1. INTRODUCTION

FOOD TERMINAL (A)  Leo J. Klus and John F. Graham
Publication Date:  8/30/1993
Version Date :  8/10/2001
A recently appointed store manager at a wholesale food company must make some decisions regarding management and leadership. The store is losing $10,000 per week, sales are spiraling downward, the key people in the company do not want him there and the employee morale is terrible. The supplemental (B) case outlines the change the store manager made.
Disciplines :    Human Resource Management
Issue(s) :   Employee Attitude ,  Leadership ,  Management Style ,  Personnel Management
Industry :  Wholesale Trade - Durable Goods
Setting :  Canada, Medium organization, 1991
Difficulty :  1 - Introductory
Length :  12 pages
Price :  $4.00 CAD  Printed copy
$3.50 CAD  Permissions
Related Products:
Teaching Note(s) : 8A92J08  (9 pages)
Supplement(s) : FOOD TERMINAL (B)

AMERICHEM INC.  Carol A. Tattersall
Publication Date:  10/20/2000
An AmeriChem Inc. plant was maligned at a corporate board meeting with accusations of general abuse of alcohol and drunkenness on the job. The health and safety manager knew that the groundless claims could completely destroy the plant's already doubtful reputation and he had to decide whether to respond and how. The problems are analytically challenging and not clearly defined; they concern the difference between the inter-relation of individual and collective interests. The various aspects of the problem need to be separated and addressed, and the issues must be considered in all of their relevant contexts, making students aware that decisions are most often made in a complex environment requiring diverse thinking and balancing skills.
Disciplines :    Human Resource Management
Issue(s) :   Corporate Culture ,  Management Communication ,  Management Style ,  Morale
Industry :  Chemicals and Allied Products
Setting :  Canada, Large organization, 2000
Difficulty :  3 - Undergraduate
Length :  13 pages
Price :  $4.00 CAD  Printed copy
$3.50 CAD  Permissions
Products:
Teaching Note(s) : 8B00C28  (5 pages)

Are you a Leader-Breeder?   Jeffrey Gandz
Publication Year: 2006
Disciplines : General Management
Issue(s) :  Leadership
Length :  5 pages
Price :  $4.00 CAD  Printed copy
$3.50 CAD  Permissions
One trait that makes a leader great is his or her ability to hire and mentor high-potential individuals. Enter the leader breeder, who, unlike the leader blocker, has the emotional intelligence and uncanny sense required to attract, develop and retain talent, regardless of their academic background. This Ivey professor and leadership expert describes who these leader breeders are and how they contribute to high-performing organizations.
2. LEADERSHIP TRAIT APPROACH

LG GROUP: DEVELOPING TOMORROW'S GLOBAL LEADERS - Allen Morrison, J. Stewart Black
Publication Date: 3/4/1998 Version Date: 1/22/1999

The firm's chairman has announced a corporate goal of increasing revenues from $38 billion to $380 billion between 1995 and 2005. Most of this increase is expected to come from new international sales. As a consequence, the firm must add an estimated 1,400 new global leaders to its management ranks. The chairman and his team must determine what these new global leaders should look like and how to develop them.

Disciplines: Human Resource Management, International
Issue(s): Human Resources Management, Management Development, Management Style, Management Training
Industry: Miscellaneous Manufacturing Industries
Setting: Korea, Large organization
Difficulty: 4 - Undergraduate/MBA
Length: 23 pages
Price: $4.00 CAD Printed copy
$3.50 CAD Permissions
Related Products: Teaching Note(s): 8A98G09 (10 pages)
Translation available: Simplified Chinese, Korean

VISTA-SCI HEALTH CARE INC., Gandz J
The new senior vice-president of marketing at Vista-Sci Health Care Inc. must decide which of two very good candidates he should promote to the position from which he has just been promoted. Each of the candidates has demonstrated strengths and weaknesses in their current jobs; the question is whether or not these competencies and other personal characteristics will make them a good fit for their new roles.

