuses on Cisco's organization culture, which many feel, was responsible for Cisco bouncing back to profit after recording losses during the tech meltdown of 2001. The case looks at Cisco's growth through the years, the drivers of Cisco culture, and the characteristics of work culture at Cisco. Incorporated in 1984, Cisco had a culture based on the principles of customer focus, transparent communication, employee empowerment, integrity, and frugality. The work culture, which epitomized fun and fostered a spirit of employee involvement, ensured that employee turnover was way below industry norms. Continuous Learning, an element of the Cisco culture, was taken care of even through acquisition and partnerships. The case also looks into the role played by the company's CEO, John Chambers, in the evolution of the Cisco culture.

Issues

How an organization can use its culture as a competitive advantage

The elements of an organizational culture.

Reference Numbers

<i>ICMR</i>	<i>HROB 069</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Cisco</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Networking</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>11 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

"Hire people, who are better than you are, then leave them to get on with it . . . ; Look for people who will aim for the remarkable, who will not settle for the routine."

– David Ogilvy

Starbucks' Human Resource Management Policies and the Growth Challenge**Abstract**

Starbucks is one of the best known and fastest growing companies in the world. Set up in 1971, in Seattle, the company grew slowly initially, but expanded rapidly in the late 1980s and the 1990s. By the early 2000s, there were nearly 9,000 Starbucks outlets across the world and the company's eventual retail target was to open 30,000 outlets. It was widely believed that the company's success and rapid growth could be attributed largely to its committed and motivated workforce.

This case discusses the human resource management policies and work culture at Starbucks. Starbucks cared about its employees and was one of the few companies in the retail sector to provide generous benefits to both full time workers as well as part timers. This ensured that employees remained motivated, and Starbucks had a relatively low employee turnover. However, in the early 2000s, the company faced the challenge of finding and retaining the right number and kind of employees to man its future growth.

Issues

The human resource management policies of a large service-oriented retail company.

Reference Numbers

<i>ICMR</i>	<i>HROB 068</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Starbucks</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Coffee Retailing</i>
<i>Pub/Rev Date</i>	<i>2005</i>
<i>Case Length</i>	<i>11 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

Employee Training and Development at Motorola**Abstract**

US based Motorola is the world's leading electronics and telecom goods company. It has been adjudged as one of the best companies for employee development. Motorola gave utmost importance to training right from its inception. This case describes how training and a strong learning ethic has been an integral part of Motorola's culture. It explains in detail the various employee training and education initiatives undertaken by Motorola University and examines how these initiatives helped in improving employees' productivity, performance and quality of work. The case also describes Motorola's e-learning initiatives and highlights the benefits of e learning for employee training and development.

Issues

Understand the best practices in training and development of employees.

Reference Numbers

<i>ICMR</i>	<i>HROB 067</i>
<i>ECCH</i>	
<i>Organization(s)</i>	<i>Motorola</i>
<i>Countries</i>	<i>US</i>
<i>Industry</i>	<i>Telecom</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>16 Pages</i>
<i>TN Length</i>	<i>N/A</i>

IKEA's Innovative Human Resource Management Practices and Work Culture**Abstract**

IKEA was one of the largest furniture manufacturers and retailers in the world, with operations in 32 countries (in early 2005). The company was well known for its stylish and innovative designs. It was the pioneer of furniture that could be dismantled and packed flat, to allow ease of transportation.

IKEA's main strength was its committed workforce, which was often the source of the company's innovative concepts. IKEA adopted a positive approach toward human resource management. In the late 1990s and early 2000s, the company implemented several initiatives that promoted 'life balance' and diversity. The case discusses the innovative human resource management practices adopted by IKEA and describes its work culture. Initiatives related to flexible work design, comprehensive benefits, quality of work life, and employee training and development are outlined. The case also discusses the prominent elements of IKEA's culture, such as diversity, openness, equality, cost consciousness, and competitiveness.

Issues

Understand the human resource management practices and work culture of a major furniture manufacturer and retailer

Appreciate the importance of positive human resource management practices in employee retention

The need for employee development and the practices adopted by a major multinational company toward this end

The effect of culture on employee morale and the relationship between culture and innovation.

Reference Numbers

<i>ICMR</i>	<i>HROB 066</i>
<i>ECCH</i>	<i>405-020-1</i>
<i>Organization(s)</i>	<i>IKEA</i>
<i>Countries</i>	<i>Sweden</i>

Industry Furniture Retailing
Pub/Rev Date 2005
Case Length 15 Pages
TN Length 4 Pages

Training and Development at Godrej

Abstract

The case explains the training and development initiatives of the Godrej group since the late 1990s. In the late 1990s, the Godrej group initiated various training and development programs such as the TQM workshops, 'Parivartan', EVA training, GALLOP, Spark, e-Gyan, English language training, and BPO training. The case explains each of these programs in detail and the benefits that the group reaped from all these initiatives. The case ends with the shortcomings in Godrej's training and development initiatives.

Issues

Training and Development; Total Quality Management; Top management's role in change management.

Reference Numbers

ICMR HROB 065
ECCH 405-012-1
Organization(s) Godrej
Countries India
Industry Diversified
Pub/Rev Date 2005
Case Length 12 Pages
TN Length N/A

Human Resource Management: Best Practices at Marriott International

Abstract

The case examines Marriott International's (Marriott) various innovative HR practices, which earned it the reputation of being 'the best place to work' in the hospitality industry. It describes Marriott's 'Spirit to Serve' culture and the company's HR philosophy which guided its various HR initiatives. The case gives an overview of the best practices employed by the company in the recruitment, selection, training and development of employees. It also details the employee retention strategies and grievance redressal system at Marriott. Finally, the case reviews the benefits reaped by the company because of its employee friendly HR practices.

Issues

The role of an organizational philosophy and culture in the development of human resource policies in a multinational organization.

Reference Numbers

ICMR HROB 064
ECCH 404-116-1
Organization(s) Marriott International
Countries USA
Industry Hospitality
Pub/Rev Date 2004
Case Length 18 Pages
TN Length N/A



Introduction to Human Resource Management
 Paperback; 349 Pages,
 ISBN No: 81-7881-978-3
 (Workbook also available)

Home Depot's Cultural Evolution: A Comparison of the Company's Culture under Its Founders and Bob Nardelli

Abstract

Home Depot was the biggest retailer of home improvement products in the US in the early 2000s. The company was also well known for its entrepreneurial and laissez-faire culture, a culture fostered by co-founders Bernie Marcus and Arthur Blank, who led the company from 1978 to 2000. In late 2000 however, the board appointed Robert Nardelli, a GE veteran, as CEO. Nardelli was given the task of solving the problems that the company ran into in the late 1990s.

