



Accounting

Daya Counselling Centre: Response to Funding Cuts - New!

In early October 2018, the executive director of Daya Counselling Centre had just learned that the Ontario Works program, one of the centre's major funded-referral programs, was planning a significant change. The executive director was concerned about the impact of this change on the centre's financial performance. The timing could not be worse. She and the board of directors had been discussing the feasibility of moving the centre from its downtown location in London, Ontario, Canada. Any negative impact on the counselling centre's financial performance could derail these plans. In addition, she had been planning to approach the board with a proposal to fund a new clinical administrative support position to help her manage the centre's growth. How could she ask the board to add a new position to the budget if the counselling centre continued to post a deficit?

Poseidon Concepts Corporation: Boom To Bust - Featured

On February 25, 2013, the chief investment officer at University of Regina Investing (URI) was reviewing the draft copy of the annual report for 2012 that was to be submitted to the client, the University of Regina. One investment that stood out was Poseidon Concepts Corporation, which the fund had bought at \$14.02 per share in April 2012, had reached a high of CA\$16.02 in September 2012, and had eventually lost all stock value. The chief investment officer decided to review the transaction to identify any warning signs or red flags indicating that Poseidon Concepts Corporation's management was involved in earnings manipulation. If there were signs, and if they had been identified earlier, could URI have avoided incurred losses?

Mountain Musical Theatre Company: Making a Statement - Featured

The Mountain Musical Theatre Company (MMTC), located in Great Falls, Montana, was an important part of the local cultural scene. For many years, MMTC had performed a wide variety of shows that had been much enjoyed by local and visiting patrons, and it would have been easy to assume that the organization was a great success. However, significant organizational and financial problems had been brewing inside MMTC. In September 2015, these problems came to a head. The organization did not have formal

financial statements, and the absence of these had recently led to major disagreements between MMTC's leadership team and its board of directors. The recently appointed board chair did not know if MMTC was making or losing money. Although she feared the consequences could be serious, the board chair needed to ensure that financial statements for MMTC were created and analyzed to determine the truth about the organization's financial situation.

Starbucks: Venti Leases - Featured

This case depicts a financial analyst trying to make sense of Starbucks' finances and drawing from recent projects of the IASB and FASB to identify lease accounting as a key issue for the firm. The case underscores the importance of having a full picture of a company's obligations in order to understand its overall performance. In reviewing the case, students examine Starbucks' extensive use of leases and use spreadsheet tools to understand the full extent of the corporation's indebtedness. Although heavy users of leases such as Starbucks have argued that lease accounting is complex, an estimation of lease indebtedness can be made using relatively simple tools that are easy for students to understand. The case allows issues of high-level accounting standards to be elucidated, using a well-known company with which students identify. The case illustrates the real-world consequences of accounting policy choices.

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Entrepreneurship

Praxis: Redefining the Toothpaste Industry - New!

In 2019, the co-founders of Praxis—a toothpaste that aimed to improve the health and wellness of its users by incorporating vitamins, minerals, and supplements into the toothpaste—were contemplating whether to launch their business. The mission of Praxis was to facilitate a health-conscious lifestyle and empower individuals to improve their productivity and well-being. The duo wanted to assess the business environment, evaluate their product and marketing strategy, project the venture’s financial performance for the first three years of operations, and ultimately determine whether they should pursue the idea. They had specific goals in mind since they had won a case competition at their university, been approached by many investors, and been shortlisted to star on Dragons’ Den. Could they successfully launch Praxis, differentiate Praxis from other industry players, and continue managing their existing workload in their studies at Western University?

ExtraCarbon: Working for a Cleaner Future - New!

ExtraCarbon was a company focused on the sorting stage of India’s unorganized waste management industry. The company was founded in 2013 with owners’ capital and some investments from friends and family. In October 2018, one of these friend investors expressed a desire to exit the venture. Although ExtraCarbon had made steady progress since its founding, the company did not have enough money to buy out the investor’s stake, and the company’s valuation was too low for the investor to benefit from leaving the venture. The investor complained that the founders had never taken his advice to scale up the venture more quickly, which would have benefitted all stakeholders by providing a better valuation and attracting more investors to the company. The incident led the founders to review their current scale of operations and make more ambitious growth plans for the company, including setting an ambitious revenue target of US\$6 million by 2021. The challenge was to identify resources and ways to achieve this target. What strategy would help the company reach its target in a largely unorganized industry?

Asha Handicrafts Association: Redefining the Value Proposition Strategy - New!