Teaching Note: N/A
Industry: Health Services
Issues: Management Succession, Leadership, Marketing Management
Setting: Large organization, 2004
Level of Difficulty: MBA and Undergraduate
Length: 11 page(s)

IMMUNITY FROM IMPLOSION: BUILDING SMART LEADERSHIP Sidney Finkelstein & Eric M. Jackson
Publication Year: 2005
Smart leaders really are smart, and these coauthors outline eight qualities that smart leaders have - and need to have.

Disciplines: General Management
Issue(s): Leadership
Length: 8 pages
Price: $4.00 CAD Printed copy
$3.50 CAD Permissions

3. LEADERSHIP SKILLS APPROACH

OFFICE DESIGN PARTNERS (THAILAND) LTD., DiStefano JJ; Gleave T, Revised: 02/08/1999
The managing director and operations director of the manufacturing arm of a joint venture were experiencing severe difficulties. Transferred three years ago, they shared management responsibilities with other expatriates. The workforce was predominately locals. The performance of the company was not meeting expectations of either of the joint venture partners, a problem especially acute for the managing director, whose father was chairman of the partner's holding company. Problems included high turnover, changing roles with the recent departure of a firm originally in a 3-way partnership, intercultural communications and general confusions as to what to do.

Teaching Note: 8A98C01, 7 page(s)
Industry: Furniture and Fixtures
Issues: Joint Ventures, Intercultural Relations, Operations Management, Leadership
Setting: Thailand, medium organization, 1996
Level of Difficulty: MBA and Undergraduate
CONSULTING FOR GEORGE LANCIA, Grasby EMA; Linton M, Revised: 08/01/2001
A young recent graduate has just been hired as a consultant by the tired owner of a small syndicate. His task is to solve the many problems existing within the various businesses, including restaurants, real estate, and a retirement home. The financial situation is severe and there are several personnel conflicts. He must resolve these problems while effectively managing the owner.

Teaching Note: 8A94J32, 13 page(s)
Industry: Real Estate
Issues: Restructuring, Interpersonal Skills, Management of Change, Consulting
Setting: Canada, small organization, 1993
Level of Difficulty: Introductory and Undergraduate
Length: 6 page(s)

BUILDING LEADERS AT ENTRY LEVEL: A LEADERSHIP PIPELINE, Drotter JS; Charan R
Developing managers to be effective at the next level is one of any company's most important tasks, and in this helpful article, the co-authors identify and describe the six steps in building a leadership pipeline to supply the next generation of effective leaders. As the authors write, "The six turns, or passages, in our pipeline are major events in the life of a leader. Grasping what each passage entails, and the challenges involved in making each transition, will help organizations build a leadership pipeline. It will also help build a leadership culture that will enable the organization to respond to changes and threats in the business environment."

Issues: General Management, Succession Planning, Change Management
Length: 7 page(s)

4. LEADER STYLE APPROACH

TECHNOSOFT RUSSIA, Erskine JA; Suzdalev F
A supervisor at a telesales office has received very low ratings on an employee survey and the marketing manager is concerned that this team leader is not performing well. The marketing manager must decide what actions are needed to improve the leadership skills of this supervisor.

Teaching Note: 8B04C11, 4 page(s)
Industry: Business Services
Issues: Performance Evaluation, Leadership, Contracting, Human Resources Management
Setting: Russia, large organization, 2002
Level of Difficulty: MBA and Undergraduate
Length: 15 page(s)

HEALTHCARE EQUIPMENT CORPORATION - MANAGING IN KOREA, Eggers JH; Gleave
The managing director of health services company is becoming increasingly concerned about the state of leadership at the company's subsidiary. The source of the concern was the president of a wholly-owned subsidiary who had been instrumental in ensuring the very successful launch of the operation during its start-up. Since then, however, the president's behaviour had become increasingly problematic, to the point where he has become very disruptive to the operation. Therefore, it is necessary to craft a leadership development plan for him, or else face the unpleasant task of having to terminate him.