The case discusses the cultural changes at Home Depot under the leadership of Nardelli. Nardelli was responsible for changing Home Depot's culture from an entrepreneurial and informal one, to one that focused on processes. He also introduced a fair amount of centralization and managed to link the various departments and regions of the company together.

Issues

Effect of change in leadership on culture; cultural evolution in an organization.

Reference Numbers

ICMR HROB 063
ECCH 404-128-1
Organization(s) Home Depot.
Countries USA
Industry Retail
Pub/Rev Date 2004
Case Length 10 Pages
TN Length 4 Pages

Volvo's HR Practices: Focus on Job Enrichment

Abstract

The case discusses the efforts made by the Swedish automobile major - Volvo AB towards improving the work conditions at its facilities through job enrichment programs. In its efforts to reduce the instances of employee turnover and absenteeism in its manufacturing facilities, Volvo introduced innovative job enrichment programs including job rotation, management employee councils, small work groups, change implementation and employee oriented facilities. These programs helped the company to understand the importance of designing its facilities according to the work design and employees' requirements. Volvo was one of the first automobile companies to deviate from the traditional assembly line system and adopt a more employee-centric approach for manufacturing automobiles.

Issues

Job enrichment; Adapting the workplace to the employee requirements.

Reference Numbers

ICMR HROB 062
ECCH 404-102-1
Organization(s) Volvo AB
Countries Sweden
Industry Automobile
Pub/Rev Date 2004
Case Length 14 Pages
TN Length N/A

Southwest Airlines Act II: An Airline in Trouble?

Abstract

The case discusses the changes that occurred in Southwest's culture in the early-2000s and to what extent these changes were related to leadership. It also talks about the problems faced by Southwest, some of which were cultural and others external. The case

concludes with an analysis of the reasons for the changes that occurred at Southwest and whether the new CEO Gary Kelly would be able to change the culture for the better and replace Herb Kelleher at the airline.

Issues

The relationship between leadership and culture and how charismatic leaders can influence the elements of culture at organizations.

Reference Numbers

<i>ICMR</i>	<i>HROB 061</i>
<i>ECCH</i>	<i>404-101-1</i>
<i>Organization(s)</i>	<i>Southwest Airlines</i>
<i>Countries</i>	<i>USA</i>
<i>Industry</i>	<i>Airlines</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>11 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Semco: A 'Maverick' Organization

Abstract

The case explains the unique culture at Semco, a Brazilian company. It explains how Semco survived and performed well in the turbulent Brazilian economy by making changes in the structure and culture of the company. The case also highlights the values and beliefs that the company holds, the relationship between managers and employees, and the unconventional paths the organization followed in order to develop new business segments - all these being factors responsible for making Semco one of the most successful companies in Brazil.

Issues

Change Management; How culture evolves in an organization.

Reference Numbers

<i>ICMR</i>	<i>HROB 060</i>
<i>ECCH</i>	<i>404-071-1</i>
<i>Organization(s)</i>	<i>Semco</i>
<i>Countries</i>	<i>Brazil</i>
<i>Industry</i>	<i>Diversified</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>10 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Political Advertising: The 'India Shining' Campaign

Abstract

The case describes the 'India Shining' campaign that marked the beginning of a new age of political advertising in India. It discusses in depth the political advertising strategy of the erstwhile NDA government and examines

how the campaign was aimed as a tool to win votes. The case also discusses the political advertising campaign of the present ruling party - Congress that mainly targeted the masses. The case ends with a debate on the efficacy of political advertising campaign in general, and explores reasons why the 'India Shining' campaign was unsuccessful.

Issues

Examine the role of political advertising campaign in promoting a political party.

Reference Numbers

<i>ICMR</i>	<i>HROB 059</i>
<i>ECCH</i>	
<i>Organization(s)</i>	
<i>Countries</i>	<i>India</i>
<i>Industry</i>	
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>17 Pages</i>
<i>TN Length</i>	<i>N/A</i>

HR Problems in Hyundai Motor Co.

Abstract

Hyundai Motor Company was a part of the large South Korean Chaebol - the Hyundai Group - until the group split in September 2000. In the last four decades, Hyundai managed to establish itself all over the world as a company producing reliable, technically sound and stylish automobiles. In the 90s, the company started aggressive overseas expansion programs.

By the late 1990s, when Southeast Asian crisis struck, the company faced serious financial problems. To survive, it had to cut its labor force. The company offered various retirement schemes, unpaid leave for two years, etc. to workers, and expressed its inability to support its entire workforce in the slack period. The unions refused to compromise and the management too stood its ground.

Finally, the government intervened to force a negotiated settlement between the union and the management.

Issues

Damage that unhappy management-labor relations can cause to an organization.

Reference Numbers

<i>ICMR</i>	<i>HROB 058</i>
<i>ECCH</i>	<i>404-070-1</i>
<i>Organization(s)</i>	<i>Hyundai Motor Co.</i>
<i>Countries</i>	<i>South Korea</i>
<i>Industry</i>	<i>Automobile</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>11 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Succession Planning at Ranbaxy: Family Drama, Corporate Style

Abstract

The case discusses the CEO succession planning controversy at Ranbaxy Laboratories Limited (Ranbaxy), India's largest pharmaceutical company. It describes the concept of succession planning and its importance in managing large companies (especially family owned businesses).

The case describes how and why Parvinder Singh (Ranbaxy's promoter, also CEO) believed in running the business professionally and handed over the company's management to D S Brar (Brar), a professional (and a non-family member), amidst stiff opposition from family members.

The case then details how Brar transformed Ranbaxy from a small Indian pharmaceutical company into a research based global pharmaceutical major. The case concludes with a discussion of whether Ranbaxy's promoters would take over the company's management or continue to allow professionals to manage their business.

Issues

Succession Planning in Family Owned Businesses.

Reference Numbers

<i>ICMR</i>	<i>HROB 057</i>
<i>ECCH</i>	<i>404-059-1</i>
<i>Organization(s)</i>	<i>Ranbaxy</i>
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Pharmaceuticals</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>16 Pages</i>
<i>TN Length</i>	<i>N/A</i>

Succession Planning at GE

Abstract

The case examines the succession planning process at the US-based GE, the leading diversified business conglomerate in the world. The case details the growth of GE under its various leaders from its inception, and examines GE's commitment to succession planning through the decades.