Asha Handicrafts Association (Asha) was a fair trade marketing organization, headquartered in Mumbai, India. The organization primarily marketed and sold handicrafts sourced from artisans across India to three main customer segments. The first segment consisted of fair trade importers outside of India, where Asha was a leading player. The second segment consisted of commercial importers who sold products through commercial retail stores abroad. Asha had done reasonably well in this segment in a pilot project. The third segment was the domestic retail market, where Asha ran its own retail store chain in India with the brand name of Karigar. In January 2017, the chief executive officer (CEO) of Asha deliberated the all-important decision of whether to continue with or shut down Asha's retail business, Karigar. The CEO also examined how Asha could redefine its value proposition and determine which customer segment (or segments) to focus on while building its strategic road map for the future.

Phenicoptere: Channel Strategy for International Expansion - Featured

Phenicoptere Ltd. (Phenicoptere), founded in 2012 by two female entrepreneurs, was a Polish start-up offering a makeup-removal glove called GLOV. Phenicoptere went global at the very early stage of its development. By 2017, the company was present in 44 countries and derived nearly 90 per cent of its revenues from foreign markets. The chief executive officer and vice-president of Phenicoptere must now decide whether and how the company should incorporate e-commerce into its internationalization strategy.

Using Effectuation to Start up a New Venture Through Instagram - Featured

In January 2019, a second-year master of business administration student has come up with an idea for a new venture: sourcing products from her social contacts, using Instagram to direct traffic to her company website, and utilizing the postal service to deliver goods. Does a viable business opportunity really exist, or are there too many unknowns?

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Finance

Harley-Davidson Inc.: Dividend Discount Valuation - New!

In late July 2018, a buy-side analyst at Dimensional Wealth Group (DWG), a privately owned investment management firm, needed to decide whether DWG should increase, decrease, or not change its position in Harley-Davidson Inc. (Harley-Davidson) stock. DWG had been bullish on its Harley-Davidson stock, leading DWG to increase its position in Harley-Davidson substantially over time. However, Harley-Davidson was currently facing several challenges, which suggested that the timing was appropriate for DWG to reconsider its bullish position. How should the analyst determine a suitable recommendation regarding the Harley-Davidson stock?

Bajaj Consumer Care Ltd.: Discounted Cash Flow (DCF) Valuation - New!

In July 2017, a financial analyst from an Indian investment bank was assigned the task of identifying a suitable company from the fast-moving consumer goods (FMCG) sector for the bank's portfolio. The bank wanted to expand its investment portfolio from the mobile Internet, information technology, health care, financial technology, and e-commerce sectors into the FMCG sector. After researching three significant players in the personal care segment and comparing these companies' key ratios, the analyst determined that one of them, Bajaj Consumer Care Ltd., was a suitable candidate for valuation. Now, he had to perform a buy-side valuation of the company using the discounted cash flow technique to determine whether Bajaj Consumer Care Ltd. would be the right fit for his company's investment plans.

ChimpChange: How to Raise Capital to Grow - Featured

In early 2016, ChimpChange Limited, a financial technology (fintech) start-up, had started operations in California and already had more than 80,000 customers. The company needed capital to acquire more customers in order to become cash-flow positive, as was the case with most start-ups. ChimpChange Limited should have been able to attain the break-even number of customers within another year or so, but it needed capital to execute a marketing campaign to attract these customers. It had already undergone several series of funding rounds. At this point, should it return for a series C funding round or

should it raise funds through an initial public offering (IPO)? If it were to opt for an IPO, where should this take place?

Note on Mergers and Acquisitions and Valuation - Best Seller

The objective of this note is to define what is meant by mergers and acquisitions and to understand why they happen. The impact of these deals on shareholders of both the acquiring and acquired companies is investigated, and the reasons why some mergers succeed while others fail are examined. Finally, in order to determine the value of a firm, some valuation frameworks are provided.

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General Management and Strategy

Blue Sky Ranch: Sustainable Meat - New!

In 2018, the owner of Blue Sky Ranch, a heritage pig farm in British Columbia, Canada, was reviewing her business options. She had been producing premium-priced, high-quality pork for two years; however, despite growing demand from restaurants, grocers, and consumers for high-end, sustainably raised, free-range meat, Blue Sky Ranch was not yet profitable. The owner faced several challenges in processing and delivering her product to clients, and faced competition from large meat producers who had stronger relationships within the food supply chain. The business was operating at a loss and was continually constrained by federal and provincial regulations. What options were available to ensure the future of her business?