Teaching Note: 8A98C08, 8 page(s)
Industry: Health Services
Issues: Leadership, Management Style, Entrepreneurship, Diversification
Setting: Korea/Singapore/USA, 1996
Level of Difficulty: MBA and Undergraduate
Length: 12 page(s)

THE NEW INFOCRACIES: IMPLICATIONS FOR LEADERSHIP, Clawson JG
The Information Age is creating a series of new organizational forms that are supplanting the bureaucracies of the Industrial Age. These so-called "infocracies" create new dilemmas for leaders and demand different decision-making structures and avenues of influence. Some leaders are holding on to their bureaucratic principles which are no longer legitimate in the Information Age. In this article, the author defines infocracies and delineates the new principles for leadership in this new organizational form.

Issues: General Management, E-Business, Leadership, Organizational Structure
Length: 9 page(s)

5. THE SITUATIONAL APPROACH TO LEADERSHIP
BROOKFIELD PROPERTIES: CRISIS LEADERSHIP FOLLOWING SEPTEMBER 11TH, 2001,  
Slaughter KE ; O'Neil E
Brookfield Properties is a publicly held, North American commercial real estate company focused on  
the ownership, management and development of premier office properties located in the downtown  
core of selected North American markets. Most of Brookfield's assets are in the United States with  
headquarters in New York and an executive office in Toronto. Four of the properties that Brookfield  
owns are adjacent to the World Trade Center site and on September 11, 2001 the terrorist attacks had  
an immediate impact on Brookfield employees, tenants and physical property. With little reliable  
information and in the face of chaos and human tragedy, the president and chief executive officer must  
develop an action plan that will ensure the safety of all employees and tenants, deal with grief and  
suffering, assess the damage, enable the company to return to 'business as usual' and reassure  
investors and the media of the company's commitment to restore Brookfield's position of market  
strength.

TeachingNote:  8B02C65, 8 page(s)  
Industry:  Real Estate  
Issues:  Crisis Management, Leadership, Management Communication, Action  
Planning and Implementation  
Setting:  United States, medium organization, 2001  
Level of Difficulty:  MBA and Undergraduate

ELITE INC. (A)  
Ann C. Frost , Lyn Purdy , Jessica Frisch
Publication Date:  11/5/2003
Elite Inc. is a highly successful public relations firm. Elite's chief financial officer has been spending 18-  
hour days in an effort to get his work done. The newly appointed chief executive officer must determine  
the cause of the excessive workload and develop a strategy to deal with the chief financial officer's  
performance. The supplement Elite Inc. (B), product 9B03C040 discusses the implementation of the  
strategy and its outcome.

Disciplines :  Human Resource Management
Issue(s) : Management Style , Organizational Behaviour, Employee Relations , Action Planning and  
Implementation  
Industry : Business Services  
Setting : Canada, Medium organization, 2000  
Difficulty :  1 - Introductory  
Length : 6 pages  
Price : $4.00 CAD  Printed copy  
$3.50 CAD  Permissions  
Related Products:
Teaching Note(s) :  8B03C39  (9 pages)  
Supplement(s) :  
ELITE INC. (B)
Translation available : Simplified Chinese

MAKING DIFFICULT DECISIONS IN TURBULENT TIMES,  
Roberto M
In turbulent times, some leaders make tough choices with courage and conviction. Others, however,  
remain indecisive. But most executives find ways to cope with uncertainty, ways that enable them to  
make sense of a confusing situation. In this article, the author describes seven strategies that leaders  
can use to cope with ambiguity and complexity when making decisions. He also points out their  
drawbacks, underlining the need to take great care when deploying these strategies.

Issues:  General Management, Leadership, Strategy Development  
Length: 6 page(s)

6. THE CONTINGENCY THEORY OF LEADERSHIP

A DIFFICULT HIRING DECISION AT CENTRAL BANK  
Mark S. Schwartz , Hazel Copp
Publication Date:  3/1/2006
The case is designed to encourage readers to select among three highly qualified candidates for an  
important managerial position. In doing so, readers are required to establish the set of criteria that they  
believe should be taken into account when making an important hiring decision for the bank. Through  
the process of considering and prioritizing potential criteria with respect to the three potential
candidates, readers are led to evaluate and reflect upon the vision, mission and core value of the bank.

