Ratan Tata began his journey with the Tata group on the shop floor of the Tata Iron and Steel Company Limited and eventually rose to become chairman of the Tata group—a conglomerate with operations in more than 80 countries across six continents. Known as a value-based, principled, and visionary leader, Ratan Tata helped the Tata group grow immensely over two decades of leadership. When he retired in 2012, he passed the leadership to a new chairman. However, four years later, on October 24, 2016, the Tata Sons board, which controlled the Tata group, decided to replace the chairman. His ousting led to a public clash over ethics and corporate governance at the top of the Tata empire. Ratan Tata was asked to return as interim chairman and help find a new successor. How could he succeed in this task and help the Tata group retain its glory, without compromising its values and beliefs?

Learning Objective: This case is suitable for undergraduate and graduate students and executives in courses on strategy and leadership. The case focuses on organizational behaviour issues, specifically in relation to values, ethics, and leadership. After completion of the case, students will be able to evaluate the strategic action plan of a large conglomerate that is expanding globally; consider the nature and role of core values in an organization; discuss human and cultural values, and how they lead to differences in organizational and employee behaviour; and discuss the nature of ethical leadership and ethical leadership characteristics.

Publication Date: April 28, 2017
Discipline: Organizational Behaviour/Leadership; International;
Issues: ethical leadership, values, ethics
Industry: Manufacturing;
Setting: India, Large organization, 2016/2017
Difficulty: Undergraduate/MBA
Huaiy Compressor Barcelona, S.L. was founded in 2013 when Huaiy Group (Huayi), a Chinese state-owned enterprise, acquired Cubigel Compressors, S.A., a bankrupt Spanish industrial enterprise. While labour complications and other difficulties developed during the acquisition process, Huaiy successfully managed the transition in May 2013. Despite this initial achievement, challenges related to the recovery of productivity, markets, and profitability continued. In January 2014, the general manager of Huaiy Compressor Barcelona, S.L., who managed the transition, received a request to return to Huaiy headquarters in Sichuan, China. From his Barcelona office, he grew concerned about several challenges: Who would be the right successor for his position? What strategy did Huaiy need to consolidate its internationalization process? What knowledge could he transfer to China for future international strategies?

Learning Objective: The case is suitable for business training programs at the master’s level, including MBA and executive education programs. It is also appropriate for undergraduate business students. The case is suggested for courses such as international business, human resource management, and strategic management. After analyzing and discussing the case, students should be able to understand the dilemmas a company faces when planning and implementing an international acquisition, in particular, when a multinational from an emerging country enters a developed country; appreciate the basic tensions that arise after acquisition when managing an international subsidiary in a different culture; and analyze the strategic tensions between global and local integration for an emerging market multinational in its global expansion process.

Publication Date: April 03, 2017
Discipline: International; Organizational Behaviour/Leadership;
Issues: emerging market multinational, international acquisition, Chinese state-owned firm, Spanish industry, cultural difference, management integration, global challenge
Industry: Manufacturing;
Setting: Spain; China, Medium organization, 2013
Difficulty: Undergraduate/MBA
Birkenshire Corporation: The Pink Towels
Tori Yu-wen Huang

On March 7, 2012, one day before International Women’s Day, all female staff of Birkenshire Corporation, a British organization in China, received an email from the human resources department about a pink towel gift set being given to all female employees of the company in celebration of the day. This act sparked a lively discussion among the female staff about various gender issues and cultural customs such as society’s expectations for professional women and cultural connotations of colours. The decision faced by management was whether to respond to the issues raised in the staff email thread, and, if management responded, how and when the response should be delivered.

Learning Objective: This short case is suitable for inclusion in courses on international business, international human resource management, and cross-cultural management in multinational corporations. It can be used for sessions in any postgraduate and MBA-level courses focusing on issues of cross-cultural communication. Upon successful completion of this case, students should be able to assess various perspectives in a subtle and complicated scenario of cross-cultural communication; understand how staff members coming from diverse cultural and professional backgrounds interpret messages and gestures in completely different ways; understand how conflicts can easily occur as a result of misperceived hostility in heated discussions; evaluate options for dealing with cross-cultural conflict in the workplace; and develop a plan for management to deal with issues raised by multicultural staff and to resolve future conflict.

Publication Date: February 27, 2017
Discipline: International; Organizational Behaviour/Leadership;
Issues: cultural customs, China, cross-cultural management

Mary Kay China: People and Love
Jean Lee; Liman Zhao; Yunting Lu

Mary Kay (China) Cosmetics Co., Ltd. (Mary Kay China) was one of China’s leading direct-enterprises in skincare products and cosmetics. In September 2015, the president of Mary Kay China was considering how best to continue to grow the company in the face of increasing e-commerce. The parent company and all its subsidiaries ascribed to the mission of enriching women’s lives; its guiding principles emphasized relationships and connections between people. Mary Kay China’s development was a testament to its success as a people-oriented culture that contributed to the environment and society. However, the Internet era had raised concerns about whether the connections among the company’s people were strong enough to succeed against competitors who maintained a broad network developed through the Internet. Should Mary Kay China expand into e-commerce, or would relying on the Internet undermine the principles and values that grounded the company?

