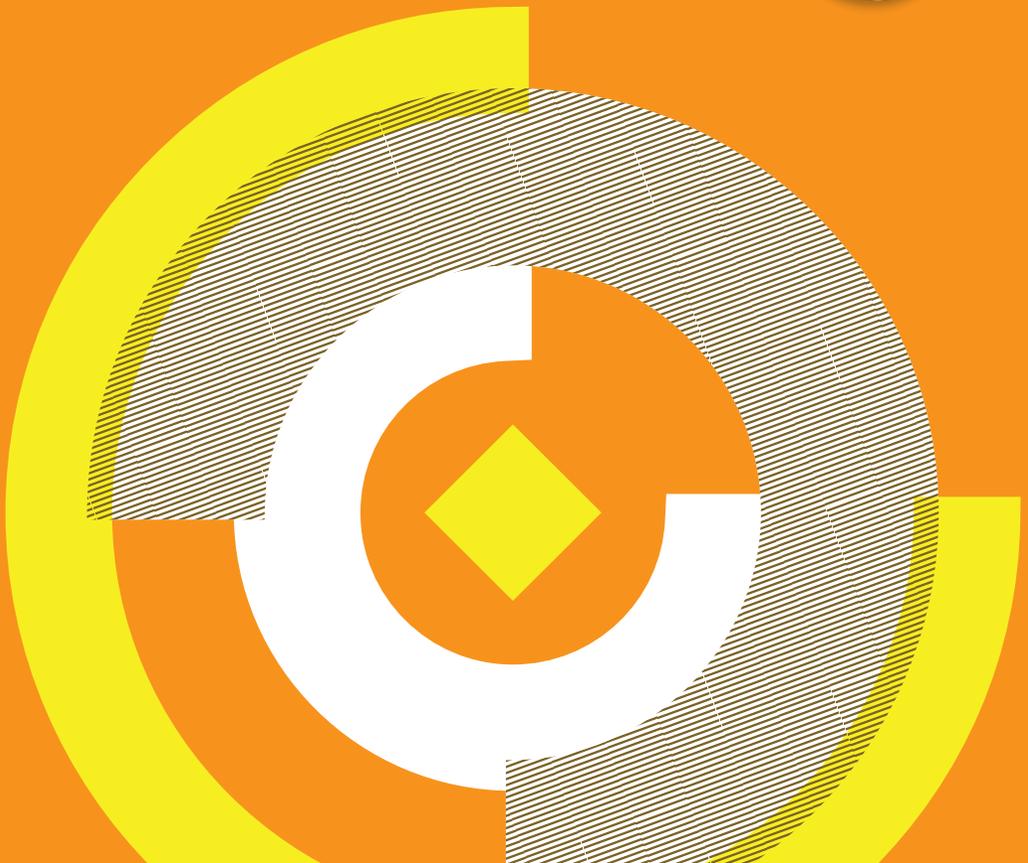


HUMAN RESOURCE MANAGEMENT

2018

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**UPDATED
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CASES

Cases, slices of business life, focus on actual problems and decisions facing a company. Students are challenged to put themselves in the protagonist's place and suggest business strategies, tactics, and solutions.

New Cases

CEO Succession at Cisco (A): From John Chambers to Chuck Robbins

A smooth transition from former CEO John Chambers to new CEO Chuck Robbins had put Cisco in a position of strength. Looking back, Cisco's board reflected on what they had done well, what they might have done differently, and whether another company might be able to implement a similar CEO transition process. *Harvard Business School* #417031

Coley Andrews

When he cofounded Pacific Lake Partners, Coley Andrews never expected he would spend as much time managing people as he would on the firm's investment strategy. This case features 2 vignettes in which Andrews is faced with difficult interpersonal and human resource challenges. **TN** *Stanford University* #E567

EdGE Networks: Making HR Intelligent

HIREalchemy from EdGE Networks is a tool that "intelligently" scouts for talent from online job boards and community websites. This case examines how new technologies like HIREalchemy can improve talent acquisition at a large IT firm like HCL Technologies.