Disciplines: Human Resource Management
Issue(s): Corporate Culture, Employee Selection, Ethical Issues, Human Resources Management
Industry: Banking
Setting: Canada, Large organization
Difficulty: 5 - MBA/Postgraduate
Length: 23 pages
Price: $4.00 CAD Printed copy
$3.50 CAD Permissions
Related Products:
Teaching Note(s): 8B06C04 (13 pages)

CHRISTINA GOLD LEADING CHANGE AT WESTERN UNION, Konrad A; Mitchell J
The chief executive officer of Western Union had just begun implementing a new organization structure. Changing the structure set out a clear message of Gold’s desire to change the company’s mindset to a new more global culture. Already the CEO was finding that leaders in the United States were reluctant to give up control of product lines. At the regional level, she had keen leaders in place who wanted to push out the responsibility within their own regions and move towards a decentralized plan. While the CEO supported this notion in principle, she wanted to ensure that the right leaders could be placed in decentralized offices in order to execute on the six strategic pillars that she had laid out for the organization. One thing was certain - the CEO had made it clear that no revenue decreases would be forgiven amidst the change. Many considerations had arisen: What pace of change should she take? How would she deal with resistance to change? How could she ensure that the new structure would support Western Union’s global expansion?

Teaching Note: 8B06M07, 13 page(s)
Industry: Personal Services
Issues: Corporate Structure, Organizational Change, Organizational Design, Globalization
Setting: United States, large organization, 2003
Level of Difficulty: MBA and Undergraduate
Length: 15 page(s)

WHAT ENGAGES EMPLOYEES THE MOST OR, THE TEN C’S OF EMPLOYEE ENGAGEMENT
Gerard Seijts, Dan Crim
Source: Ivey Business Journal
Publication Year: 2006
There’s no doubt that having employees who are engaged is what separates the wheat (great organizations) from the chaff (merely good organizations).

Disciplines: Human Resource Management
Issue(s): Employee Attitude, Employee Participation, Organizational Behaviour, Employee Retention
Length: 6 pages
Price: $4.00 CAD Printed copy
$3.50 CAD Permissions

7. THE PATH-GOAL THEORY OF LEADERSHIP

THE BAY KITCHENER, Grasby ELM; Wylie K Revised: 12/20/2000
The human resources/operations manager must design an action plan to implement the mission statement he has developed: the store will offer the best in customer satisfaction. The challenge lies in translating this goal into specific actions for the three groups of employees involved in sales: sales supervisors, department heads, and sales associates. Each of these groups will play a different role in attaining the goal and, therefore, each group will require training and motivation.

10 page(s)
General Merchandise Stores
Goalsetting, Leadership,
Motivation Canada, large organization, 1995
Introductory and Undergraduate13 page(s)

BLINDS TO GO: STAFFING A RETAIL EXPANSION, Olivera F; Frost AC; Mark K
Blinds To Go is a manufacturer and retailer of customized window coverings. The company has been
steady expanding the number of stores across North America. The vice chairman is concerned with the lack of staff in some of these newly expanded stores. With plans of an initial public offering within the next two years, senior management must determine what changes need to be made to the recruitment strategy and how to develop staff that will help them achieve the company's growth objectives.

**TeachingNote:** 8B01C20, 6 page(s)

**Industry:** Miscellaneous Manufacturing Industries

**Issues:** Human Resources Management, Corporate Culture, Employee Retention, Action Planning and Implementation

**Setting:** Canada, small organization, 2000

**Level of Difficulty:** MBA and Undergraduate

**Length:** 11 page(s)

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### 8. THE LEADER-MEMBER EXCHANGE THEORY OF LEADERSHIP

**CARIBBEAN FOODS LIMITED, TRINIDAD (REVISED)**  
James A. Erskine, Fabian Marks  
Publication Date: 8/29/2000

The newly-hired group product manager of Caribbean Foods Limited (a wholly owned subsidiary of Intasco Ltd, USA, and importer of Intasco’s food, bakery and pet food products) was frustrated after just six weeks in his position. He felt his creativity was being stifled and that there was no way to please his new boss; he was beginning to doubt himself. He began to consider his alternatives: Should he try to work things out? Should he change his style and just work with the system to fit into the culture of the company? Should he resign?