It discusses in detail the succession planning and leadership development processes at GE, and also examines the CEO succession planning under Jack Welch, GE's CEO and chairman in the period 1981-2001.

The case examines the differences between the management styles and ideologies of Welch and Jeff Immelt, who succeeded Welch as chairman and CEO of GE. Finally, the case examines the future of GE under the leadership of Immelt.

Issues

CEO Succession Planning; Leadership Development.

Reference Numbers

ICMR HROB 056
 ECCH 404-053-1
 Organization(s) GE
 Countries US
 Industry Diversified
 Pub/Rev Date 2004
 Case Length 13 Pages
 TN Length N/A

HR Restructuring at Lucent Technologies

Abstract

The case examines the human resources (HR) restructuring exercise undertaken by the leading US-based telecommunication company - Lucent Technologies (Lucent) - in the early 2000s. The case discusses briefly the evolution and growth of Lucent and examines the various problems the company faced at the turn of the 20th century. It comments on the restructuring measures Lucent took to resolve these problems, and discusses the reasons for the restructuring of the company's HR organization and practices. The case examines in detail the HR restructuring exercise at Lucent and the benefits reaped from it.

Issues

HR Restructuring; Standardization of HR Policies; Employee Downsizing.

Reference Numbers

ICMR HROB 055
 ECCH 404-052-1
 Organization(s) Lucent Technologies
 Countries US
 Industry Telecom
 Pub/Rev Date 2004
 Case Length 10 Pages
 TN Length N/A

Improving Performance through Change Management

Abstract

These caselets deal with the issue of change management. Caselet 1 discusses how the implementation of change management in an organization can bring about dramatic improvement in profits and help it become a market leader. It also highlights the role played by management and employees of an organization in implementing planned change. Caselet 2 discusses the importance of

changing employee behavior and managerial practices for change programs to be successful in organizations. Caselet 3 examines the difficulties encountered by management in merging two unequal organizations and the steps to be taken to overcome employee resistance to change.

Issues

Effect of managerial practices and employee behavior on performance.

Reference Numbers

ICMR HROB 054
 ECCH 404-025-1
 Organization(s)
 Countries India
 Industry Varied
 Pub/Rev Date 2004
 Case Length 6 Pages
 TN Length 5 Pages

Employee Participation, Organization Structure and Decision-making

Abstract

These caselets deal with the issue of decision making in organizations. Caselet 1 discusses about the conformity pressures of being in a group and the impact on group decision-making. The caselet also discusses the characteristic phenomena associated with group decision-making. Caselet 2 discusses the impact of employee behavior on organizational performance. It also examines the usefulness of training programs to bring about an improvement in employee behavior.

Issues

Relationship between organization structure and decision making.

Reference Numbers

ICMR HROB 053
 ECCH 404-019-1
 Organization(s)
 Countries India
 Industry Varied
 Pub/Rev Date 2004
 Case Length 6 Pages
 TN Length 6 Pages

Leadership: The Right Approach

Abstract

These caselets deal with the issue of leadership. Caselet 1 discusses the impact of micromanagement on employee morale and their performance. Caselet 2 discusses the initiatives that are taken by organizations

to develop leadership skills among its employees. It also discusses the need for succession planning in organizations.

Issues

Impact of autocratic style of leadership; Micromanagement.

Reference Numbers

ICMR HROB 052
 ECCH 404-018-1
 Organization(s)
 Countries India
 Industry Varied
 Pub/Rev Date 2004
 Case Length 5 Pages
 TN Length 5 Pages

The Right Way to be an Effective Leader

Abstract

These caselets deal with the issue of leadership. Caselet 1 discusses the impact of leadership style on employee morale and their performance. It also discusses the importance of employee participation to facilitate the development of leaders from within the organization.

Caselet 2 describes the impact of excessive pressure on employee performance and the need for an effective leadership style in order to bring out the best in employees.

Issues

Importance of employee participation; Impact of stress on employee performance.

Reference Numbers

ICMR HROB 051
 ECCH 404-020-1
 Organization(s)
 Countries India
 Industry Varied
 Pub/Rev Date 2004
 Case Length 4 Pages
 TN Length 4 Pages

Needs Drive Performance

Abstract

These caselets deal with the issue of motivation. Caselet 1 discusses the importance of motivating, empowering and retaining employees in organizations. It also examines how employees' needs can be linked to work motivation.

Caselet 2 discusses the role of equity in employee motivation. It also describes how perceived equity or inequity affects the work performance and satisfaction of employees.

Issues

Relationship between individual needs and motivation.

Reference Numbers

<i>ICMR</i>	<i>HROB 050</i>
<i>ECCH</i>	<i>404-024-1</i>
<i>Organization(s)</i>	
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Varied</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>4 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Employee Satisfaction: An Outcome of Motivated Workforce

Abstract

These caselets deal with the issue of motivation. Caselet 1 discusses the importance of employee recognition in motivating them to deliver superior work performance. It also examines the various factors that act as motivators for employees. Caselet 2 discusses the impact of induction and socialization processes on employees' work performance and motivation. Caselet 3 discusses the impact of work environment on employee motivation and satisfaction.

It also describes how alternative work schedules can motivate employees and improve organizational performance.

Issues

Challenges faced by HR managers in modern day organizations.

Reference Numbers

<i>ICMR</i>	<i>HROB 049</i>
<i>ECCH</i>	<i>404-023-1</i>
<i>Organization(s)</i>	
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Varied</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>6 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

Organizational Culture: The Recipe for Success

Abstract

These caselets deal with the topic of organizational culture. Caselet 1 discusses the importance of adapting organizational culture to meet the demands of the external environment. The caselet also describes the influence of an organization's founders on its culture. Caselet 2 discusses how the right organizational culture can foster creativity and innovation in employees. Caselet 3 discusses

the importance of having the right organizational culture to reduce employee turnover in call centers.

Issues

Adapting to meet the demands of the external environment.

Reference Numbers

<i>ICMR</i>	<i>HROB 048</i>
<i>ECCH</i>	<i>404-022-1</i>
<i>Organization(s)</i>	
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Varied</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>6 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Compensation Management

Abstract

The compensation policy and the reward system of an organization are viewed by the employees as indicators of the management's attitude and concern for them. Traditionally, pay scales in companies reflected the importance of the work and the responsibility level. Today, organizations try more to assess the worth of an individual in terms of his performance and contribution to the organization. These caselets discuss the importance of a compensation system that is competitive and attractive for the employees and at the same time, profitable for the organization.

Issues

The role and importance of compensation management in an organization.