Learning Objective: This case is suitable for graduate- and executive-level courses in organizational behaviour, corporate governance, and human resources management. The discussion topics include corporate culture and values, business ethics, corporate social responsibility (CSR), and Chinese and emerging markets. Ideally, some course participants will be from China or be knowledgeable about the economic environment in emerging markets like China. In discussing the case, students will do the following: Explore the role of corporate culture in a company, including its implementation as part of a company’s strategy and business model. Understand the relationship between corporate culture, CSR, and organizational effectiveness. Identify the key challenges that Mary Kay China and other retail companies face in the Internet era, and consider solutions.

Publication Date: February 22, 2017
Discipline: Organizational Behaviour/Leadership; International;
Issues: corporate culture, human resources, HR, direct selling, cosmetics, beauty supplies
Industry: Retail Trade;
Setting: China, Large organization, 2015
Difficulty: MBA/Postgraduate
Nordstrom: The Workplace Violence Dilemma  
*Stewart Robert Miller; Pamela Paziotopoulos*

Black Friday, the day after American Thanksgiving, marked the official start of the Christmas shopping season in the United States. It was a day that generally brought smiles to the executives of retailing giant Nordstrom, Inc. (Nordstrom). However, on November 28, 2014, Nordstrom had to deal with the tragic loss of a seasonal worker at a Nordstrom store in downtown Chicago. She had been killed in a workplace violence incident involving her former boyfriend. The event was a reminder of an earlier incident involving an Indianapolis-based employee who was terminated in November 2013. Even though Nordstrom had been a strong advocate for workplace safety, the retailer had endured public scrutiny after terminating the employee, who was victimized by her ex-boyfriend. These two workplace violence incidents made it necessary for Nordstrom’s management to determine how best to protect all Nordstrom stakeholders in the future.

**Learning Objective:** This case is designed primarily for MBA and executive MBA students; however, it can be used with undergraduate students as well. The case can be used in courses on human resource management and business law. After completion of this case, students will be able to understand the complexity of workplace violence from a human resource management and legal perspective; understand the importance of developing effective workplace violence policies; appreciate the employee’s rights in the workplace; and appreciate the employer’s rights and obligations in its working environment.

**Publication Date:** February 07, 2017  
**Discipline:** Organizational Behaviour/Leadership;  
**Issues:** workplace violence, employment, department stores, retail  
**Industry:** Retail Trade;  
**Setting:** United States, Large organization, 2013-2014  
**Difficulty:** Undergraduate/MBA

Earls Restaurants Ltd.: The Importance of a Communication Plan  
*Mary Weil; Ramasasya Chandrasekhar*

Earls Restaurants, Ltd., a Canadian restaurant chain headquartered in Vancouver, was facing a communications crisis in April 2016, when it changed its sourcing policy with regard to beef. In a bid to appeal to millennial consumers, who were conscious of animal welfare standards, it decided to source beef from a U.S. farm that had its beef independently certified as humane. This cut out the restaurant’s traditional supply sources among Canadian ranchers, most specifically in Alberta, where the restaurant chain had been founded. The backlash was immediate. After discussing the situation with his core management team and asking a consultant for help formulating a communication strategy, the company’s president had to decide how to proceed to restore the company’s reputation. Should Earls do nothing and wait for the attention to die down, go back to sourcing its beef through Canadian suppliers, or continue to serve humane beef in its restaurants?

**Learning Objective:** The case can be used in undergraduate, graduate, and executive education programs. The focus can be communication challenges in social media and/or communications strategy. It can also be used in a module on reputation management in a communications course. This case provides an opportunity for students to discuss crisis communications and communications strategies. After working through the case and assignment questions, students will be able to analyze where a company has erred in its communication strategy; and develop a communications strategy to diffuse a communications crisis.

**Publication Date:** January 06, 2017  
**Discipline:** Organizational Behaviour/Leadership; Entrepreneurship;  
**Issues:** corporate reputation, communication strategy, social media  
**Industry:** Accommodation & Food Services;  
**Setting:** Canada, Large organization, 2016  
**Difficulty:** Undergraduate/MBA
In July 2014, the managing partner and co-founder of Netherlands-based Expatica Communications B.V. (Expatica) received tragic news. His close friend and business partner had been travelling on Malaysia Airlines flight MH17, which was shot down over Ukraine. The two partners had worked closely together at Expatica for over 15 years. Three days after receiving the news of his friend’s sudden death, the surviving partner found himself alone in his office trying to work out how to cope with the situation and, in particular, how to deal with the employees who were due to return to the office the next day. How should he prepare himself for the next morning? How should he approach the meeting with the employees, and what should he say? What actions should he take regarding the firm in the short and medium term?

**Learning Objective:** This case is suitable for courses in leadership, management, and organizational behaviour. The case discussion and analysis are designed to help students understand the impact of personal tragedy in business and develop strategies to deal with it; gain insight into leadership approaches that are needed in times of crisis; and assess how to lead a small organization when an unforeseen disaster threatens its survival.

**Publication Date:** January 04, 2017  
**Discipline:** Organizational Behaviour/Leadership; International;  
**Issues:** leadership, crisis, crisis management, crisis mitigation  
**Industry:** Information, Media & Telecommunications;  
**Setting:** Netherlands, Small organization, 2014  
**Difficulty:** Undergraduate/MBA

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**Simpson Seeds: Growing the Next Generation**

**Vanessa M. Strike; David Bentall; Christine Lowe**

Greg Simpson was the chief executive officer of Simpson Seeds Inc. (SSI). He and his two brothers, second-generation owners of a family farm, had started the seed company. From humble beginnings in Moose Jaw, SSI had grown to be the largest privately owned lentil exporter and seed retailer in Saskatchewan, Canada, distributing pulses to nearly 80 countries worldwide. Simpson and his brothers had recently added a new red lentil–splitting plant to the family business; however, the new plant required leadership. The brothers were also considering how to continue the family legacy. Transitioning management and leadership of SSI would not be easy. Five of nine cousins from the third generation worked at SSI. Would the new plant be the ideal launching pad for the third generation, allowing them to learn how to lead and manage a segment of the family business? Simpson and his brothers were scheduled to meet on Monday, when Simpson was to deliver a proposal for succession planning.