**Disciplines:** Human Resource Management, International

**Issue(s):** Career Development, Interpersonal Relations, Conflict Resolution, Employee Relations

**Industry:** Food and Kindred Products

**Setting:** Caribbean, Medium organization, 2000

**Difficulty:** 4 - Undergraduate/MBA

**Length:** 15 pages

**Price:** $4.00 CAD Printed copy  
$3.50 CAD Permissions

**Related Products:** Teaching Note(s): 8B00C15 (6 pages)

### MOEZ KASSAM: CONSULTING INTERN  
James A. Erskine, Ebrahim El Kalza  
Publication Date: 6/24/2004

A summer assignment is turning into a nightmare for an intern at a large consulting firm. He has just receive his third reprimand from his boss, and is concerned how this relationship is distracting him from the project he needs to complete and how it could hurt his chances of obtaining full-time employment. He must decide how he can salvage the relationship with his boss and whether this organization is the best fit for him.

**Disciplines:** Human Resource Management, International

**Issue(s):** Consulting, Management Style, Interpersonal Skills, Intercultural Relations

**Industry:** Business Services

**Setting:** Abu Dhabi, Medium organization, 2003

**Difficulty:** 4 - Undergraduate/MBA

**Length:** 15 pages

**Price:** $4.00 CAD Printed copy  
$3.50 CAD Permissions

**Related Products:** Teaching Note(s): 8B04C13 (6 pages)

### LEADERSHIP LTD: WHITE ELEPHANT TO WHEELWRIGHT, Grint K

Business leaders are infallible, some more highly than others. The leader that recognizes his or her limitations is also the leader that recognizes the contribution of followers. Business history tells us that leaders don’t have to be perfect. But they must recognize that their imperfections, their limitations, for example, will doom them to failure unless they rely on their subordinates and followers to fill in the gaps. As this British academic explains and illustrates, leadership is the property and consequence of a community, rather than the property and consequence of an individual leader.

**Issues:** General Management, Leadership

**Length:** 5 page(s)

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### 9. TRANSFORMATIONAL LEADERSHIP
MAYOR RUDOLPH GIULIANI, KNIGHT OF THE BRITISH EMPIRE,
Cavanagh CA; Mark K

Rudolph Giuliani was the mayor of New York City during the events of September 11, 2001, and became world renowned for his leadership. Outlined is a description of his background, his first few years in office, the troubles he faced in his last year in office and the sudden shift in his popularity post-September 11, 2001.

TeachingNote: 8B02C15, 3 page(s)
Industry: National Security & Internat. Affairs
Issues: Communications, Relationship Management, Leadership
Setting: United States, 2001
Level of Difficulty: MBA and Undergraduate
Length: 4 page(s)

RED CROSS CHILDREN'S HOME: BUILDING CAPABILITIES IN GUYANA (C)
Dietz J; Goffin M; Marr A

An orphanage and foster care home for young children in Guyana was staffed by women who were paid a small monthly stipend. The facility was in poor physical state, the 54-hour workweek was exhausting and absenteeism was rampant. The new director tried to turn the facility around by repairing the building, improving the working conditions and seeking staff input. On the country's notational holiday, however, none of the staff reported for work. The director decided to implement new rules and a system of accountability. When the local public hospital staff went on strike, the director of the children's home was asked to run the hospital with its volunteers. After eight weeks, she returned to the children's home to discover that it was thriving, despite her absence. Her work completed, she returned to Canada. Nearly two years later, the former director visited the children's home and reflected on her management efforts. This is a supplement to Red Cross Children's Home: Building Capabilities in Guyana (A), product 9B02C042 and Red Cross Children's Home: Building Capabilities in Guyana (B), product 9B02C047.