Greenyard Frozen: Developing Cauliflower Rice as an Open Innovation Project for Sustainability - Featured

On March 14, 2019, the convenience business unit manager of Greenyard Frozen was in his Roeselare, Belgium office preparing for a management meeting that would discuss current challenges facing the company. Greenyard Frozen had to decide on the market positioning of its cauliflower rice and how to promote the new product. The project, which was a great example of co-operation in the value chain and of open innovation for sustainability, had resulted from the unique collaboration of several key contributors: Greenyard Frozen, two cauliflower growers, a machine builder, the agricultural research group Instituut voor Landbouw-, Visserij- en Voedingsonderzoek, and the Flanders' Food platform. Greenyard Frozen had to decide whether to emphasize the product's sustainability benefits or simply position the cauliflower rice as a healthy, low-carbohydrate alternative to rice or other food products. What steps could the company take to remain ahead of its competitors, who were innovating at a relentless pace?

Farmery: Scaling a Start-Up in an Emerging Economy - New!

Farmery's mission was to supply fresh, pure cow's milk, to households in the National Capital Region of India within 24 hours of milking. After two years of operations, Farmery had become profitable and had

introduced many firsts in the consumer milk market in India. It delivered raw cow's milk to 5,000 households daily, maintained a cold supply chain, and adopted a capital-efficient business model and end-to-end technology-driven operations and customer service. In early 2018, Farmery was facing a challenge in scaling the business for the next phase of growth. Farmery's funding constraints prevented it from expanding in more than one direction at a time. Co-founder Arora therefore had to choose: should he consolidate Farmery's operations within its existing geographic market and offer customers a wider portfolio of products, or should Farmery continue limiting its offerings to fresh milk products but expand geographically, in order to maximize new customer growth?

Leo Burnett Company Ltd.: Virtual Team Management - Featured

Leo Burnett Company Ltd. is a global advertising agency. The company is working with one of its largest clients to launch a new line of hair care products into the Canadian and Taiwanese test markets in preparation for a global rollout. Normally, once a brand has been launched, it is customary for the global brand centre to turn over the responsibility for the brand and future campaigns to the local market offices. In this case, however, the brand launch was not successful. Team communications and the team dynamics have broken down in recent months and the relationships are strained. Further complicating matters are a number of client and agency staffing changes that could jeopardize the stability of the team and the agency/client relationship. The global account director must decide whether she should proceed with the expected decision to modify the global team structure to give one of the teams more autonomy, or whether she should maintain greater centralized control over the team. She must recommend how to move forward with the brand and determine what changes in team structure or management are necessary.

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Information Systems

Security Breach at TJX - Best Seller

The chief security officer of TJX Companies Inc. (TJX) faces a dilemma on his first day on the job. The company has discovered in December 2006, a computer intrusion dating back to 2005. There is an ongoing investigation, involving the Federal Bureau of Investigation (FBI) into the attacks. The company is also in the middle of several class action law suits over losses suffered by financial institutions due to breaches of customer privacy. The chief security officer has to focus on plugging the loopholes in the company's information technology (IT) security, in the short term, and taking steps to ensure in the long term that the attack does not recur. He also had to get the management of TJX to start looking at IT security not as a technology issue but as a business issue.

Cyberattack: The Maersk Global Supply-Chain Meltdown - Featured

In 2017, the new chairman of A. P. Møller-Maersk confronted one of the worst cyberattacks in history, which crippled the company's vast global shipping network that accounted for nearly 20 per cent of global container shipping. NotPetya was a particularly virulent strain of ransomware that, within seconds, destroyed Maersk's servers and personal computers around the world. Maersk's senior system administrators had warned the company that its network was vulnerable, but the necessary upgrades were never completed. How can the company recover from this devastating event? And how can it protect itself from cyberattacks in the future?

Apple V. The FBI - Featured

As the world continues its digital evolution, more aspects of our lives are dependent on data and digital devices. This shift has required technology manufacturers to emphasize encryption and robust security in their evolving designs. While this pursuit of security is necessary to keep users' critical personal information safe, criminals and terrorist organizations are using these same security technologies to make it difficult or even impossible for authorities to access that data. Law enforcement agencies claim that they need the technical ability to lawfully access digital data, while many technology and privacy advocates hold that authorities should never, under any circumstances, force companies to weaken or circumvent

security. The conflict between privacy and security is examined in this case, starting with the 2016 legal challenge when, after a mass shooting, the U.S. Federal Bureau of Investigation sought a court order directing Apple, Inc. to create software that would unlock the suspect's iPhone. Although that legal challenge was dismissed, the issues remain live and pressing.

