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New Cases

**ABB India: Leveraging Diversity and Inclusion**
To address a persistent gender gap, ABB Global has asked its regional head of diversity and inclusion to introduce a series of new initiatives at its Indian subsidiary. In 2014, the chairperson of ABB has scheduled a visit to India to review the program's progress.  
*Ivey Publishing #W15405*

**BlackRock: Diversity as a Driver for Success**
After a mandate from the CEO and the board, global head of HR Jeff Smith and his colleagues must develop a plan to increase diversity in BlackRock’s leadership ranks. What actions need to be taken to make measurable progress toward this goal?  
*Harvard Business School #415047*

**Box: The Evolution of Management Practices in a Startup**
As Box grew from a small startup to a $2 billion organization, the company’s approaches to hiring, compensation, promotions, and performance evaluations needed to evolve.  
*Stanford Graduate School of Business #HR43*

**Can a Work-at-Home Policy Hurt Morale? (HBR Case Study)**
A general manager must decide whether to expand a successful work-at-home pilot program. The head of human resources is worried about low morale among in-office workers and disconnection from at-home workers. This 3-page case is based on an actual case study. Optional expert commentary available.  
*Harvard Business Review #R1504X*

**Clifford Chance: Women at Work**
After a pair of controversial memos are leaked to the public, global law firm Clifford Chance is accused of failing to provide a supportive work environment for female associates. Students discuss the ways in which the culture of an organization impacts women’s experiences.  
*Harvard Business School #415038*

**Facebook Folly at Northeast BMW (A)**
The general manager of Northeast BMW, a family-owned car dealership, must determine what disciplinary actions to take against an employee who posted defamatory comments and photos about the dealership on his Facebook page.  
*North American Case Research Association #NA0353*

**Humor or Harassment? (HBR Case Study)**
In this 3-page case, a recently transferred Turkish accounts manager is offended by her new boss’s brash, jokey style. She contemplates lodging a complaint with HR—but that could threaten the success of her team’s project. Based on an actual case study. Optional expert commentary available.  
*Harvard Business Review #R1506X*

**The Indonesia Strategy Case: Confidential Instructions for Joanna**
In this role play case, Joanna and Rupert must discuss a new strategy for their firm’s Indonesia operations. Joanna is Rupert’s recently promoted boss, and Rupert is disgruntled at having been passed over for promotion.  
*INSEAD #INS978*
Is a Promotion Worth Hiding Who You Are? (HBR Case Study)
In this 3-page case, an ambitious young manager has an opportunity to move up to a job at headquarters in Korea. But he would be moving from the company office in San Francisco, where his being gay has not been a problem. Based on an actual case study. Optional expert commentary available. Harvard Business Review #R1510X

JPMorgan Chase: Tapping an Overlooked Talent Pool
JPMorgan Chase’s ReEntry Program was designed for women coming back to the workforce after a period of time away. CEO of asset management Mary Callahan Erdoes and her team must evaluate whether the program’s initial pilot has been successful. Harvard Business School #415066

LinkedIn and Modern Recruiting (A)
This case covers LinkedIn’s hiring approach and details how the company used its own online recruiting products, such as LinkedIn Talent Solutions, to attract and retain talent. At the same time, the company was creating new recruiting models that put it at the forefront of modern recruiting. Stanford University #HR41A

The founders of a fast-growing beauty spa company had recently implemented a new profit-sharing scheme for high-performing employees. Could this be the engine that would enable the company to double its size by 2024?
ABCC at Nanyang Tech University #NTU069

Managing Up (A): Grace
Grace is a junior hire who is ready to take on more responsibility to advance her career. But she is frustrated by her boss, who she thinks is standing in the way of her promotion to more important positions. Ivey Publishing #W15269

Mental Health and the American Workplace
This background note serves as a guide to understanding mental health in the American workplace. It describes the most prevalent mental health conditions among employees, factors that can exacerbate these issues, and the costs of treatment and nontreatment. It also outlines the legal framework, insurance plans, and managerial responses to accommodating employees who struggle with mental health issues. Harvard Business School and Harvard T.H. Chan School of Public Health #515062