**Learning Objective:** This case can be used in a family business, entrepreneurship, strategic management, or leadership course at the undergraduate or graduate level. While primarily a succession case, it may also be positioned in course sections dealing with the three-circle model, leadership, and the role of advisors in family firms. Using this case will allow students to do the following: Appreciate the significance of having (1) regular family meetings, (2) independent members on a board, and (3) a strategic plan to help families succeed at succession planning.

Be cautious about adopting a belief system that prohibits family members who do not work in the family business from becoming owners. Explore the role and benefits of non-active shareholders in the family business. Understand the differences between ownership and management succession.

**Publication Date:** December 15, 2016  
**Discipline:** Organizational Behaviour/Leadership; Entrepreneurship;  
**Issues:** family business, succession, leadership  
**Industry:** Agriculture, Forestry, Fishing and Hunting;  
**Setting:** Canada, Small organization, 2015  
**Difficulty:** Undergraduate/MBA

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London Health Sciences Centre: Talent Development (A)
David Loree; Ken Mark

In 2011, a health care director at London Health Sciences Centre (LHSC) asked one of her managers to review two candidates for promotion to a front-line coordinator position. The manager was tasked with the job of choosing between two promising candidates who were quite different from each other. He had to carefully review the qualifications of the two candidates and determine which one would be better suited to the role. Use with supplement 9B16C050.

Learning Objective: This case is suitable for courses in human resources, leadership, and health care at both the undergraduate and graduate levels. After completion of the case, students will be able to understand the role of leadership-development programs in an organization’s human resources system; assess the leadership qualities of individuals; and discuss issues involved in training and promoting talent.

Publication Date: December 12, 2016
Discipline: Organizational Behaviour/Leadership;
Issues: health care, talent development, leadership, promotion
Industry: Health Care Services;
Setting: Canada, Large organization, 2011
Difficulty: Undergraduate/MBA

MacEwan Residence Services - A Risky Accommodation?
Mike Annett; Dana Dzivinski

In November 2014, the Residence Services department at MacEwan University in Alberta, Canada, needed to replace a residence assistant who was exiting midway through the academic year. The new hire would have one semester of work for the current academic year and, with good performance, was expected to return for two semesters of work in the following academic year. One of the qualified applicants had a distinguishable disability: she used a wheelchair. On the one hand, it would be easier for Residence Services to not hire her because of the various potential risks, concerns, or expected difficulties that could arise with her employment. The primary concern was her ability to respond effectively to emergency situations. A secondary concern was the impact on operational efficiency and the need to adapt work and staff routines to accommodate the use of a wheelchair. On the other hand, it was not legal to discriminate against the candidate for employment, and Residence Services valued inclusive hiring practices. The decision to hire or not hire this candidate needed to be made very soon.

Learning Objective: This case is intended for undergraduate students studying introductory human resource management, diversity, or ethics and values topics. After completion of this case, students will be able to do the following: Observe personal values and biases, and recognize the influence these may have on personnel selection decisions. Identify, categorize, and assess risks or problems that relate to the hiring decision. Determine the applicability of bona fide occupational requirements to the hiring decision. Support a staffing decision based on legal, ethical, and/or social (policy) grounds.

Publication Date: December 01, 2016
Discipline: Organizational Behaviour/Leadership;
Issues: disability, discrimination, staffing, hiring
Industry: Accommodation & Food Services;
Setting: Canada, Large organization, 2014
Difficulty: Undergraduate

Allergan South Africa's Merger: Contextual Leadership Sustaining Culture
Caren Scheepers; Deepa Sita

In early 2016, the chief executive officer (CEO) of Allergan South Africa had been leading his team through changes resulting from a number of mergers over the past four years. Allergan Inc. (Allergan) had been the third-largest generic drug maker in the United States after it combined with Actavis plc in 2015, and the company was depicted as an example of “merger mania” in the pharmaceutical sector. Operating in 40 countries, Allergan had gone through a total of five mergers between 2012 and 2015—a period that had included a hostile takeover bid, cost cutting exercises, and, eventually, an acquisition. The CEO at Allergan South Africa had been working with his human resources director to build a “supertribe” culture in response to the changes. Now, faced with the challenge of yet another anticipated merger, some of the executive team had resigned, unwilling to go through the turmoil of more acquisitions. How could the CEO keep his people engaged at the regional division? What leadership style would enable him to effectively make the needed changes?

Learning Objective: The case can be used in an undergraduate or master’s business program in courses on organizational development, leadership, change management, and strategy execution. Using this case will help students to gain insight into internationalization and country managers’ challenges;
obtain an understanding of key success factors in antecedents, integration processes, and consequences of acquisitions; and comprehend contingency theories in leadership studies—for example, the use of contextual leadership intelligence at different stages of change processes.