Malus Analytics International: Combatting the Menace of Shadow IT- **Featured**

Since its founding in 2014, Malus Analytics International (MAI), a US-based player in the analytics consulting industry, had focused on helping its clients move to cloud-based computing and database management. However, by 2018, this strategy had left many of MAI's customers vulnerable to "Shadow IT," an information technology (IT) phenomenon where employees used computing devices, data, and software that were not provided, approved, or sanctioned by an organization's IT department for work. Twenty of MAI's top clients had experienced data breaches as a result of the use of unsanctioned applications. In response, MAI's management team needed to develop a collaborative plan to help ameliorate the natural tensions between the chief information officers and the end-users. The plan needed to balance security requirements and resource management with innovation and flexibility.

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Management Science

Vanderbilt University Medical Center: Elective Surgery Schedule - **Featured**

In 2012, the newly appointed director of Surgical Business Analytics has been charged with the task of improving predictions of surgical case volume at Vanderbilt University Medical Center in Nashville, Tennessee. He is provided with 48 weeks of elective surgery schedule data that give the number of surgeries booked on specific dates prior to the surgery day and the actual number performed. Variation in daily operating room volumes is a major problem because of the mismatch in timing between when the staff schedules are made and when the final demand is known (usually the day before). This uncertainty creates staffing challenges for all support and ancillary services, including nurses, orderlies, anesthesiologists, the recovery room, pathology, radiology and the sterile cart centre. Can he develop a method to improve surgical case volume prediction that is actionable in a managerially useful time frame? How can he engage and approach stakeholders who may often consider “analytics,” “data analysis” and “computations” as a black hole?

American Idiot: The Value of Billie Joe Armstrong - **Featured**

In October 2010, Ira Pittelman, lead producer of the Broadway musical American Idiot, had to evaluate one week's grosses from when star musician, Billie Joe Armstrong, was put into the show in New York City. The rock star had been enthusiastic about filling in for an actor in the musical based on an album by his band, Green Day. Audiences had also been enthusiastic, and revenues for the play were up. The producer had to determine whether Armstrong was the source of the increased revenue and, if so, how much his performance had contributed. He needed to determine how to respond should Armstrong offer to act in the musical again. Should he accept such an offer? How much compensation should he offer the star?

Elite Rent-a-Car - **Featured**

The president and founder of a premier luxury car rental agency located throughout Europe must decide on the composition of the fleet of cars for the upcoming summer season. She has to balance a desire for

high utilization versus the possibility of having to turn away clients if they request a car that is not in stock. The case can be used to introduce or reinforce a number of concepts including break-even analysis, basic descriptive statistics and the news vendor model.

Descriptive Statistics in Microsoft Excel - Featured

The purpose of this note is to illustrate the use of Microsoft Excel functions for generating descriptive statistics for continuous data. These functions are common when analyzing data to provide insights for decision making. The note includes practice exercises and their solutions, and a supporting Excel workbook for students.

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Marketing

CapitalCare: Getting Lost in the Crowd - New!

In July 2018 Sherry Schaefer, the Director, Foundation & Community Engagement at the CapitalCare Foundation (the Foundation) was facing an organizational branding/positioning problem. The Foundation, based in Edmonton, Alberta, Canada, was responsible for raising donations to support equipment and enrichment programs in long-term care facilities that provide long-term housing and medical care for sick and elderly people. The Foundation was competing with many large and well-organized charities and was losing visibility in the crowded charity market. Schaefer had just found out that the Foundation would have to double annual donations, and she needed to decide how to overcome the market visibility problems to make that happen.

Tequila Ambhar: Designing a Growth Strategy for the US Market - New!

The chief executive officer of Ambhar Global Spirits LLC joined the company in 2003, when its Tequila Ambhar brand was immersed in financial and image problems. He dedicated himself to reconfiguring the positioning of Tequila Ambhar, establishing it as a product of high quality and sophistication for knowledgeable consumers. With this conviction, he worked closely with a tequila industry consultant to modify product and marketing components and perfect the production process, to create a fully Mexican, 100 per cent agave, handmade tequila with a high-end premium positioning. By 2017, the chief executive officer believed the time was right to raise the bar on Ambhar's positioning and distribution in the US market. With great expectations for the product, and with the support of the board of directors, he intended to develop a commercial plan to increase market share by 30 per cent. However, he and the expert consultant were at odds on the next logical step for the brand: strengthen strategic alliances to reinforce the distribution network and increase points-of-sale in the United States, or improve branding to make the tequila more authentic and bring it closer to the consumer?