MOD Pizza: A Winning Recipe?
Scott and Ally Svenson, the founders of MOD Pizza, planned to grow their restaurant chain from 45 to 200 stores in under 2 years. But the founders wondered whether MOD’s unique culture was sufficiently strong to survive the rollout. Harvard Business School #416004

New Holland Tractors India: Community Management and Employee Relations
New Holland Tractors India is known for its participative employee culture. Recently, however, a series of altercations between its blue-collar and white-collar employees has threatened to disturb workplace harmony. Ivey Publishing #W14748

Nimble Storage: Scaling Talent Strategy Amidst Hyper-Growth
The leaders of a storage startup believe the company’s people strategy will be critical to achieving its stated goal of becoming a billion-dollar company in 3 years. Haas School of Business #B5839
Nokia’s Bridge Program: Redesigning Layoffs (A)
Nokia’s “Bridge” program is a comprehensive approach to helping laid-off workers find new employment opportunities and to replacing jobs in communities where Nokia had been a major employer. Is this a new model for layoffs? Harvard Business School #315002

Performance Management System at Attock Refinery Limited
A senior HR manager at Attock Refinery Limited, which refines 70% of Pakistan’s crude oil, is considering amending the current performance appraisal system to bring it in line with the goal of creating a performance-oriented culture. Ivey Publishing #W15151

Royal Bank of Canada: Transforming Managers (A)
The Royal Bank of Canada used data to gauge managerial effectiveness, then created action plans to help underperforming managers. After early signs of success, company leaders needed to gauge the full impact of the initiative. Stanford Graduate School of Business #HR42A

Sarah Sullivan at Greater Marketing Solutions (GMS)
Sarah Sullivan, the new managing director of Greater Marketing Solutions, must let 7 professionals go in a short span of time. She faces 2 additional challenges: figuring out which individuals to let go and getting her leadership team on board.

SAS Real Estate: To Fire or Not to Fire?
A Pakistani real estate company has been the victim of theft, and company leaders strongly suspect one of its employees. But deciding whether to fire him is complicated. This employee is the only one who can operate the company’s financial software, and firing him would mean major replacement costs and delays to an upcoming project.

Should the General Manager Be Fired?
Eight executives from a Chinese company’s Hangzhou subsidiary have traveled to Beijing to request that their general manager be fired. The CEO had appointed this manager only 6 months earlier. What was the problem? What should the CEO do?

Starbright Jewelers
Roger Cosgrove was shocked to hear that a trusted, longtime employee may have stolen as much as $120,000 from Cosgrove’s former business partner over a 6-year period. Should Cosgrove fire the employee based on the accusation alone? What are the ramifications for his business, his reputation, and his customers?

Talent Acquisition Group at HCL Technologies: Improving the Quality of Hire Through Focused Metrics
HCL Technologies, India’s fastest-growing IT services company, is famous for its “Employee First, Customer Second” strategy. But with high manpower costs hurting profitability, HCL now needed to reexamine its entire talent management strategy.

Tata Motors’ Talent Management Fast Track Selection Scheme (A)
Faced with the departures of promising employees, an HR executive reviews the efficacy and relevance of Tata Motors’ 20-year-old high-potential talent identification program.
Who Is This Guy?
The chair of the accounting department at Southern Regional University has just been informed that his new hire, Assistant Professor Henry Hernandez, does not possess the academic or professional credentials he claimed.

Xiamen Airlines: Pay for Performance
Amid growing demand for air travel in China and a shortage of available pilots, Xiamen Airlines decided to more closely tie its pilots’ compensation to flight hours, safety performance, and airtime responsibilities.

Popular Cases

Arck Systems
Sales manager Bryan Maynor faces several dilemmas in determining a sales compensation plan at a recently acquired software company. The existing compensation plan is aggressive and rewards star performers. What changes can or should Maynor make to the incentive system?

Cirque du Soleil
Cirque du Soleil’s workforce of 2,100 employees includes 500 artists. Managing creative people is a distinct challenge, and this case follows the company’s casting director as she attempts to achieve the company’s growth strategy by attracting more business and talent.

Foxconn Technology Group (A)
This case describes the challenges that Foxconn faced after a series of suicides took place at its plants. Students review the response of Foxconn’s management and implications for the company’s stock price. Topics include the relationships between human capital morale and engagement, firm profitability, capital market pressures, and supply chain responsibility.