Reference Numbers

<i>ICMR</i>	<i>HROB 047</i>
<i>ECCH</i>	<i>404-021-1</i>
<i>Organization(s)</i>	
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Varied</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>8 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

Performance Appraisal Management

Abstract

Performance appraisal has always been a hot and challenging issue for the managers across the world, HR managers as well as the line managers. These caselets discuss some of the common issues in designing and implementing a performance appraisal system. One of the caselets discusses not just performance appraisal, but the broader

issue of performance management. The method of appraising using the balanced scorecard approach has been discussed in the last caselet.

Issues

The importance of employee acceptance for the appraisal systems.

Reference Numbers

<i>ICMR</i>	<i>HROB 046</i>
<i>ECCH</i>	<i>404-027-1</i>
<i>Organization(s)</i>	
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Varied</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>5 Pages</i>
<i>TN Length</i>	<i>4 Pages</i>

Quality of Worklife

Abstract

The success of any organization is highly dependant on how it attracts, recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees' 'quality of work life' (QWL) to satisfy both the organizational objectives and employee needs.

These caselets discuss the importance of having effective quality of work life practices in organizations and their impact on employee performance and the overall organizational performance.

Issues

Flexible work options; Quality of work life.

Reference Numbers

<i>ICMR</i>	<i>HROB 045</i>
<i>ECCH</i>	<i>404-028-1</i>
<i>Organization(s)</i>	
<i>Countries</i>	<i>India</i>
<i>Industry</i>	<i>Varied</i>
<i>Pub/Rev Date</i>	<i>2004</i>
<i>Case Length</i>	<i>4 Pages</i>
<i>TN Length</i>	<i>5 Pages</i>

Recruitment and Selection

Abstract

In today's rapidly changing business environment, organizations have to respond quickly to requirements for people. Hence, it is important to have a well-defined recruitment policy in place, which can be executed effectively to get the best fits for the vacant positions. Selection is one area where the

interference of external factors is minimal. Hence the HR department can use its discretion in framing its selection policy and using various selection tools for the best results. These caselets discuss the importance of having an effective recruitment and selection policy. They discuss the importance of a good selection process that starts with gathering complete information about the applicant from his application form and ends with inducting the candidate into the organization.

Issues

Challenges in the process of recruiting and selecting employees.

Reference Numbers

ICMR HROB 044
 ECCH 404-029-1
 Organization(s)
 Countries India
 Industry Varied
 Pub/Rev Date 2004
 Case Length 6 Pages
 TN Length 6 Pages

Retaining Employees

Abstract

In today's rapidly changing business environment, it is not only important to attract candidates, but at the same time to retain them. When an organization has a high employee turnover, it is important for the top management to immediately understand and analyze the causes and devise strategies to retain employees. High employee turnover also affects the morale of the other employees. These caselets discuss the causes for high employee turnover. They discuss the importance of having a good retention strategy and the role the management should play in retaining the employees.

Issues

Employee turnover and employee retention.

Reference Numbers

ICMR HROB 043
 ECCH 404-030-1
 Organization(s)
 Countries India
 Industry Varied
 Pub/Rev Date 2004
 Case Length 5 Pages
 TN Length 6 Pages

www.icmrindia.org

Managing Cultural Change at P&G

Abstract

The case discusses in length about the HR practices and corporate culture of the US based Procter & Gamble (P&G), global leader in the fast moving consumer goods industry. The case elaborates on the measures taken by Durk Jager, former CEO of P&G, to bring about a significant change in the corporate culture of the company in order to fuel innovation and financial growth. It examines the reasons why Jager's measures failed to deliver the desired results. The case then discusses how Alan George Lafley, the new CEO, who followed a different approach from that of Jager, managed to restore the cultural equilibrium at P&G and was able to revive the company's financial performance.

Issues

Corporate culture of a large, multinational company.

Reference Numbers

ICMR HROB 042
 ECCH 404-017-1
 Organization(s) P&G Inc.
 Countries USA
 Industry FMCG
 Pub/Rev Date 2004
 Case Length 18 Pages
 TN Length N/A

Google's Organizational Culture

Abstract

A company's organizational culture plays a vital role in its success. A company's culture helps it attract the best talent available in the industry. The case discusses the organizational culture at Google Inc. Google was one of the few companies that successfully blended technological innovation with strong organizational culture. The case provides insight into the work environment, and recruitment process at Google. The case also provides insight into how Google fostered innovation among employees. The case ends with a critique of Google's organizational culture.

Issues

The role of organizational culture in attracting the best talent in the industry.

Reference Numbers

ICMR HROB 041
 ECCH 404-016-1
 Organization(s) Google Inc.
 Countries USA

Industry IT
 Pub/Rev Date 2004
 Case Length 10 Pages
 TN Length 5 Pages

Innovations at Wipro

Abstract

The case describes the innovation process at Wipro one of the leading IT companies in India. The focus of the case is on the innovation process at Wipro and the elements of the innovation process.

The case also describes in detail the implementation of innovation process in the company. The case discusses how the top management at Wipro created a culture of innovation and encouraged employees to come out with new innovative products.

Issues

Understand how a technology company can use innovation as a differentiation tool to secure a strategic objective

Study how innovation can be introduced in an organization covering its process, structure, tools and techniques, systems and procedures to ensure its success.

Reference Numbers

ICMR HROB 040
 ECCH 404-008-1
 Organization(s) Wipro Technologies
 Countries India
 Industry Software
 Pub/Rev Date 2004
 Case Length 10 Pages
 TN Length 4 Pages

SRC Holdings: The 'Open Book Management Culture'

Abstract

The case examines how SRC Holdings, a key player in the engine and parts remanufacturing market in the US, turned itself around by implementing the 'Open Book Management' philosophy.

The case gives an overview of the evolution of SRC and the problems that necessitated the adoption of the OBM philosophy. Details of how and why SRC opened its financial books to employees and made them partners in the business are given.

The case then discusses the evolution of SRC's 'Great Game of Business' (GGOB) system. It examines the company's unique organizational culture that emerged on account of implementing OBM and GGOB.

The case also reviews the benefits SRC reaped on account of the OBM and GGOB initiatives.

Issues

Get an insight into the automotive engine and parts remanufacturing market in the US

Understand the impact of an organization's strategic problems on its divisions and employees.