TN *Indian Institute of Management—Bangalore* #IMB607

Employee Provident Fund Scheme: Boon or Bane?

This case examines the current social security scheme in India and the options for organizations to design and administer variable compensation structures adapted to individual and life-stage needs. **TN** *Indian Institute of Management—Bangalore* #IMB545

Hewlett Packard Enterprise: The Dandelion Program

This case describes Hewlett Packard Enterprise's Dandelion Program, which developed a new service offering by drawing on the special talents of people with autism.

Harvard Business School #617016

MD Solutions: Working From Home

A star performer at India-based MD Solutions must relocate to a new city for personal reasons. Can the company update its work-from-home policy to retain this one employee without affecting team morale? Managing the complexities of the virtual work arrangement and devising a sustainable HR framework pose further challenges for MD Solutions.

TN *Ivey Publishing* #W16841

Pak Sweets: Managing a Diverse Workforce

The workforce at Pak Sweets was a diverse mix of employees from all over Pakistan, representing multiple ethnicities with different languages, cultures, and codes of conduct. After conflicts erupt between employees of different ethnicities, the CEO needs a plan to address the issue.

TN *Ivey Publishing* #W16316

SAP SE: Autism at Work

This case describes SAP's Autism at Work program, which integrates people with autism into the company's workforce. The case explores how SAP is using the program to rethink and reengineer its human resource management policies and processes to make them more inclusive and effective. *Harvard Business School* #616042

Strategy Execution Module 12: Aligning Performance Goals and Incentives

This module note explains how managers use performance goals and incentives to ensure that employee actions align with overall business strategy. It is part of the 15-module Strategy Execution series, which teaches the latest techniques for using performance measurement and control systems to implement strategy. View the full series at hbsp.harvard.edu/strategyexecution. **TN** *Harvard Business School* #117112

Susan Cassidy at Bertram Gilman International

Susan Cassidy is faced with a promotion decision. Should she promote the person she has been grooming for the marketing director position or another candidate who was recommended by HR based on the firm's promotions algorithm?
Harvard Business School #417053

WABTY.com—Salary Negotiation Case

This multi-issue negotiation is between HR manager May Hirewell and young MBA job candidate Larry Dover. Dover has been offered a job with WABTY.com and is meeting with Hirewell to discuss the terms of a potential employment contract.

TN *INSEAD* #IN1207 #IN1208

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? **TN** *Harvard Business School* #911056

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.

TN *Harvard Business School* #403006

"This is an exceptionally interesting case study ... Students really enjoyed it; it was a fun class. I would recommend it highly."

—Review on the HBP for Educators web site*

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. *Harvard Business Review* #R0902X

Leading Across Cultures at Michelin (A)

A French executive with Michelin is expatriated from Clermont-Ferrand to South Carolina. Initially confident in his leadership skills, the protagonist learns quickly that many aspects of leading a team are quite different in the American environment. **TN** *INSEAD* #INS049

People Management Fiasco in Honda Motorcycles and Scooters

A multinational's failure to implement an appropriate human resource management strategy at its India plant leads to numerous people management issues, including a long strike, substantial financial losses, and negative media attention.

TN *University of Hong Kong* #HKU624

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.

TN *Harvard Business School* #407036

“My students referred to this case study throughout the course. It was an excellent tool for teaching the recruitment and selection process. Students were excited to learn at the end who was selected for the position.”

—Review on the HBP for Educators web site*

SG Cowen: New Recruits

Chip Rae, director of recruiting at SG Cowen, uses a hiring strategy that, after initial resistance, meets the approval of his senior management. Through Rae's story, students are introduced to the complexity of recruiting in professional services firms and are taught the basics of a recruiting process. **TN** *Harvard Business School* #402028

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.

TN *Harvard Business School* #306027

→ [Find more cases at hbsp.harvard.edu](https://hbsp.harvard.edu)

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 distinctive human resource system as the foundation of its competitive strategy. By encouraging employees to act as “personal wellness coaches” with broad responsibilities, leaders intended to provide a level of service that would justify premium rates. However, the system is not working. **TN** #913521 

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. **TN** #4360 

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 will 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.