**Publication Date:** November 29, 2016  
**Discipline:** Organizational Behaviour/Leadership; International;  
**Issues:** accounting, leadership, mergers, culture  
**Industry:** Health Care Services;  
**Setting:** South Africa, Large organization, 2016  
**Difficulty:** MBA/Postgraduate

**9B16C041**  
**AW Ltd.: Managing Change**  
*Anamika Sinha*

After a year at AW Ltd., a family-owned Indian pharmaceutical company, a change management agent was disillusioned about her ability to add value to the organization or gain buy-in for her change initiative. Although she was adept at information collection, data analysis, and using tools for organizational intervention, she had failed to account for softer issues of change management in terms of people management, handling inertia, breaking power centres, and building influence. Management of group inclusion processes were crucial to build buy-in and a sense of urgency to enact change. Why exactly had her change management process gone so badly? Should she continue at the firm and, if so, what should she do differently?

**Learning Objective:** This case can be used for courses on strategy and change management in HBA and MBA courses. It can also be used in training programs for organizational development interventions and human resource managers. After discussion of the case, students will be able to understand the relevance of people issues involved in the change management process; gain conceptual clarity on Wilfried Krüger’s iceberg model of change management; appreciate the need to influence different power bases in the change process; and apply Yukl’s persuasion and influence strategies.

**Publication Date:** November 16, 2016  
**Discipline:** Organizational Behaviour/Leadership; International;  
**Issues:** change, organization development, intervention, iceberg model of change, persuasion, influence, India  
**Industry:** Health Care Services;  
**Setting:** India, Large organization, 2013  
**Difficulty:** MBA/Postgraduate

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**9B16C032**  
**Empresas La Polar, S.A. (A)**  
*Edward Waltzer; Matko Kolić*  

On June 9, 2011, Empresas La Polar S.A., a Chilean retailer, informed the Chile’s securities commission that it had detected irregularities in its accounting for credit card receivables. A fraudulent credit card scheme masterminded by key executives and missed by directors and auditors was going to result in an estimated write-off in excess of US$300 million. On June 17th, the company advised the commission that the write-off would, in fact, be double the original estimate, amounting to US$640 million, resulting in negative equity. The filing contributed to a decrease in the value of the company’s stock market value, dropping from US$1.2 billion to US$281 million and putting the company at risk of bankruptcy. Should the directors be held responsible and punished for what had happened? What role did the regulators and auditors play? See supplement 9B16C033.

**Learning Objective:** The case describes the construction of the fraud and the events that unfolded after the irregularities were discovered in the company’s accounts. Based exclusively on public information, the case offers a detailed study of corporate decisions and the charges brought against one of the directors. Focusing on the charges against one of the directors and his defence allows an examination of the legal and governance issues arising from the division of responsibilities between the board and management. Depending on course design, the instructor may wish to emphasize one of the following themes: the legal, organizational, and management issues implied by “compliance activities” in corporate governance, or the fiduciary responsibilities of members of corporate boards and the role of regulators in enforcing corporate law.

**Publication Date:** October 17, 2016  
**Discipline:** International; Organizational Behaviour/Leadership;  
**Issues:** governance, regulation, compliance  
**Industry:** Retail Trade;  
**Setting:** Chile, Large organization, 2011  
**Difficulty:** MBA/Postgraduate
9B16C030

Norwood WaterWorks, EMCO Corporation: Changing the Culture
Ann Peng; Ken Mark

In September 2006, the general manager at Norwood Waterworks (Norwood) was faced with a difficult situation. Since his original employer, EMCO Corporation (Emco), acquired Norwood, he had been tasked with trying to turn around the new acquisition. Like Emco, Norwood was a distributor of building products and equipment in the waterworks industry. The company had three locations, all in Alberta. However, the general manager soon discovered that Norwood was suffering due to a poor organizational culture. Employees were unmotivated, overpaid, and complacent. He needed to communicate—clearly and effectively—that the Emco culture was here to stay, and that the Norwood employees needed to find a way to change the way they operated.

Learning Objective: Using the case, students will develop the ability to do the following: pinpoint issues that must be resolved, and understand the connections among/between them; identify the difficulties inherent in bringing about change; and develop a workable plan to carry out changes.

Publication Date: October 05, 2016
Discipline: Organizational Behaviour/Leadership; Entrepreneurship;
Issues: turnaround, culture change
Industry: Wholesale Trade;
Setting: Canada, Small organization, 2006
Difficulty: MBA/Postgraduate

9B16C026

Sibanye: Changing Mindsets in Mining through Contextual Leadership
Caren Scheepers; Ken Mathu

In 2016, the executive vice-president of commercial services for Sibanye Gold, Westonaria (Sibanye), the largest gold producer in South Africa, faced a challenge. The company’s latest acquisition had been particularly difficult, with much resistance from the acquired management team. Although the executive vice-president tried to empathize with the management team who had done things a certain way for decades, he was frustrated with their lack of co-operation and lists of concerns. The management team needed to internalize and learn to live by Sibanye’s values, encapsulated in the acronym CARE—commitment, accountability, respect, and enabling. How could the executive vice-president help the management team to change their traditional mindset so they could effectively manage mining operations under the new company?

Learning Objective: This case is suitable for courses on organizational development, organizational behaviour, human resources strategy, and supply chain management in an undergraduate or MBA program. After completion of this case, students will be able to apply change management theory to a case study; evaluate a green supply chain for a mining company; and identify and analyze relevant contextual variables and subsequent leadership behaviours in these contexts.