Reference Numbers

ICMR	HROB 039
ECCH	404-002-1
Organization(s)	SRC Holdings
Countries	USA
Industry	Manufacturing
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	N/A

Fannie Mae's Human Resource Management Policies

Abstract

The case examines the innovative human resource (HR) policies adopted by the largest mortgage financing firm in the US, Fannie Mae. These policies helped the company earn the reputation of being one of the best companies to work for. The case gives an overview of Fannie Mae's growth since its inception in the late-1930s and examines the circumstance under which the company decided to focus on strengthening its HR policies. It examines in detail Fannie Mae's commitment to fostering a culture of diversity at the company and also studies the innovative HR practices employed (especially in the areas of employee benefits and career development).

Issues

Innovative practices at Fannie Mae to meet employee needs.

Reference Numbers

ICMR	HROB 038
ECCH	404-001-1
Organization(s)	Fannie Mae
Countries	USA
Industry	Mortgage Financing
Pub/Rev Date	2003
Case Length	15 Pages
TN Length	N/A

The Good and Bad of Wal-Mart's Culture

Abstract

Wal-Mart was the biggest company in the world. With sales at a quarter of a trillion and over 1.3 million employees, it was the biggest retailing success ever. A lot of Wal-Mart's success was attributed to the strong and

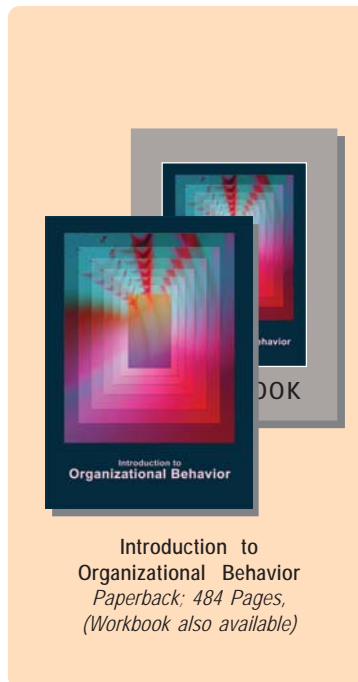
pervasive culture at the company, which was developed and nurtured by founder Sam Walton. In over four decades of operation, Wal-Mart managed to retain most of the elements of culture it had when it first started out, as well as the entrepreneurial spirit which often drives startup companies to success. The fact that the company's growth rate was often in double digits bears this out. Wal-Mart's culture was characterized by an orientation towards customer service and providing the best value at the lowest prices

Issues

Elements of culture fostered by a company to support its growth and success.

Reference Numbers

ICMR	HROB 037
ECCH	404-004-1
Organization(s)	Wal-Mart
Countries	USA
Industry	Retailing
Pub/Rev Date	2004
Case Length	17 Pages
TN Length	4 Pages



Introduction to Organizational Behavior
Paperback; 484 Pages,
(Workbook also available)

Nucor Corp's Organizational Culture

Abstract

The case examines the organizational culture at Nucor and the way in which it led to the success of the company. The policies and mechanisms adopted by Nucor's management to encourage the productivity and profitability are also discussed. The case takes a close look at Nucor's recruitment,

reward systems and the work culture. The case also discusses the various criticisms labeled against Nucor's HR policies.

Issues

Shaping the culture of an organization.

Reference Numbers

ICMR	HROB 036
ECCH	404-003-1
Organization(s)	Nucor Corp
Countries	North America
Industry	Steel
Pub/Rev Date	2004
Case Length	12 Pages
TN Length	4 Pages

Microsoft's People Problems

Abstract

The case examines the growth of Microsoft Corp. from a small partnership startup to a global software firm. It discusses the changes that occurred in the culture of Microsoft as a result of its growth, and how these changes affected the employees of the company. The late 1990s saw a rise in the voluntary attrition rate at Microsoft. The case discusses the reasons for this increase and its effects on the company. It also talks about some other human resources problems experienced by Microsoft, such as the problem of recruiting new employees and the allegations of discrimination. Further, the case describes the efforts undertaken by the company to retain employees, notably, the restructuring of the company into seven new customer-focused divisions and changes made in the compensation policy.

Issues

Impact of a rapid growth on the culture of a company.

Reference Numbers

ICMR	HROB 035
ECCH	403-062-1
Organization(s)	Microsoft Corporation
Countries	USA
Industry	Software
Pub/Rev Date	2003
Case Length	15 Pages
TN Length	4 Pages

"Management" means, in the last analysis, the substitution of thought for brawn and muscle, of knowledge for folklore and superstition, and of cooperation for force.

– Peter F. Drucker

Human Resource Management: Best Practices at FedEx Corporation

Abstract

The case examines FedEx Corporation's various innovative HR practices, which earned it the reputation of being one of the most employee-friendly companies in the world.

The case gives an overview of the best practices employed by the company in the recruitment, selection, training and development of employees. It also details the performance appraisal system and employee retention strategies of FedEx.

Finally, the case reviews the benefits reaped by the company because of its employee friendly HR practices.

Issues

HR best practices and their benefits.

Reference Numbers

ICMR	HROB 034
ECCH	403-063-1
Organization(s)	FedEx Corporation
Countries	USA
Industry	Logistics
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	N/A

Human Resource Accounting in Infosys

Abstract

This case examines the various models of human resources accounting (HRA) for valuing human assets in an organization. It gives an overview of the HRA models adopted by the public sector and software companies in India.

The case also explains in detail the HRA model adopted by Infosys, a leading software company in India. Finally, the case mentions the advantages and the hurdles in adopting HRA models in India.

Issues

Human Resources Accounting Models.

Reference Numbers

ICMR	HROB 031
ECCH	403-008-1
Organization(s)	Infosys
Countries	India
Industry	Software
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	6 Pages

Training Employees of IBM through e-Learning

Abstract

The case explains in detail the concept of 'e-learning' - the new mode of employee training adopted by IBM.

The case discusses in detail about how IBM implemented different e-learning programs for different groups of employees, based on their requirements.

The company implemented the 'Basic Blue' program for its new managers, which was based on a four-tier learning model. 'Sales Compass' was a program designed for its sales team which provided critical information to the sales personnel that helped them to improve their selling skills and consequently the sales. Managing@IBM was an exclusive program designed for experienced managers which offered 'just-in-time' performance support to the managers.

Finally, the case talks about the benefits reaped by IBM from its e-learning initiatives and about its future endeavors in this field.

Issues

Various methods of employee training; Advantages and disadvantages of e-learning.

Reference Numbers

ICMR	HROB 030
ECCH	403-011-1
Organization(s)	IBM
Countries	USA
Industry	Information Technology
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	N/A

ESOPs: A Tool for Employee Retention?

Abstract

The case examines the emergence of ESOPs as an employee retention tool across the world in the late 20th century.