TN #916535

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.

TN #913501 

“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 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. **TN** #4353 

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 associated with performance reviews. **TN** #913562 

WeaveTech: High-Performance Change

VP of Human Resources Frank Jennings must recommend a way 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. **TN** #914553 

→ [Find more Brief Cases at hbsp.harvard.edu/briefcases](https://hbsp.harvard.edu/briefcases)

Harvard Business Review Cases

Harvard Business Review cases are short, 3-page cases on management challenges. They feature optional commentary from experts and are based on actual cases taught in business schools.

Humor or Harassment?

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 doing so could threaten the success of her team’s project. Based on an actual case study. Optional expert commentary available. *Harvard Business Review* #R1506X

An Office Romance Gone Wrong

When star salesperson Elizabeth starts dating Brad, the CFO of her company, she has high hopes for the relationship. But when it doesn’t work out, Elizabeth finds herself in what feels like a hostile workplace. Optional expert commentary available. *Harvard Business Review* #R1609X

Should We Fire Him for That Post?

A star car salesman, Kenton, has strong opinions about his employer’s strategy. But when he lets them be known on Facebook, he may undermine the company—and himself. Optional expert commentary available. *Harvard Business Review* #R1603X

→ [Find more Harvard Business Review cases at hbsp.harvard.edu/cases](https://hbsp.harvard.edu/cases)

Multimedia Cases

Available online, multimedia cases put students in the center of business dilemmas by bringing concepts to life with animated charts, audio, and video segments.

Bridgewater Associates

In mid-2012, Bridgewater Associates was the world's largest hedge fund and its leaders attribute its performance to the firm's culture of "radical transparency." The case explores the unusual practices that underpin Bridgewater's culture. Students must examine to what extent the practices foster high performance and debate their trade-offs.

 *Harvard Business School* #413702

NEW! Rogers, Stirk, Harbour, and Partners

This multimedia case describes how an award-winning architectural studio known for its close-knit, employee-oriented culture managed a complicated layoff—or redundancy—process. The case includes an interactive poll for students and debrief videos to show in class.  *IE Business School* #10033E

→ [Find more Multimedia Cases at hbsp.harvard.edu/elearning](https://hbsp.harvard.edu/elearning)

ARTICLES

Articles from *Harvard Business Review*, HBR.org, and other renowned sources provide up-to-the-minute ideas from the best business thinkers.

New Articles

Achieving Meritocracy in the Workplace

When managers believe their company is a meritocracy because formal evaluative and distributive mechanisms are in place, they are actually more likely to exhibit the very biases that those systems seek to prevent. *MIT Sloan Management Review* #SMR565

The Case for Capitation

Under the current health care system, providers don't benefit from the savings generated by their efforts to reduce waste. This undermines their financial health and their ability to invest in cost-cutting programs. The authors advocate for a form of capitation that would pay care delivery groups directly for covering all of an individual's health care needs for a defined period. *Harvard Business Review* #R1607H

Designing a Bias-Free Organization

Behavioral science tells us that it's hard to eliminate our biases, but we can redesign organizations to circumvent them. Even simple changes—like removing age, gender, and socioeconomic background from résumés so hiring managers focus only on talent—can be effective. *Harvard Business Review* #R1607D

Healthy Employees, Healthy Workplace

This article describes how forward-looking employers are promoting employee health and well-being, resulting in fewer absences, higher productivity, and greater worker retention. *Rotman Management Magazine* #ROT288

How to Pay for Health Care

A battle is currently raging between the advocates of 2 radically different approaches to paying for health care: capitation and bundled payments. In this article, Michael E. Porter and Robert S. Kaplan argue that bundled payments will finally unleash the competition that patients want. *Harvard Business Review* #R1607G

Is Your Company Ready for HR Analytics?