Gen Y in the Workforce (HBR Case Study)
A Generation X manager must decide how to handle a Generation Y employee who is ignoring decision-making protocols and expecting immediate promotion. How can these members of 2 different generations work together effectively? Based on an actual case study. Optional expert commentary available.

People Management, the Mantra for Success: The Case of Singhania and Partners
The case explores the HR practices of Singhania and Partners, a full-service national law firm in India. Amid the Indian legal sector’s acute talent crunch, Singhania’s CEO and managing partner are considering whether the firm’s talent practices are adequate.
Recruitment of a Star
This case details the power dynamics that unfold when one of a firm’s best and brightest threatens to leave. It focuses on the challenges of attracting, hiring, compensating, negotiating, and leveraging a star performer in a professional service firm.

—Review on the HBP for Educators web site*

SG Cowen: New Recruits
Chip Rae, director of recruiting at SG Cowen, must decide which recruits to keep after a final interview process for new outside associate hires. He uses a hiring strategy that, after some initial resistance, meets the approval of his senior management. Through Chip’s story, students are introduced to the complexity of recruiting in professional services firms and are taught the basics of a recruiting process.

Two Tough Calls (A)
A young female manager must decide whether to terminate 2 poorly performing employees. The case illustrates the practical and ethical issues involved in firing decisions.

Why Are We Losing All Our Good People? (HBR Case Study)
In this 5-page case study, an architectural firm has begun losing valued talent. But departing employees are not giving specific reasons for their defection. The company must determine how to stop the exodus. Optional expert commentary available.

Brief Cases
Rigorous and compact, Brief Cases from Harvard Business School present realistic management challenges for students to discuss. Audio versions are available for select Brief Cases to aid in student preparation.

ARISE: A Destination-for-a-Day Spa
A new Dallas-based day spa aims to use a highly distinctive human resource system as the foundation of its competitive strategy. By encouraging employees to act as “personal wellness coaches” with broad responsibilities, the leadership intended to provide a level of service that would justify premium rates. However, the system is not working.

Celeritas, Inc.: Leadership Challenges in a Fast-Growth Industry
Celeritas is a leading data communications company in a crowded market. With sales suddenly declining after years of growth, Celeritas has begun to lose its status as a top player. The CEO calls for an off-site meeting to address problems he believes are causing the recent slide.
NEW! DRW Technologies
Before he has even met his team, new procurement manager Ed Claiborne is assigned the task of cutting procurement costs and messaging the news to the company—with interesting results. In this short but powerful case, students explore the nature of assumptions, the multiple causes of an outcome, and best practices for email communication, hiring, organizational socialization, change management, and action planning. The case is also suitable for students who are new to the case method.

Performance Management at Vitality Health Enterprises, Inc.
In an effort to retain top performers, the company institutes a forced distribution model of performance rankings, moving from an absolute ranking system to a relative one. The senior VP of human resources and his team must assess the effectiveness of the new system.

“The case is engaging and generates significant discussion among students around how performance should be evaluated. Great case with a detailed teaching note!”
—Review on the HBP for Educators web site*

Raleigh & Rosse: Measures to Motivate Exceptional Service
In January 2010, U.S. luxury goods retailer Raleigh & Rosse is being sued by its employees for encouraging “off the clock” hours. At the center of the class action lawsuit is the famous Raleigh & Rosse performance measurement system previously thought to be the core of the retailer’s success.

Southfield Packaging
Southfield Packaging provides materials and services to medical device manufacturers. The case examines the relationship between a corporate vice president, Mark Sanders, and one of his direct reports, Regional Manager Frank Belby. Sanders’ preparation for Belby’s annual performance review highlights the common challenges and difficulties associated with performance reviews.

WeaveTech: High Performance Change
VP of Human Resources Frank Jennings must recommend how to reduce WeaveTech’s management workforce by 20%. The company has a new CEO, a new strategy, a changing market, a long history, and a deeply embedded high-performance culture.

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Articles from Harvard Business Review and other renowned journals provide up-to-the-minute ideas from the best business thinkers.