The case discusses the concept of ESOPs and explores its efficacy as a retention tool. The impact of the technological downturn on the global corporate world, and the stock markets, has been discussed in detail.

The case also illustrates how ESOPs were used in some organizations for increasing employee productivity and controlling turnover. It also discusses various other employee retention tools that can be adopted by organizations for employee retention.

Issues

ESOPs as a tool for employee retention.

Reference Numbers

ICMR	HROB 029
ECCH	403-013-1
Organization(s)	Various
Countries	Various
Industry	Various
Pub/Rev Date	2003
Case Length	10 Pages
TN Length	N/A

Human Resource Management System Reforms at Matsushita

Abstract

The case discusses in detail about the reforms in the liberal human resource management policies at Matsushita and the lifetime employment policy at Japanese corporations. Matsushita was a traditional Japanese company that followed the policy of lifetime employment. However, due to various problems like falling revenues, company posting losses and slowdown in the global economy, the company was forced to change its employment policy. The case discusses how Nakamura, the President of Matsushita, introduced a new personnel system at the company with the objective of reducing human resources costs to the company. Finally, the case talks about the benefits reaped by the new system.

Issues

Changes in the employment policies at Matsushita; implications of HR restructuring.

Reference Numbers

ICMR	HROB 028
ECCH	403-010-1
Organization(s)	Matsushita
Countries	Japan
Industry	Consumer Electronics
Pub/Rev Date	2003
Case Length	13 Pages
TN Length	N/A

The Taj People Philosophy and Star System

Abstract

The case discusses the people practices, also known as the Taj People Philosophy (TPP), at the Taj Group of Hotels. The case explains the various components of the philosophy.

The case also discusses the 'Special Thanks and Recognition System' (STARS), a recognition and reward system for employees adopted by the group. It details the various benefits reaped by the employees as well as the organization through TPP and STARS.

Issues

STARS program and its overall implications for the Taj Group; People management.

Reference Numbers

ICMR HROB 027
 ECCH 403-019-1
 Organization(s) Taj Group
 Countries India
 Industry Hospitality
 Pub/Rev Date 2003
 Case Length 9 Pages
 TN Length N/A

Pink Slip Parties: A New Human Resource Buzzword

Abstract

The case examines the emergence of the concept of pink slip parties and its growing popularity during the early 21st century on account of the slump in the IT industry. The case discusses in detail the concept of pink slip parties and examines the benefits they offer to both job seekers as well as recruiters. It explores the effectiveness of these parties in extending the much-needed emotional and career support to laid-off employees. The case also discusses the concept of layoff lounges and other job assistance websites that offered support to laid off employees during the early 21st century.

Issues

Pink slip parties and their growing popularity across US.

Reference Numbers

ICMR HROB 026
 ECCH 403-014-1
 Organization(s) Various
 Countries USA
 Industry Various
 Pub/Rev Date 2003
 Case Length 9 Pages
 TN Length N/A

Johnson and Johnson's Health and Wellness Program

Abstract

The case discusses the increasing importance given to Health and Wellness Program (HWP) by corporates in order to limit the rising health care costs of employees. The case describes in detail the components of HWP introduced by the pharma major, Johnson and Johnson (J&J). The case provides detailed information about how J&J went about implementing the HWP, the initial hurdles faced and the benefits reaped after

the implementation. The case also talks about the initiatives taken by J&J to significantly enhance the health and well-being of its employees in the new millennium.

Issues

Tangible and intangible benefits reaped by implementing HWP.

Reference Numbers

ICMR HROB 025
 ECCH 403-026-1
 Organization(s) Johnson and Johnson
 Countries USA
 Industry Consumer Goods
 Pub/Rev Date 2003
 Case Length 14 Pages
 TN Length N/A

The Fall of Arthur Andersen: Organizational Culture Issues

Abstract

Arthur Andersen's culture popularly known as the 'Andersen Way' made it one of the leading consulting firms in the world. The 'Andersen Way' represented a culture of integrity and ethics in business. The case discusses the evolution of this culture and also its deterioration (over the decades) due to internal conflicts (between the audit and consulting groups) and changing business dynamics during the 1990s. It examines how and why one of the world's most respected auditing firms got entangled in a web of controversies and accounting scandals by the early 2000s, which eventually led to its demise.

Issues

Effects of internal conflicts in an organization on its performance and survival.

Reference Numbers

ICMR HROB 024
 ECCH 403-049-1
 Organization(s) Arthur Anderson
 Countries USA
 Industry Consulting
 Pub/Rev Date 2003
 Case Length 11 Pages
 TN Length N/A

Nokia: Fostering Innovation

Abstract

The case describes the organizational culture at Nokia and explains how it helped the company become one of the most innovative ones in the industry. The focus of the case is on innovation and how, by constantly

upgrading and introducing new features Nokia became the market leader in the mobile phone market. The case discusses the factors which helped Nokia become the biggest player in the mobile phone market: the culture of the company, its human resource philosophy and the organization of its R&D.

Issues

Factors that contributed to a unique culture focused on innovation and creativity.

Reference Numbers

ICMR HROB 023
 ECCH 403-040-1
 Organization(s) Nokia
 Countries Finland
 Industry Mobile Telecommunication
 Pub/Rev Date 2003
 Case Length 13 Pages
 TN Length 4 Pages

3M's Organizational Culture

Abstract

The case examines the organizational culture at 3M and the way in which it facilitated innovation at 3M. The policies and mechanisms adopted by 3M's management to encourage the spirit of innovation in its employees are also discussed. The case takes a close look at 3M's environment of innovation; the culture of knowledge sharing; and the reward system. It also discusses the steps implemented by the new CEO, James McNerney, to accelerate growth at 3M. The impact of cultural change at 3M on the spirit of innovation is also discussed.

Issues

Strategies for developing a culture of innovation in an organization.

Reference Numbers

ICMR HROB 022
 ECCH 403-041-1
 Organization(s) 3M
 Countries USA
 Industry Manufacturing
 Pub/Rev Date 2003
 Case Length 15 Pages
 TN Length 4 Pages

Southwest Airlines' Organizational Culture

Abstract

The case "Southwest Airlines' Organizational Culture" gives an account of the development of the organizational culture of Southwest Airlines. The case starts with the background

of Southwest and its development over the years. The case explains the unique culture of Southwest, and how it has helped Southwest to face challenges. The case also describes how Southwest responded to the situation arising out of the September 11 terrorist attacks which dealt a severe blow to the airline industry. Southwest's response to the crisis was shaped by its organizational culture, which laid emphasis on taking care of employees and building relationships. The influence of the leadership of Southwest on its culture is also explained.