Publication Date: September 22, 2016
Discipline: Organizational Behaviour/Leadership;

9B16C029

Rajwant Engineering: Survival or Ethical Values?
Atul Arun Pathak; Kshamta Sharma

In October 2014, the owner of Rajwant Engineering Pvt. Ltd., a small-scale manufacturing business in Jamshedpur, India, needed to make some key strategic decisions. The immediate challenge was that the company had recently been asked for a bribe by the procurement manager of its most important client. The business owner was a highly ethical entrepreneur, so he was tempted to discontinue his relationship with the client on ethical grounds. However, the business was facing major financial difficulties, and the owner felt great responsibility toward his employees. The business owner wondered if he should instead compromise on his values in order to save his business from bankruptcy.

Learning Objective: This case is suitable for an MBA or other graduate-level management program, for courses including organizational behavior; organizational structure, design, and change; strategic management; managerial ethics; and organizational theory. After completion of this case, students will be able to understand alternative frameworks for decision-making; understand how to identify problems and ameliorate them with appropriate solutions; understand how various approaches to decision-making differ for different types of decisions; and set appropriate decision criteria (based on the objectives) for evaluation of the alternatives.

Publication Date: October 06, 2016
Discipline: Organizational Behaviour/Leadership; Entrepreneurship; International;
Issues: ethics, small business, decision-making, organizational survival, piping, gas, manufacturing
Industry: Manufacturing;
Setting: India, Large organization, 2006
Difficulty: Undergraduate/MBA
9B16C028
When and Who to Tell: The Long Goodbye
Peter Tingling; Jonathan Tingling

In October 2015, a low-level staff accountant was suddenly ecstatic about his career prospects. The Chartered Professional Accountant recruitment process had been gruelling, but the end result made it all the more satisfying. After nearly two years of networking and getting to know firms while they closely evaluated him—and which concluded with seemingly endless interviews—the staff accountant had finally received job offers from his top choices. However, thrilled as he was with the result, he now faced a whole new challenge: what approach would he take to deliver the news to his current employer, where he planned to remain employed with for the next 11 months? Should he tell his employer immediately and risk termination and/or a tense work environment? Or should he keep it a secret as long as possible?

**Learning Objective:** This case examines ethical issues related to conducting a job search while employed. It works well in undergraduate ethics courses, third-year human resources courses, and case-based accounting courses. Third- or fourth-year students undertaking the Chartered Professional Accountant recruitment process relate particularly well to this case, although it has broad applicability. The case can also be framed in the general context of a post-graduate employee seeking a job while employed. After completing the case, students should be able to identify ethical issues and various perspectives used to assess ethical violations encountered when conducting a job search while employed; consider the potential effects on one’s reputation and relationships; and recognize the effects, if any, on each of the stakeholders in the case.

**Publication Date:** September 20, 2016
**Discipline:** Organizational Behaviour/Leadership;
**Issues:** moral hazard, agency issues, ethics, job search, employment
**Industry:** Professional, Scientific, and Technical Services;
**Setting:** Canada, 2015
**Difficulty:** Undergraduate/MBA

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9B16C027
CIBC: Fostering an Inclusive Culture, Leading with Gender
Alison Konrad; Lindsay Birbrager

In June 2013, the senior vice-president of talent management of the Canadian Imperial Bank of Commerce (CIBC), recognized an organizational need at the bank. He realized that, to build a strong workforce, CIBC needed to move from simply filling diversity targets through recruitment to a focus on the development and advancement of a leadership talent pool. Towards that goal, he appointed the vice-president of executive talent management to lead a new diversity and inclusion department. CIBC had an even representation of women at an aggregate level, but the company wanted to improve the level of representation at the executive level. The vice-president of executive talent management conducted an internal and external analysis of gender diversity and inclusion in the financial sector. She then wondered how to continue the momentum by leveraging CIBC’s strong track record as a company committed to diversity, hoping to evolve the strategic focus on gender. She also wanted to determine which key leaders to engage and how best to secure their sponsorship.

**Learning Objective:** This case is suitable for workplace gender diversity and gender equality courses at undergraduate and graduate levels. After completion of this case, students will be able to understand the distinction between diversity and inclusion as well as the relationship between the two concepts; analyze a set of diversity and equality management practices in human resources management; evaluate the organizational change process for increasing gender diversity in organizational leadership; and develop a set of recommendations for next steps in CIBC’s gender diversity and inclusion journey.

**Publication Date:** September 19, 2016
**Discipline:** Organizational Behaviour/Leadership;
**Issues:** women in leadership, diversity, inclusion, human resource management, gender diversity
**Industry:** Finance and Insurance;
**Setting:** Canada, Large organization, 2015-16
**Difficulty:** Undergraduate/MBA

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**Publication Date:** September 19, 2016
**Discipline:** Organizational Behaviour/Leadership;
**Issues:** women in leadership, diversity, inclusion, human resource management, gender diversity
**Industry:** Finance and Insurance;
**Setting:** Canada, Large organization, 2015-16
**Difficulty:** Undergraduate/MBA
iQmetrix-Humanity: Negotiating a Partner Agreement - Chris Street; Ann C. Frost; Maurice Thibodeau

Supplement to product 9B16C024.

**Learning Objective:** This exercise is suitable for use in MBA or other graduate-level management programs in courses on negotiations, entrepreneurship, and communications. After completion of this exercise, students will be able to understand the pros and cons of negotiating over email and practise strategies to overcome communication difficulties;
appreciate the value of negotiating in a non-traditional setting;
ilustrate resource control in business planning or in demonstrating how to develop partnerships; and simulate the partnership process between start-ups.