TeachingNote: 8B02C42, 10 page(s)
Industry: Non-Profit Organizations
Issues: International Business, Non-Profit Organization, Organizational Change
Setting: Guyana, small organization, 1998
Level of Difficulty: MBA and Undergraduate
Length: 5 page(s)

DRUCKER'S CHALLENGE: COMMUNICATION AND THE EMOTIONAL GLASS CEILING,
Wieand P

The supreme challenge for a leader is to change human behaviour, a formidable, if not impossible task. But the leader who is emotionally intelligent, and who is aware of and comfortable with his/her ownself, will have a far greater chance of changing the behaviour of others than a leader who is not aware of him/her self. Using the theories of the esteemed management thinker Peter Drucker, the author points out that leaders who inspire are those who have resolved their own identity crisis. But that is much easier said than done, and the daunting nature of the task is encapsulated in Drucker's Challenge, which states that every human being has an emotional glass ceiling, a natural resistance to changing identity. This ceiling is broken only when communication is so compelling that it overcomes that resistance, and how leaders can accomplish this goal is the subject of this article.

Issues: Organizational Behaviour, Leadership, Personal Development
Length: 6 page(s)

10. TEAM LEADERSHIP

THE 1996 EVEREST TRAGEDY, Pittenger K.K.

In May 1996, two world renowned climbers, along with some of their clients and guides, perished on Mount Everest in the mountain's deadliest tragedy to date. The accounts of survivors imply that biased decision making contributed to the tragedy. Did a decision lead to this tragedy or was it an unfortunate mountaineering accident? The case provides the opportunity to explore decision biases such as framing, escalation of commitment, anchoring, and over confidence and the issues of leadership style, group behaviour, team management and communication.

TeachingNote: 8B04C12, 6 page(s)
Industry: Amusement and Recreation Services
Issues: Decision Analysis, Group Behaviour, Management Decisions,
A hotel's personnel director wonders if he should attempt to get even greater employee involvement after setting up Work Excellence Committees. The committees are comprised of union and management representatives at sectional, departmental and top management levels and they provided the coordinating mechanism for the hotel's many productivity activities. The positive end result was progress in labour-management relations.

Disciplines:  Human Resource Management,  International
Issue(s):  Management of Change,  Productivity,  Worker Participation
Industry:  Hotels, Rooming Houses, Camps
Setting:  Singapore, Large organization, 1985
Difficulty:  4 - Undergraduate/MBA
Length:  15 pages
Price:  $4.00 CAD  Printed copy
$3.50 CAD  Permissions
Related Products:
Teaching Note(s):  8A86C43  (9 pages)
Translation available:  Simplified Chinese
YOU'RE AN ENTREPRENEUR: BUT DO YOU EXERCISE STRATEGIC LEADERSHIP
Rowe, WG
This brief article describes the difference amongst the concepts of strategic leadership, visionary leadership and managerial leadership. In addition, it defines strategic leadership. It is written for entrepreneurs. It describes two entrepreneurs who developed large organizations that created wealth for their owners.

Issues: Strategic Leadership, Visionary Leadership, Managerial Leadership

10. WOMEN AND LEADERSHIP- LAURA GUERRERO
ANITA JAIRAM AT METROPOLE SERVICES
Alison Konrad, Ken Mark
The senior project manager at Metropole Services is getting the sense that her business relationship with her software development group is taking a turn for the worse. According to her, she was their project manager and it seemed strange that her team members - all subordinates, were excluding her from an important client meeting. She must figure out what the issue is, and if something truly is wrong, take the appropriate steps to correct it immediately.

Disciplines: Human Resource Management
Issue(s): Communications, Human Behaviour, Leadership, Personnel Management
Industry: Business Services
Setting: United States, Small organization, 2005
Difficulty: 5 - MBA/Postgraduate
Length: 6 pages
Price: $4.00 CAD Printed copy
$3.50 CAD Permissions
Related Products:
Teaching Note(s): 8B06C03 (4 pages)

WOMEN IN MANAGEMENT AT LONDON LIFE (A)
Jeffrey Gandz, Gavin Hood
A task force must make recommendations to increase the number of women in the management ranks in the company. Various factors help or impede this initiative, including the leadership of the CEO, the attitudes of some of the existing managers, and the attitudes of one senior female manager in the company. (This case is the first of three cases bearing the same name, cases 9A88C031 to 9A88C033.)