Companies have yet to apply analytics to human resources—but that's about to change. Lessons learned in applying analytics to customer-focused areas can help avoid mistakes in strategic workforce decisions. *MIT Sloan Management Review* #SMR583

Let's Not Kill Performance Evaluations Yet

Performance evaluations can be biased and inefficient, and some companies are doing away with them. But companies don't need to throw out reviews. They can still reap the benefits—fairness, transparency, and development—while managing costs. This article explains how Facebook is doing this. *Harvard Business Review* #R1611G

Making Exit Interviews Count

Exit interviews often fail to achieve their potential because the data they produce is spotty and untrustworthy and because there is little consensus on best practices. This article attempts to address both concerns. *Harvard Business Review* #R1604G

Managing Mental Health in the Workplace

A quarter of adults will suffer from a diagnosable mental disorder in their lifetime, and managing employees with ongoing or episodic mental health conditions is something that most managers are likely to face. In this article, the authors examine what is required to equip managers and organizations to deal with these complex situations.

Rotman Management Magazine #ROT294

The Performance Management Revolution

Hated by bosses and subordinates alike, traditional performance appraisals have been abandoned by more than a third of U.S. companies. The authors explain how performance management has evolved over the decades and why the current thinking has shifted.

Harvard Business Review #R1610D

We Just Can't Handle Diversity

Studies show that a diverse workforce measurably improves performance. Most managers also believe that hiring, development, and compensation decisions should be based on merit. Although the 2 ideas don't seem contradictory, they can be difficult to reconcile in practice. This article provides a roundup of research on the topic.

Harvard Business Review #R1607E

Why Diverse Teams Are Smarter

In recent years, a body of research has revealed that working in nonhomogeneous teams improves employees' performance by challenging their brains to overcome stale ways of thinking and sharpening their performance. *Harvard Business Review* Web Article #H038YZ

Why Diversity Programs Fail

Most diversity programs focus on controlling managers' behavior, but that approach tends to activate bias rather than quash it. The most effective programs engage managers in solving the problem, increase contact with women and minority workers, and promote social accountability. *Harvard Business Review* #R1607C

Why Do So Many Women Who Study Engineering Leave the Field?

While engineering educators have had some success attracting more female students to the field, nearly 40% of women who earn engineering degrees either quit or never enter the profession. The authors examine what might be behind this trend.

Harvard Business Review Web Article #H032V1

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 recruitment practices can be 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

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

How to Solve the Cost Crisis in Health Care

This article describes a new way to analyze health care costs that uses patients and their conditions—not organizational units or narrow diagnostic treatment groups—as the fundamental unit of analysis for measuring costs and outcomes.

Harvard Business Review #R1109B

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

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 performance in the future instead of assessing it in the past.

Harvard Business Review #R1504B

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

Women and the Labyrinth of Leadership

When you put all the pieces together, a new picture emerges of 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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BOOKS & CHAPTERS

Many academic titles from Harvard Business Review Press are now available as eBooks. Each eBook title is available as a PDF and comes with a full-text Educator Copy available to registered Premium Educators on the HBP for Educators web site.

Books

Agile Talent: How to Source and Manage Outside Experts

Companies are gaining advantage through a new capability made possible by technology and the globalization of talent: the strategic use of external experts. This book explains how to assess, choose, attract, develop, support, and retain external talent. *Available as an eBook. Harvard Business Review Press* #14149

An Everyone Culture: Becoming a Deliberately Developmental Organization

Deliberately developmental organizations weave employee development into the company's operations, routines, and conversations. This book describes how managers can build developmental cultures. *Available as an eBook. Harvard Business Review Press* #14259

The First 90 Days, Updated and Expanded: Proven Strategies for Getting Up to Speed Faster and Smarter

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

HBR Guide to Delivering Effective Feedback

This book provides managers with practical advice and tips to transform any performance discussion—from weekly check-ins to annual reviews—into an opportunity for growth and development. *Available as an eBook. Harvard Business Review Press* #10017