New Articles

Balanced Workplace Flexibility: Avoiding the Traps
This article identifies 3 types of traps that can emerge when implementing workplace flexibility and provides core lessons for managers seeking a balanced flexibility approach.

California Management Review #CMR607
Big Data and Talent Management: Using Hard Data to Make the Soft Stuff Easy
This article offers 3 examples that show how the adoption and savvy use of a data-driven talent appraisal system helps leaders make better talent management decisions. Business Horizons #BH666

Bright, Shiny Objects and the Future of HR
Big new ideas often arise from popular talks and articles, but embrace too many of them and you might develop a reputation for fad surfing. Dig beneath the surface to the fundamental scientific research and insights, however, and you can set the stage for profound effect. Harvard Business Review #R1507E

Crowdsourcing: A New Way of Employing Non-Employees?
This article compares crowdsourcing with other, more established methods of employing non-employees. The authors present key questions for firms considering crowdsourcing and offer specific recommendations for implementation. Business Horizons #BH680

The Employer-Led Health Care Revolution
To tame its soaring health care costs, Intel tried many approaches—all to no avail. So the company tackled the problem as it would a manufacturing challenge: using lean improvement methods to rigorously manage the quality and cost of its health care suppliers. Harvard Business Review #R1507B

How a One-Time Incentive Can Induce Long-Term Commitment to Training
New research shows that a small, one-time incentive payment can have a powerful effect on workers’ willingness to commit to short- and long-term training. These results have practical implications for companies and governmental organizations wanting well-trained workforces to sustain growth in competitive environments. California Management Review #CMR590

People Before Strategy: A New Role for the CHRO
To better address the challenges of managing human capital, CEOs should start looking to their chief human resources officer (CHRO) as a strategic partner—someone who is responsible for helping to deliver revenue, margin, brand recognition, and market share. Harvard Business Review #R1507D

Reinventing Performance Management
Like many companies, Deloitte realized that its system for evaluating employees was out of step with its objectives. The company designed a radical new performance management system dedicated to fueling future performance instead of assessing it in the past. Harvard Business Review #R1504B

The Right Way to Use Compensation
Tasked with building HubSpot’s sales team, Mark Roberge realized that sales compensation could motivate salespeople not only to sell more but also to behave in ways that advanced the startup’s strategy. Each time the firm entered a new stage of growth, Roberge revised the compensation plan to support its changing priorities. Harvard Business Review #R1504E

The Talent Dividend
Organizations achieving the greatest benefits from analytics typically have a plan for building their talent bench. That plan includes giving preference to people with analytical skills when hiring and promoting, developing analytical skills through formal training, and integrating new talent with more traditional data workers. MIT Sloan Management Review #SMR532
Why We Love to Hate HR ... and What HR Can Do About It
Complaints against HR are nothing new and are largely driven by the business context. But instead of waiting for the next market shift, HR leaders should be setting the talent agenda now: rethinking legacy programs, making business cases for the initiatives that matter, and abandoning those that don’t. Harvard Business Review #R1507C

Popular Articles

Cultural Intelligence
Cultural intelligence, or CQ, is the ability to make sense of unfamiliar cultural contexts and is composed of 3 components—cognitive, physical, and emotional or motivational. The authors provide tools to identify one's CQ strengths and training techniques to help people overcome CQ weaknesses. Harvard Business Review #R0410J

"This is a very nice article. I use it for my undergraduate International Marketing class.”
—Review on the HBP for Educators web site*

The Definitive Guide to Recruiting in Good Times and Bad
Recessions present an unexpected opportunity for companies to snap up the top-level talent needed to drive growth. But most firms squander this opportunity because their recruitment practices are scattershot. This article explains how to develop a rigorous recruitment process that will allow firms to capture the best talent now and retain it over time. Harvard Business Review #R0905F

Employee Motivation: A Powerful New Model
Based on extensive research, authors Nitin Nohria, Boris Groysberg, and Linda-Eling Lee establish that an environment that meets an employee’s basic emotional drivers to acquire, bond, comprehend, and defend is vital to the employee’s motivation. They present a model to dramatically increase workplace motivation. Harvard Business Review #R0807G