Issues

Role played by leadership in shaping an organization's culture.

Reference Numbers

ICMR	HROB 021
ECCH	403-025-1
Organization(s)	Southwest Airlines
Countries	USA
Industry	Airlines
Pub/Rev Date	2003
Case Length	14 Pages
TN Length	5 Pages



CEO Compensation Controversy

Abstract

The case discusses the reasons behind the high compensation of top executives and CEOs in particular. It examines the evolution of the CEO compensation structure over the years, and why it has become a controversial issue. The case also examines the various

components of the compensation structure of a CEO and the implications of high CEO compensation on the performance of the organization and on the morale of lower level employees. Finally, the case suggests some measures to solve the controversy.

Issues

Various factors that influence, or are responsible for, high CEO compensation.

Reference Numbers

ICMR	HROB 020
ECCH	403-015-1
Organization(s)	Various
Countries	
Industry	Various
Pub/Rev Date	2003
Case Length	9 Pages
TN Length	4 Pages

The Corporate Glass Ceiling

Abstract

The case deals with the concept of 'glass ceiling,' which prevents women from reaching top management positions in the corporate world. It explains the concept in detail and examines the various reasons that prevent women from reaching the top management. The case gives several examples of women who have reached top management positions in the US and in India.

Issues

Factors that have brought corporate glass ceiling into existence.

Reference Numbers

ICMR	HROB 019
ECCH	403-012-1
Organization(s)	Various
Countries	India, USA
Industry	Various
Pub/Rev Date	2003
Case Length	12 Pages
TN Length	4 Pages

Flexible Work Options

Abstract

The case examines the reasons for the growing popularity of flexible work options (FWOs) in several organizations across India. It examines in detail the FWOs offered by various companies in India including HP India, P&G India and ICICI. The case also discusses the concept of FWOs and its evolution, and its advantages and disadvantages for employers and employees. Finally, it also examines the future of FWOs in India and identifies some industries that encourage this option.

Issues

Flexible work options in India – Need, Advantages, and Disadvantages.

Reference Numbers

ICMR	HROB 018
ECCH	402-050-1
Organization(s)	Various
Countries	India
Industry	Various
Pub/Rev Date	2002
Case Length	11 Pages
TN Length	4 Pages

Personal Appearance: The Changing HR Norms

Abstract

The case explores the changing trends in corporate dress codes the world over and the role of a company's HR department in this context. The reasons for the growing popularity of casual attire at the workplace since the 1990s, especially in the US, are examined in detail. The case also provides an in depth analysis of arguments for and against allowing casual dressing at corporate offices. The case concludes with a note on the ways of striking a balance between casual and formal attire and proposes 'appropriate business attire.'

Issues

Issues and implications regarding personal appearances across the business world.

Reference Numbers

ICMR	HROB 017
ECCH	402-049-1
Organization(s)	Various
Countries	India, USA, Others
Industry	Various
Pub/Rev Date	2002
Case Length	10 Pages
TN Length	4 Pages

Employee Downsizing

Abstract

The case examines the increase in employee downsizing across the world in the late 20th and early 21st century. The case discusses in detail the downsizing concept and explores its positive and negative impact on both, organization and employees. The case also examines the 'best practices' regarding downsizing and the steps downsized employees need to take, to overcome the trauma of being downsized and to find other jobs. It also discusses concepts such as flexible working arrangements and contingent

employment that are being adopted by many companies to avoid the negative impact of downsizing.

Issues

Circumstances that led to the adoption of downsizing practices across the world.

Reference Numbers

ICMR HROB 016
ECCH 402-048-1
Organization(s) Various
Countries USA, France, Germany
Industry Various
Pub/Rev Date 2002
Case Length 13 Pages
TN Length 6 Pages

Xerox: People Problems

Abstract

The case study discusses the problems faced by leading document management company, Xerox, as a result of a change in the leadership and work culture.

The case explores in detail the problems that arose during the tenures of Paul Allaire as well as Rick Thoman. The case also mentions briefly the steps taken by the current CEO Anne Mulcahy to bring back the company to its erstwhile glory and restore employee confidence.

Issues

Importance of treating HR as an integral part of the organizational setup.

Reference Numbers

ICMR HROB 015
ECCH 402-020-1
Organization(s) Xerox Corporation
Countries USA
Industry Office Automation Products
Pub/Rev Date 2002
Case Length 9 Pages
TN Length 4 Pages

Recruiting: The Cisco Way

Abstract

The case examines various changes brought about by global networking major, Cisco, in its recruitment policies in the mid-1990s. It details the various tools adopted by the company to attract the best talent and examines how the company benefited from them. The case also discusses the emergence of e-recruitment as a strategic tool for IT companies in the changing business environment.

Issues

Importance of human resources in the information technology industry.

Reference Numbers

ICMR HROB 014
ECCH 402-024-1
Organization(s) Cisco
Countries USA
Industry Computer Networking
Pub/Rev Date 2002
Case Length 8 Pages
TN Length 4 Pages

Netscape's Work Culture

Abstract

The case discusses the organizational culture of Netscape, one of the leading Web browser companies. The case discusses various aspects of the culture that contributed to the success of the company. In 1998, America Online acquired Netscape Communications. The case examines the post-merger culture at Netscape and the impact of the new culture on Netscape employees.

Issues

Role of culture in the success of a software company, cultural problems after mergers.

Reference Numbers

ICMR HROB 013
ECCH 402-023-1
Organization(s) Netscape
Countries USA
Industry Information Technology
Pub/Rev Date 2002
Case Length 12 Pages
TN Length 4 Pages

HP at Cultural Crossroads

Abstract

The case discusses HP's organization culture and the role of 'HP Way' in strengthening it. It also discusses the steps implemented by the new CEO Carly Fiorina in a bid to cut costs and improve the financial performance of HP, which proved to be a major departure from HP's long cherished culture.

Issues

Evolution of culture in a large organization; Implications of radical cultural change.

Reference Numbers

ICMR HROB 012
ECCH 402-025-1
Organization(s) HP

Countries USA
Industry IT
Pub/Rev Date 2002
Case Length 10 Pages
TN Length 4 Pages

Microsoft: Discrimination at the Workplace

Abstract

The case examines the charges of gender/ racial discrimination and sexual harassment against leading IT company Microsoft.

It explores in detail the treatment meted out to female employees in the company's initial years and the measures Microsoft took to improve the work culture of the organization.

The case also discusses the lawsuits against Microsoft that allege racial discrimination, and analyzes the implications of such changes for the company.