GetTreated.Co: A Digital Medical Tourism Concierge Service in Armenia - New!

A young Canadian entrepreneur had established a digital medical tourism concierge service in Armenia--GetTreated CJSC--and in 2019 was evaluating the opportunities for the company's growth. While the company was experiencing steady growth, the founder felt that the growth rates were not reflective of the potential that was present in the market. Something had to be changed about how the company was acquiring its customers. The company's promotional strategy also needed work in the face of increasing competition locally and globally.

Shoes of Prey: Managing the Dark Side of Value Co-creation - New!

Launched in 2009, Australian-based Shoes of Prey allowed potential customers to design every detail of a pair of shoes. The co-creation strategy offered customers a sense of ownership and increased their perceived value of the shoes. The company initially focused on niche customers; however, as a result of increased business investment, it decided to scale its business to the mass market. This mass customization and co-creation strategy brought numerous challenges. The company's inability to succeed in the mass market led to the co-founder suspending business operations in August 2018. Should she reboot the business with substantial changes, or was it time sell out?

Apple Watch: Managing Innovation Resistance - Best Seller

Having affirmed its place in the computer, phone, and music markets, Apple Inc. (Apple) decided to embark on a brand extension strategy, shifting its focus to wearable technologies. With this shift in mind, Apple launched the Apple Watch in April 2015 as an attempt to enter different industries. Apple Watch integrated fitness and health features with Apple's mobile operating system (iOS) and other Apple products and services. Because Apple owned the necessary hardware, software, and services that were augmented through its ecosystem, the watch was virtually inimitable. The innovation thus appeared poised to be a true game changer. However, in mid-2016, Apple's chief executive officer, acknowledged that Apple Watch had not created quite the market impact Apple had expected. Apple management had limited options. Should Apple reconfigure the marketing mix to realign Apple's marketing strategy to reduce resistance to Apple Watch?

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Operations Management

RW Citrus & Juice: Interim General Manager - New!

In late 2016, the owner of RW Citrus & Juice, a business-to-business fresh juice company in Michigan, asked a management consultant to fill in as the company's interim general manager. The owner initially brushed aside the management consultant's early concerns about equipment maintenance, and it soon became apparent that the company lacked a basic structure for operations. In a company lacking operational organization, how could the management consultant make sense of the changes that the company required? How should he separate the "must-haves" in operations management from the "nice-to-haves" and communicate the needed changes to a reluctant owner?

JD: E-invoice with Blockchain - New!

Jingdong (JD), the leading innovation-driven e-commerce company and retail infrastructure service provider in China, had rapidly expanded its enterprise procurement market. In the process, however, it faced major issues related to poor customer experience, the high cost of risk control for the value-added tax (VAT), and inefficient invoice management. In early 2018, JD (the supplier of invoices) collaborated with the China Pacific Insurance (Group) Company Ltd. (the receiver of invoices) to launch China's first electronic VAT special invoice, using blockchain technology to resolve traditional issues associated with paper invoices in the reconciliation of accounts and payments. In the process of developing the electronic VAT special invoice, the president of JD's enterprise business department, considered how to meet the demands of companies and taxation agencies in a safe, confidential, convenient, easy-to-use, and low-cost manner. What potential challenges might JD face in promoting of its electronic VAT special invoices?

Northwestern Memorial Hospital: Smoothing Material Flow through the Receiving Area - Featured

In 2016, the supply chain manager at Northwestern Memorial Hospital recognized that many problems occurring throughout the hospital originated at the hospital receiving area. Some problems had reached epic proportions: overstocking at par locations, stocking at temporary locations, misplaced items, expired items, and inaccurate inventory records. Most of the problems could be traced to the receiving area's

procedures and average three-day dock-to-stock lead time. A value-stream mapping kaizen event revealed that a big contributor to the long lead time was the receiving area's reliance on batch-oriented processing. The supply chain manager recognized the severity of the situation and urgent need to do something to improve operations in the receiving area and shorten the lead time from package arrival to final delivery. He felt that reducing the lead time from three days to one day would reduce or eliminate many of the problems, and it seemed a reachable goal. The supply chain manager intended to approach this challenge using the lean production practices he had successfully employed elsewhere.