HBR Guide to Managing Conflict at Work

Each 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

HBR Guide to Office Politics

Employees need to work effectively with colleagues—even challenging ones—for the good of the organization and their careers. This book offers guidance on building relationships with difficult people, gaining allies and influence, wrangling resources, moving up without ruffling feathers, avoiding power games and petty rivalries, and claiming credit when it is due. Available as an eBook. Harvard Business Review Press #13989

Chapters

Creating an HR Scorecard

A comprehensive HR scorecard should cover key human resource deliverables, a high-performance work system, the alignment of that system with firm strategy, and the efficiency with which deliverables are generated. This chapter covers the essentials for constructing an HR scorecard that will establish a balance between cost control and value creation.

From *The HR Scorecard: Linking People, Strategy, and Performance*. Harvard Business Review Press #1528BC

Formal Performance Appraisal: Improving Results Through Feedback

This chapter explains how to manage the performance appraisal process, thereby increasing productivity and protecting the organization.

From *Harvard Business Essentials: Performance Management*. Harvard Business Review Press #7454BC

Motivation: The Not-So-Secret Ingredient of High Performance

Motivation is an important part of performance management because simply having a common goal is not enough. This chapter outlines several theories of motivation.

From *Harvard Business Essentials: Performance Management*. Harvard Business Review Press #7386BC

Providing All Employees With More Than a Living Wage: How Raising Your Workers' Earnings Will Boost Your Profits

This chapter shows how providing decent wages and incentives to employees can help position companies for profitability and growth. Drawing from thousands of employee interviews, the author highlights the critical issues surrounding structuring wages and incentives in a variety of sectors.

From *Profit at the Bottom of the Ladder: Creating Value by Investing in Your Workforce*. Harvard Business Review Press #6027BC

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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. **TN** Seat Time: 90 minutes #4345

“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—all in the context of a major organizational change initiative.”

—Review on the HBP for Educators web site*

Leadership and Team Simulation: Everest V2

In the second release of this best-selling simulation, students learn group dynamics and leadership through the dramatic setting of a Mount Everest expedition. Students are assigned 1 of 5 roles in 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.

TN Seat Time: 120 minutes #7000

“Excellent tool to observe leadership and teamwork 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. Seat Time: 90 #4700

“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*

→ Find more simulations at hbsp.harvard.edu/simulations

ONLINE TOOLS

Job Design Optimization Tool (JDOT)

The free online Job Design Optimization Tool (JDOT) can be used to design or test the design of any job in any organization. Created by Professor Robert L. Simons of Harvard Business School, JDOT accompanies the Strategy Execution series of 15 module notes that integrates the latest performance measurement and control techniques with the new realities of competition, strategy, and organization design. Use the tool with *Strategy Execution Module 10: Using the Job Design Optimization Tool to Build Effective Organizations* (#117110). *Harvard Business School* #JDOT

→ Find out more at hbsp.harvard.edu/jdot

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Delivered entirely online, Harvard ManageMentor® is the leading business reference from business experts, featuring 44 self-paced modules that address the full spectrum of management issues. Many modules are also available in Spanish, Portuguese, Mandarin, and French. Modules in Human Resource Management include:

- Coaching #9007
- Developing Employees #9013
- Dismissing an Employee #9015
- Hiring #9023
- Laying Off Employees #9026
- Performance Appraisal #9034
- Performance Measurement #9035
- Retaining Employees #9042

→ Find more Harvard ManageMentor modules at hbsp.harvard.edu/hmm

VIDEO SHORTS

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
- Merck Latin America (A) #401029
- People Express Airlines: Rise and Decline #490012
- Taking a Therapeutic Approach to Juvenile Offenders: The Missouri Model #HKS104

→ Find more Video Shorts at hbsp.harvard.edu/videoshorts

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 Human Resource 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

→ Find more Case Startup Kit cases at hbsp.harvard.edu/casestartupkit

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 options. Popular modules in Human Resource Management include:

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

→ Find more Course Modules at hbsp.harvard.edu/coursemodules

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