Fear of Feedback
This article explores why so many employees feel fear at the prospect of performance feedback. The authors outline a 4-step process employees can use to acknowledge negative emotions, constructively reframe fear and criticism, develop realistic goals, create support systems, and reward themselves for achievements along the way. Harvard Business Review #R0304H

How to Play to Your Strengths
Employees may have more to gain by developing their existing skills and natural talents than by trying to repair their weaknesses. This article introduces the Reflected Best Self exercise, a tool to help employees understand and leverage their strengths. Harvard Business Review #R0501G

One More Time: How Do You Motivate Employees?
Frederick Herzberg’s influential research demonstrates that people are truly motivated to work harder and smarter not by extrinsic incentives—compensation, perks, improved office conditions—but by motivations intrinsic to their jobs such as achievement, recognition for achievement, the work itself, responsibility, and growth or advancement. Harvard Business Review #R0301F

Talent Management for the Twenty-First Century
By borrowing lessons from operations and supply chain research, firms can forge a new model of talent management better suited to today’s business and labor market realities. Harvard Business Review #R0805E

*Reviews available to Premium Educators
Winning the Race for Talent in Emerging Markets
Emerging markets pose special recruitment challenges for foreign multinationals. The talent strategies that work at home may not work abroad, and an overreliance on English fluency may impede spotting true talent. To succeed, companies must make brand, opportunity, purpose, and culture the centerpieces of their approach. Harvard Business Review #R0811C

Women and the Labyrinth of Leadership
When you put all the pieces together, a new picture emerges that shows why women so rarely make it into the C-suite. It isn’t the “glass ceiling” but the sum of many obstacles along the way. Harvard Business Review #R0709C

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Whether starting a new job, being promoted from within, embarking on an overseas assignment, or being tapped as CEO, how leaders manage transitions will determine whether they succeed or fail. The First 90 Days is the world’s most trusted guide for leaders in transition. Available as an eBook. Harvard Business Review Press #11323

Giving Effective Feedback (20-Minute Manager Series)
Managers must be able to communicate in a way that promotes positive change in others. This guide outlines best practices for delivering effective feedback, covering topics such as selecting the right time to talk, engaging in productive dialogue, helping both star and struggling performers, and developing effective plans for follow-up. Available as an eBook. Harvard Business Review Press #13999

HBR Guide to Coaching Employees
Coaching is an important part of being an effective manager. This guide gives students the tools they need to agree on goals and growth, motivate people to achieve them, support employee efforts, and measure their progress. Available as an eBook. Harvard Business Review Press #13990

HBR Guide to Managing Conflict at Work
Every day workers must navigate an office full of competing interests, clashing personalities, limited time and resources, and fragile egos. This book helps managers address interpersonal conflict professionally, productively, and in a way that improves both their work and their relationships. Available as an eBook. Harvard Business Review Press #15006

Performance Reviews (HBR 20-Minute Manager Series)
This guide covers the basics of conducting performance reviews. Students learn how to gather and analyze the right information, document their assessments, address performance problems, and set challenging goals for employees. Available as an eBook. Harvard Business Review Press #15035
Standout 2.0: Assess Your Strengths, Find Your Edge, Win at Work
To get the most out of employees, you must build on their strengths. This idea has become conventional wisdom, but the tools and systems inside organizations remain remedial and focused on finding and plugging gaps. This book helps managers identify their and their colleagues’ strengths—and act on them.
Available as an eBook. Harvard Business Review Press #15033

Chapters

Creating Good Working Conditions Throughout the Supply Chain: Locally and Globally
How should wages be structured, benefits be determined, and work conditions be regulated across a company’s offices in high-income versus low-income countries? This chapter addresses work-environment-related issues in 3 crucial areas.

From Profit at the Bottom of the Ladder: Creating Value by Investing in Your Workforce, Harvard Business Review Press #6040BC

Formal Performance Appraisal: Improving Results Through Feedback
Performance appraisal sessions can be uncomfortable, especially when an employee is not doing well. But a manager’s fundamental responsibility is to get results through people, and this method of assessing human assets is vital. This chapter explains how to manage the performance appraisal process, thus increasing productivity and protecting the organization.