Issues

Discrimination and harassment at the workplace.

Reference Numbers

ICMR HROB 011
ECCH 402-016-1
Organization(s) Microsoft Corporation
Countries USA
Industry Information Technology
Pub/Rev Date 2002
Case Length 10 Pages
TN Length 4 Pages

Wipro's PCMM: Level 5 Certification

Abstract

The case examines the HR measures taken by software major Wipro to get itself assessed on the PCMM standards. The case also discusses the evolution of CMM and PCMM standards besides examining the potential benefits for Wipro after the certification.

Issues

The importance of quality standards such as PCMM for a software firm.

Reference Numbers

ICMR HROB 010
ECCH 402-022-1
Organization(s) Wipro
Countries India
Industry Information Technology
Pub/Rev Date 2002
Case Length 10 Pages
TN Length 4 Pages

Reorganizing HP

Abstract

The case discusses the problems faced by HP during the mid 1990s due to its highly decentralized organization structure. The case also analyzes the aggressive management reorganization plan implemented by CEO Carly Fiorina and its effect on the company.

Issues

Need to alter organization structure to facilitate growth, coordination and control.

Reference Numbers

ICMR HROB 009
 ECCH 402-026-1
 Organization(s) HP
 Countries USA
 Industry IT
 Pub/Rev Date 2002
 Case Length 10 Pages
 TN Length 4 Pages

Change Management at ICICI

Abstract

The case examines the process of change management at the Industrial Credit and Investment Corporation of India (ICICI), a leading development finance institution, after K.V. Kamath took over as managing director and chief executive officer in May 1996 and following the merger of its subsidiary, ICICI Bank and Bank of Madura in December 2000. It reveals the importance of change management how effective management of change could bring out best results from the employees.

Issues

Change Management.

Reference Numbers

ICMR HROB 008
 ECCH 402-014-1
 Organization(s) ICICI
 Countries India
 Industry Financial Services
 Pub/Rev Date 2002
 Case Length 10 Pages
 TN Length 4 Pages

The State Bank of India VRS

Abstract

The case 'The State Bank of India VRS' is intended to provide a detailed insight into the developments after leading Indian public sector bank SBI decided to implement a VRS. The

case examines in detail the reasons for SBI's employees protesting against the VRS and the post-VRS scenario.

Issues

Manpower planning, Voluntary Retirement Schemes.

Reference Numbers

ICMR HROB 007
 ECCH 402-004-1
 Organization(s) State Bank of India
 Countries India
 Industry Banking and Finance
 Pub/Rev Date 2001
 Case Length 7 Pages
 TN Length 4 Pages

Indian Airlines' HR Problems

Abstract

The case 'Indian Airlines' HR problems', examines the causes of the HR problems faced by Indian Airlines. The case reveals how poor management and stubborn work force can drive a monopoly into loss.

The case also throws light on other lapses such as poor canteen management and payment of excessive allowances.

The case is so structured as to enable students to understand why and how Indian Airlines was constantly plagued by HR problems.

Issues

HR problems in government owned units, airlines.

Reference Numbers

ICMR HROB 006
 ECCH 401-031-1
 Organization(s) Indian Airlines
 Countries India
 Industry Aviation and Airlines
 Pub/Rev Date 2001
 Case Length 7 Pages
 TN Length 4 Pages

The Indian Call Center Journey

Abstract

The case provides a detailed insight into the reasons behind the Indian Call Center (CC) industry in not being as successful as was expected by analysts. Outlining the CC industry history, concept and functioning, the industry's problems on the human resources front are explored in detail.

Issues

HR Problems faced in the Indian Call Centers.

Reference Numbers

ICMR HROB 005
 ECCH 402-019-1
 Organization(s)
 Countries India
 Industry IT Enabled Services, BPO
 Pub/Rev Date 2002
 Case Length 8 Pages
 TN Length 4 Pages

Philips India: Labor Problems at Salt Lake

Abstract

The case studies the labor problems of the Philips India Limited's (PIL) Salt Lake factory in Kolkata, India, around 1998 when differences with workers led to declining production and losses. When PIL's management decided to sell the factory, the Union objected and made a counter bid. Highlighting the problems between PIL and its workers, the case examines the reasons behind the conflict.

Issues

Industrial relations; Workers participation in management.

Reference Numbers

ICMR HROB 004
 ECCH 402-018-1
 Organization(s) Philips India
 Countries India
 Industry Consumer Goods & Services
 Pub/Rev Date 2002
 Case Length 6 Pages
 TN Length 5 Pages

HR Restructuring: The Coca-Cola & Dabur Way

Abstract

The case study 'HR Restructuring. The Coca-Cola and Dabur Way' looks at the human resource restructuring exercises taken up by Coca-Cola and Dabur in the late 1990s. The case essentially brings out the different circumstances that led to the restructuring and the repercussions of the exercise. The case to look at diverse circumstances that led to the HR restructuring exercise at Coca-Cola and Dabur.

Issues

HR restructuring at Coca-Cola & Dabur.

Reference Numbers

ICMR HROB 003
 ECCH 402-007-1
 Organization(s) Coca Cola
 India Limited, Dabur

Countries India
 Industry Food & Beverages
 Pub/Rev Date 2002
 Case Length 7 Pages
 TN Length 4 Pages

**SAIL's
 Voluntary Retirement Scheme**

Abstract

Voluntary retirement scheme (VRS) is one of the least studied phenomena in both business and academia. The case study focuses on the VRS introduced by Steel Authority of India Limited (SAIL).

Since financial year 1998-1999, SAIL had been incurring huge losses. One of the major reasons for the losses was its high manpower cost. To deal with the situation, McKinsey advised SAIL to reduce its workforce from 1,70,000 to 1,00,000 by 2003.

The case deals at length with various VRS schemes that SAIL launched, its staff education

initiatives and the problems faced by the company while implementing VRS.

Issues

Implementation and implications of VRS.

Reference Numbers

ICMR HROB 002
 ECCH 401-030-1
 Organization(s) SAIL
 Countries India
 Industry Steel
 Pub/Rev Date 2001
 Case Length 7 Pages
 TN Length 4 Pages

Bata India's HR Problems

Abstract

The case study focuses on the HR problems faced by Bata India. Labor strife and the management's inability to deal with it

effectively has resulted in huge losses for the company. After a brief turnaround of four years (1996-1999), Bata was once again moving towards declining path.

The case highlights various HR and industrial relations issues which Bata has to immediately deal with in order to have productive workforce.

Issues

HR and IR issues

MNCs experiences in India.

Reference Numbers

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