Apple Inc.: Managing a Global Supply Chain - Best Seller

AWARD WINNING CASE - PRODUCTION AND OPERATIONS MANAGEMENT CATEGORY - THE CASE CENTRE AWARDS AND COMPETITIONS 2016. An analyst for a money management firm is studying Apple Inc. as one of the firm's key investments. In 2013, Apple had a market capitalization of nearly US\$500 billion and sales of US\$171 billion. According to the research firm, Gartner Group, it had the world's best supply chain, ranking ahead of companies such as Walmart, Amazon and Inditex (Zara). As part of the analysis, a full review of Apple's supply chain is required to look for insight into the future performance of the company in order to decide whether or not the analyst's firm should continue to hold Apple shares.

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Organizational Behaviour & Leadership

Excelco Equipment: Attracting Young Talent in Singapore - **New!**

In August 2018, Excelco Equipment Pte. Ltd. (Excelco), based in Singapore, was facing challenges in recruiting talented young workers. The company's senior staff would retire soon, and the majority of its workers were above the age of 40. Excelco had enjoyed a stable workforce flow for several decades, but now its employees were aging, and it needed to attract young workers. Excelco's executive director was proud of the company's family culture and attractive work environment, but prospective young workers seemed to have different wish lists for their dream jobs. Based on the feedback he received from young talent on what Excelco had to offer, he needed to make some important decisions on issues including how to improve the company's current recruitment process and how to raise its employer brand awareness. Excelco's resource constraints, as a small company in a traditional industry, meant that tackling its employment challenges would not be easy. The executive director needed to address several issues, including countering the poor image of construction jobs, promoting Excelco's unique selling points, and finding the right recruitment channels. Ultimately, he had to recruit the right young talent into the right positions. Could he do it?

Temple Health System: Real-Time Feedback & People Analytics (A) - **New!**

In 2017, Dr. Gordon Morewood, chair of anesthesiology at Temple University Health System (Temple Health) in Philadelphia, Pennsylvania, faced a rapidly changing health care environment. Responsible for training anesthesiology residents and for all anesthesiology patient care across Temple Health's system, Morewood faced rising expectations for improving patient outcomes, patient satisfaction, and financial performance. Communication in health care had long operated in silos, and Morewood knew that significant changes in medical education and a shift toward cross-functional communication in health care were needed. A digital real-time performance feedback application (app) could help with the change process by building a growth feedback culture. The app could also use people analytics to identify the skills, knowledge, and experience most critical to the institution and assess competency development across the organization. The tool could help Morewood achieve the changes needed to meet the expectations in health care. Should he launch the app across the health system? If so, how would he introduce the new feedback culture and its use?

AEL South Africa: Leading in a Manufacturing Context- New!

On January 8, 2017, Ronald Huggins, plant manager at AEL Mining Services Limited (AEL), needed to come up with innovative ways to keep his employees motivated. This need was driven by the downward trend of the local mining market. In 2011 and 2012, AEL had rolled out a major retrenchment, leaving employees with low morale and motivation, which in turn had affected performance levels. It became apparent that plant performance needed to ramp up. This was particularly important given the company's strategic plans to expand internationally and focus 80 per cent of its business, rather than the current 20 per cent, on the international mining market.

upLIFT: The Use of Gender Pronouns in Email Signatures - New!

The director of diversity and inclusion at a community agency is trying to decide whether to update her business email signature to express her gender identity by providing preferred pronouns. The director must decide whether the benefits of adding the information exceed the potential costs. Subsequently, in a second and third situation—each situation presented as a separate addition to the main case—the director must decide the extent to which she will formally influence her workers to update their email signatures with gender pronoun, and then whether to update her LinkedIn profile. Much of her decision rests on the cultural operating norms of the organization and the director's role in the organization.

A Zero Wage Increase Again? - Best Seller

The owner of a large hardware, furniture, and building centre faced a dilemma regarding how to manage the upcoming wage review process. After two consecutive years of frozen wages, employees were impatient for financial progress, but there was no extra money in the budget. It was possible to pump savings from upcoming process improvement initiatives into wage increases. However, the owner had limited motivation to channel hard-won funds to underperforming employees. On the other hand, he was eager to reward the people who added value. Yet a plan that rewarded only some employees could result in an angry backlash. He had to decide if he wanted to divert the savings into compensation and, if so, he needed an effective distribution plan.

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