**Publication Date:** August 18, 2016
**Discipline:** Organizational Behaviour/Leadership; Entrepreneurship;
**Issues:** negotiation, partnership agreement
**Industry:** Other Services;
**Setting:** Canada, Medium organization, 2015
**Difficulty:** Undergraduate/MBA

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iQmetrix-Humanity: Negotiating a Partner Agreement-Maurice Thibodeau's Perspective

This negotiation exercise simulates the 2015 negotiation between senior leadership at iQmetrix, a Regina-based point of sale software firm, and Humanity, a San Francisco-based provider of a human resources module that iQmetrix seeks to bundle into its software product. The exercise is unique in that it occurs in a mediated environment where both parties only interact over email. There is no face-to-face interaction, leaving both sides to negotiate an effective agreement while communicating solely through email. Use with 9B16C025.

**Learning Objective:** This exercise is suitable for use in MBA or other graduate-level management programs in courses on negotiations, entrepreneurship, and communications. After completion of this exercise, students will be able to understand the pros and cons of negotiating over email and practise strategies to overcome communication difficulties;
appreciate the value of negotiating in a non-traditional setting;
ilustrate resource control in business planning or in demonstrating how to develop partnerships; and simulate the partnership process between start-ups.

**Publication Date:** June 30, 2016
**Discipline:** International; Entrepreneurship; Organizational Behaviour/Leadership;
**Issues:** Family entrepreneurship, family succession, internationalization, foreign non-family CEO, CEO succession, textiles, female leadership
**Industry:** Manufacturing;
**Setting:** China, Large organization, 2015
**Difficulty:** MBA/Postgraduate

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Wensli Silk: Succession and International Luxury Branding

Jean Lee; Rebecca Chung; An Jing

In 2011, China-based Wensli Group’s newly appointed chairwoman was preparing to transform the company’s silk business into a global luxury brand. It was a lofty goal for a company that started out as a township silk factory before growing into the largest silk-producing company in China. Tapping into the luxury market, however, presented a challenge because Chinese companies were better known for producing cost-conscious products. That meant Wensli, a family-owned business, was facing a huge hurdle in building a brand in a marketplace where it simply had no experience. What steps are needed for the company to gain a foothold in the high-end luxury segment currently dominated by European players? Should the company seek talent expertise from beyond its borders to build an international luxury brand?

**Learning Objective:** This case is suitable for use in MBA and other executive-level courses about entrepreneurship, family business, China, and globalization. After completion of the case, students will be able to:
Understand the inter-generational challenges with respect to business philosophies that stem from mother-to-daughter succession.
Identify the difficulties facing a Chinese family firm that wants to internationalize its business.
Appreciate how value and credibility can be added by hiring outside expertise.
Identify key strategies necessary to successfully build a global luxury brand.
CivicAction (A): Launching a Multi-stakeholder Initiative
Jean-Louis Schaan; Gerard Seijts

Although much had been accomplished since the members of the Commercial Building Energy Initiative Leadership Council first met in September 2009, the co-chairs were concerned about the local landlords’ reluctance to engage in a public race to reduce energy consumption in their respective buildings. As one of three environmental initiatives launched out of CivicAction’s Greening Greater Toronto initiative, reducing the energy consumption in commercial office buildings in the Greater Toronto Area was a project that would certainly require the landlords’ support and commitment. Use with supplements CivicAction (B): The Target 9B16C019 and CivicAction (C): The Awards 9B16C020.

Learning Objective: The case can be used in undergraduate, graduate, and executive education courses. The objectives of the case are threefold: To understand both the positive and negative aspects of collaborative business models to execute on strategy. To learn about what it takes to make collaborative business models work. To understand what it takes to lead (competencies, character, commitment) without formal authority.

Publication Date: June 10, 2016
Discipline: Organizational Behaviour/Leadership;
Issues: leadership, collaboration, stakeholder management, strategy execution
Industry: Public Administration;
Setting: Canada, Small organization, 2015
Difficulty: Undergraduate/MBA

Boeing: The Case for Supplier Diversity
Karen L. Proudford; Laurin Hodge

The Boeing Company, one of the dominant players in the aerospace industry, aimed to construct a supply chain architecture that was effective both domestically and globally, while simultaneously building its capacity to enter into agreements with small and diverse suppliers. A top executive at Boeing, who was responsible for both corporate supplier relationships and small business liaisons, needed to determine the approach that would yield the most optimal results for the company. Should she adapt supply chain principles to incorporate diversity, or should she view supply chain management as one element in an overall drive to increase diversity at the company?

Learning Objective: This case is suitable for use in a general organizational behaviour course, a supply chain management course, or in a more advanced course that addresses diversity and inclusion or change management at the undergraduate and graduate levels. After completion of the case, students will be able to: Understand the business case for diversity and its implications for supply chain management. Understand the relationship between domestic (U.S.) diversity priorities and global business priorities. Understand the complexities of effectively communicating a cultural shift toward an integrated view of diversity and supply chain management. Discuss the pros and cons of alternative responses to a compelling business question.