Motivation: The Not-So-Secret Ingredient of High Performance
Motivation can be self-generating or the product of good management. Either way, motivation is an important part of performance management because simply having a common goal is not enough. A person may understand the goal at hand, but may not have the motivation to pursue it. This chapter outlines several theories of motivation.


The New Management Imperative: The “Workforce of One” Approach
Companies have excelled by treating customers as “markets of one,” offering them personalized buying experiences. But in managing their own workers, most firms still use one-size-fits-all HR practices. A better approach is to treat each employee as a “workforce of one.”


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SIMULATIONS

Online simulations present real-world management challenges for students and encourage classroom interaction and discussion. Results are available immediately for a comprehensive debrief session. All simulations include a detailed Teaching Note.

Change Management: Power and Influence V2
In the second release of this single-player simulation, students face the challenge of implementing an enterprise-wide, strategic change initiative. To understand how power and influence affect the ability to bring change to an organization, students take the role of a middle manager or the CEO at a manufacturing firm considering adopting a sustainability program. Students choose from among up to 18 change levers as they attempt to move members of the organization from awareness to adoption.

“This simulation was a very useful exercise to not only try out different types of influence ‘levers,’ but also to explore how to effectively time and sequence those efforts as well—all in the context of a major organizational change initiative.”
—Review on the HBP for Educators web site*

Leadership and Team Simulation: Everest V2
Winner of the 16th Annual MITX Interactive Award in eLearning. In the second release of this bestselling simulation, students learn group dynamics and leadership through the dramatic setting of a Mount Everest expedition. Students are assigned 1 of 5 roles on a team of hikers; as they attempt a climb to the summit, they must reach individual goals while also sharing information to maximize group achievement.

“Excellent tool to observe the leadership and team work in action. Participants get really involved in the simulation and they behave like in a real life experience.”
—Review on the HBP for Educators web site*

Project Management Simulation: Scope, Resources, Schedule V2
Students make qualitative and quantitative decisions as they manage a critical new product development project. Human resource issues include project staffing, managing schedules, deadlines, team morale, coaching and training priorities, and setting appropriate team and management expectations.

“I used this simulation in a project management class for non-business students and they loved it. It is a very good tool to expose them to trade-offs project managers face in practice, with a lot of flexibility to set how difficult one wants to make their lives. It is easy to run, monitor and debrief.”
—Review on the HBP for Educators web site*
Case Startup Kit

The Case Startup Kit recommends cases ideal for teaching as a “first case” for aspiring case teachers, with cases selected for their brevity, ease of use, and teachability. Each case comes with a Teaching Note. Cases for HR Management include:

- Barbara Norris: Leading Change in the General Surgery Unit #409090
- Celeritas, Inc.: Leadership Challenges in a Fast-Growth Industry #4360
- Infosys (A): Strategic Human Resource Management #406010
- Performance Management at Vitality Health Enterprises, Inc. #913501
- Raleigh & Rosse: Measures to Motivate Exceptional Service #4353
- Sonoco Products Company (A): Building a World-Class HR Organization (Abridged) #410082
- Treadway Tire Company: Job Dissatisfaction and High Turnover at the Lima Plant #2189
- WrapItUp: Developing a New Compensation Plan #4362

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Course Modules

Course Modules offer a road map to the best teaching materials, with recommendations on how to organize them. Each module suggests 4 to 6 items plus alternate suggestions. Popular modules in HR Management include:

- Compensation
- Employee Training and Development
- Performance Evaluation
- Recruiting, Hiring, and Promoting

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Textbook Case Maps

Textbook Case Maps match cases to the leading business textbooks on a chapter-by-chapter basis. Maps are prepared by experienced editors at Harvard Business Publishing and suggest several cases for each chapter.

- Baron & Kreps: Strategic Human Resources (Wiley)
- Jackson & Schuler: Managing Human Resources (South-Western)
- Werner & DeSimone: Human Resource Development (Thomson/South-Western)

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These free, short videos are all under 10 minutes long and illustrate a case’s central learning objective. The streaming video is available to registered Premium Educators at hbsp.harvard.edu. Cases with Video Shorts include:

- Bringing Kids Home: The Wraparound Milwaukee Model #HKS127
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