Publication Date: May 24, 2016
Discipline: Entrepreneurship; Operations Management;
Organizational Behaviour/Leadership; International;
Issues: Aircraft, small business, organization change, organisational change, air transit, aerospace, supply chain
Industry: Manufacturing;
Setting: United States, Large organization, Undisclosed
Difficulty: Undergraduate/MBA

AltaGas Ltd.: Forrest Kerr Hydroelectric Project
Gerard Seijts; Karen MacMillan

AltaGas Ltd. (AltaGas), an energy company based in Calgary, Alberta, successfully collaborated with the Canadian federal government, British Columbia’s provincial government, and a First Nations group to reach an agreement for constructing a large, green energy, hydroelectric project in a remote location in northern British Columbia. Although most observers considered the agreement to be a resounding success, the founder and chief executive officer of AltaGas worried that the hardest work was yet to come. Believing that success could be measured only in terms of social value, he wondered how the project could sustain positive community impact for the entire 60-year duration of the commercial agreement.

Learning Objective: This case could be used effectively in both undergraduate and graduate courses, or in modules on organizational behaviour, negotiation, business ethics, leadership, values, conflict, character, diversity, and corporate social responsibility. Objectives are: To explore the differences between distributive and integrative (or principles) bargaining. To appreciate the environmental, organizational, and societal factors that can affect a business agreement during the implementation phase. To think about the dimensions of leader character and how these aspects of leadership fit with the financial goals of an organization. To consider the importance of social impact (from a non-
ethnocentric perspective) to business decisions, especially in the long term.

**Publication Date:** May 17, 2016  
**Discipline:** Organizational Behaviour/Leadership;  
**Issues:** collaboration, First Nations, candor, energy, negotiation, power, sustainability, social value  
**Industry:** Utilities;  
**Setting:** Canada, Large organization, 2014  
**Difficulty:** Undergraduate/MBA

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**9B16C009**  
**Too Much Alcohol at a Remote Construction Site**  
*Soumendra N. Bagchi; Rajeev Sharma*

In September 2014, an American expatriate project manager at High-Tech Construction Pvt. Ltd. (High-Tech) received a late-night call saying that an engineer at a remote project site in India was extremely ill after consuming alcohol at an employee party. The driver would not take the sick employee to the hospital unless the project manager gave permission, but would giving permission drag High-Tech into a complicated situation? The expatriate manager was unsure of the legal ramifications involved in death or injury due to drinking. In addition, he was concerned about the effect on the company if the media was involved. Because he was an American in a multinational company with Indian employees, the story was potentially more saleable. Furthermore, was it prudent to inform the sick employee’s parents yet, or should he call the head of the human resources department for advice? As the project manager, he would have to make the final decision. It had been just a couple months since he arrived in India and less than a month since the start of work on the current project, and now he had a crisis to deal with.

**Learning Objective:** This case can be used in courses on operations management, business law, organizational behaviour, and international business. It can be used to illustrate and discuss:  
Issues of managing employees at a remote project site;  
The challenge of allowing alcohol consumption during non-working hours;  
Risks to a project due to certain employee behaviours; and  
Legal issues related to such situations.

**Publication Date:** May 04, 2016  
**Discipline:** Organizational Behaviour/Leadership;  
**International;**  
**Issues:** leadership, business law, project management  
**Industry:** Construction;  
**Setting:** India, Small organization, 2014  
**Difficulty:** Undergraduate/MBA

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**9B16C008**  
**Somebody Stop the Radio Star: Jian Ghomeshi at the CBC**  
*Karen MacMillan; Meredith Woodwork*

In 2012, the executive producer of the hit radio show Q and the director of Network Radio at the Canadian Broadcasting Corporation (CBC) faced employees’ complaints against the show’s star host, Jian Ghomeshi. The employees alleged that Ghomeshi’s treatment of employees was problematic and contrary to the corporation’s values and policies. A few years earlier, a female employee had also alleged mistreatment by Ghomeshi but no disciplinary action had been taken. The two managers faced a difficult decision. Ghomeshi had strong support among CBC executives, including from their boss, and his popular radio program had achieved high ratings among the younger audience that the organization needed to appeal to.

**Learning Objective:** This case can be used in senior undergraduate or MBA courses in organizational behaviour, human resource management, leadership, or business ethics. Because the case addresses several important concepts, it is suitable for a capstone or review session.

The learning objectives include the following:
- To explore the issue of abusive supervision, its impact on employees and organizations, and the steps that can be taken to counteract it.
- To consider the multiple bases of power within an organization.
- To discuss the importance of employee voice in organizations and understand the forces that can inhibit or encourage this behaviour.
- To outline how perceptions of organizational justice are developed and their impact on the workplace.
- To discuss how to recover from a negative crisis experience in an organization.
- To examine how a leader’s character dimensions can fuel leadership action.

**Note:** In 2014, criminal charges were filed against Jian Ghomeshi as a result of events that allegedly occurred in his personal life. While knowledge of the highly publicized trial can be used to highlight the importance of effectively managing the workplace discord, the case discussion focuses on workplace events. The outcome of the criminal charges is irrelevant to the case discussion.

**Publication Date:** March 29, 2016  
**Discipline:** Organizational Behaviour/Leadership;  
**Issues:** employee voice, abusive supervision, power, organizational justice  
**Industry:** Arts, Entertainment, Sports and Recreation;  
**Setting:** Canada, Large organization, 2012  
**Difficulty:** Undergraduate/MBA
Amazon as an Employer
Jyotsna Bhatnagar; Shweta Jaiswal Thakur

Amazon was the biggest Internet-based retailer in the United States and had frequently been featured on lists of the most admired companies. In 2015, The New York Times published an article that portrayed Amazon as a ruthless employer with brutal human resource management practices and a toxic work atmosphere. Employees were divided in their opinions: some found the culture invigorating and others found it hard to survive in. Leaders in the industry came to Amazon’s defence, while employees at other organizations began to disclose their own experiences of toxic work environments. Could Amazon continue to grow, thrive, and retain employees if it maintained its current employee management strategy? Did stress foster innovation, and, if so, at what point did that stress become destructive?

Learning Objective: This case is suitable for use in courses on human resource management, organizational behaviour, and entrepreneurship. In studying this case, students will:
Evaluate the significance of care and compassion in the workplace.
Appreciate the importance of psychological flexibility and mindfulness.
Understand the pros and cons of pushing employees to the edge and how it impacts business-related outcomes.
Appreciate the importance of sustainable people management practices for an attractive employer brand and strong talent engagement.
Learn the distinction between distress and eustress.

Publication Date: March 07, 2016
Discipline: Organizational Behaviour/Leadership; Entrepreneurship;
Issues: innovation, employer branding, care and compassion, people management practices
Industry: Retail Trade;
Setting: USA, Large organization, 2015
Difficulty: MBA/Postgraduate

Leadership Crisis at Steelworks’ Xiamen Plant
Hwee Hoon Tan; Flacy Joseph

In April 2010, the chief executive officer (CEO) of Steelworks, a Singapore-based metals company recently acquired by an Indian conglomerate, embarked on a plan to realign the organization’s structure and processes across its subsidiaries. However, he had difficulty getting the long-serving general manager of a plant in China to sign off on the current year’s audited financial statements. This led to a tense and bizarre confrontation between the CEO and the regional general manager. The restructuring project was taking autonomy from regional unit heads. Was that the problem? Was Steelworks mismanaging its subsidiaries? Had the general manager of the Chinese plant, a Singaporean expatriate, been seconded to China for too long? It was unclear how a member of the senior management team who had been with Steelworks for his entire career could behave this way and jeopardize his position. What could the CEO have done differently?

Learning Objective: This case can be used in undergraduate and MBA classes on cross-cultural management. After completion of the case, students should be able to:
Understand how trust is built in organizations and how the relationship between the CEO and regional GM played out in this situation.
Analyze the cultural factors that can potentially affect trust in a business relationship; in particular, examine the interplay between national cultural differences (India versus Singapore versus China), the organizational culture of a parent firm and its new acquisition, and the individual differences between a CEO and a regional GM.
Leverage change-management principles to create ownership and buy-in of Steelworks’ new change initiative.

Publication Date: February 22, 2016
Discipline: Organizational Behaviour/Leadership; International;
Issues: Trust building, multinational corporation, change management, China
Industry: Manufacturing;
Setting: Singapore, Large organization, 2011
Difficulty: MBA/Postgraduate
The Royal Harbour Resort & Spa

Odette Coccola

The Royal Harbour Resort & Spa was a large hotel and spa with over 300 employees. In December 2010, the human resources manager was advised by the general manager that headquarters had ordered an immediate restructuring due to a decline in the hospitality industry, especially in the luxury hotel sector. The human resources manager was advised that she had to terminate the employment of their banquet manager — an employee of over 17 years. The human resources manager was instructed to prepare the severance letter by the following day and meet with the banquet manager on Monday to finalize the termination.

Learning Objective: This case can be used in an employment law class for human resources students. The learning objectives of the case include:
To identify the legal obligations of an employer when terminating an employee without cause.
To give proper notice to a terminated employee.
To identify and understand relevant statutes (such as the Employment Standards Act) and common law precedents.
To manage risks (i.e., avoid a wrongful dismissal lawsuit).

Publication Date: February 12, 2016
Discipline: Organizational Behaviour/Leadership;
Issues: Dismissal without cause, employment termination, severance package, reasonable notice
Industry: Accommodation & Food Services;
Setting: Canada, Large organization, 2010
Difficulty: Undergraduate

Gravity Payments: $70,000 Minimum Salary Company

Won-Yong Oh; Youngkyun Chang

In April 2015, Dan Price, chief executive officer and founder of Gravity Payments, a private credit card processing and financial services company, announced that every employee would receive a minimum annual salary of US$70,000 over the next three years. Price said he was concerned about the increasing pay gap in the United States and news of his bold move went viral, causing debate over employee compensation plans and the wealth gap in society. At first, there was applause for his radical actions, causing an initial rise in new business. However, there was almost an immediate backlash both internally and externally. One senior worker at the company resigned, claiming that lesser-skilled workers would simply clock in and out while highly skilled workers were not similarly compensated with raises. A lawsuit was filed by Price's brother, a minority shareholder, who believed that the move would hurt the company. A number of clients left Gravity Payments while other companies criticized the move, saying it made them look stingy. Price attempted to tackle pay inequality by increasing salaries, but this created controversy. Employees were not the only stakeholders affected by Price's actions. What should Price do now?

Learning Objective: This case is suitable for any business course that deals with ethical decision-making; strategic decision-making; compensation issues, such as human resource management; strategic management, or business ethics at either the undergraduate or graduate level. The objectives are:
To evaluate the firm’s decision and its impacts on various stakeholders.
To recognize the conflicting interests among stakeholders, and management of stakeholder relationships.
To analyze compensation structures that motivate employees.
To evaluate how to effectively manage employees’ morale.
To recognize the role of economic disparity in the organization.

Publication Date: January 21, 2016
Discipline: Organizational Behaviour/Leadership;
Entrepreneurship;
Issues: Compensation, salary, motivation, pay inequality, equity theory
Industry: Professional, Scientific, and Technical Services;
Setting: United States, Medium organization, 2015
Difficulty: MBA/Postgraduate