Disciplines: Human Resource Management
Issue(s): Career Development, Human Resources Management, Women, Employment Equity
Industry: Insurance and Pension Funds
Setting: Canada, Large organization, 1981
Difficulty: 4 - Undergraduate/MBA
Length: 16 pages
Price: $4.00 CAD Printed copy
$3.50 CAD Permissions
Related Products:
Supplement(s):
WOMEN IN MANAGEMENT AT LONDON LIFE (B)
WOMEN IN MANAGEMENT AT LONDON LIFE (C)
Translation available: French

12. CULTURE AND LEADERSHIP- LAURA GUERRERO
SALCO (CHINA), Dietz J; Yang A
Salco (China) is a global manufacturer of burners for hot-water boilers and industrial furnaces and ovens. The company has recently hired a new operations manager for their plant in China whose mandate is to improve the efficiency of the Beijing office, to eliminate Salco's Chinese distributors' poaching behavior and to elevate Salco's brand equity in the Chinese market. After implementation, the initiative to eliminate distributors' poaching had failed and the company's operations manager must determine why this initiative failed and prepare a report for senior management.

**TeachingNote:** 8B03C25, 11 page(s)
**Industry:** Miscellaneous Manufacturing Industries
**Issues:** Change Management, Management in a Global Environment, Personnel Management, Organizational Behaviour
**Setting:** China, large organization, 1998
**Level of Difficulty:** MBA and Undergraduate
**Length:** 15 page(s)

**INTEL IN CHINA**
Kathleen E. Slaughter, Donna Everatt, Xiaojun Qian
Publication Date: 6/23/1999  Version Date: 11/7/2002

The newly appointed division head must examine organizational or communication problems within a division of a billion dollar semiconductor manufacturer. The manager made a decision, which an employee emotionally responded to, creating the potential for conflict within the department. Cross-cultural issues come into play given that the manager, although originally from China, was educated and gathered extensive experience in the West and was thus considered an expatriate by his employees. The manager must also examine the effect of organizational culture on an employee's behavior.

**Disciplines:** Human Resource Management, International
**Issue(s):** Interpersonal Relations, Management Communication, Conflict Resolution, Intercultural Relations
**Industry:** Electric & Electronic Equipment Supplies
**Setting:** China, Small organization, 1998
**Difficulty:** 4 - Undergraduate/MBA
**Length:** 11 pages
**BestSeller:** 2003; 2005
**Price:** $4.00 CAD  Printed copy
$3.50 CAD  Permissions
**Related Products:** Teaching Note(s): 8A99C07 (8 pages)
**Translation available:** Simplified Chinese, Traditional Chinese

**GRUPO FINANCIERO INVERLAT**
Henry W. Lane, Kathleen E. Slaughter, Daniel D. Campbell

A small team of Canadian managers from a large financial institution is faced with the challenges of managing a recently acquired Mexican operation. Managers must cope with a language barrier and cultural differences as they try to restructure the over-staffed Mexican financial institution. A second teaching note (5A97L01) discusses how to use this case from a cross-cultural orientation perspective.

**Disciplines:** Human Resource Management, International
**Issue(s):** Communications, Restructuring, Intercultural Relations, Management in a Global Environment
**Industry:** Banking
**Setting:** Mexico, Large organization, 1996
**Difficulty:** 4 - Undergraduate/MBA
**Length:** 13 pages
**Price:** $4.00 CAD  Printed copy
$3.50 CAD  Permissions
**Related Products:** Teaching Note(s): 8A97L01 (5 pages)
**Translation available:** Simplified Chinese, Traditional Chinese

**GLOBAL FATALITIES: WHEN INTERNATIONAL EXECUTIVES DERAILED**
Morgan W. McCall, George P. Hollenbeck
**Source:** Ivey Business Journal
Developing global executives is an expensive proposition that can produce a significant return - provided that the corporation uses the knowledge and expertise it gained from earlier experiences effectively. These co-authors interviewed 101 individuals who succeeded in their international postings and concluded that poor management of three factors contribute to the failure of international executives: the individual, the cultural context, and organizational mistakes. Based on their book, Developing global executives: The lessons of international experience, the authors outline and discuss the steps an organization can take to ensure that executives posted abroad will be succeed.

Disciplines: General Management
Issue(s): International Business, Global Manager, Knowledge Management
Length: 6 pages
Price: $4.00 CAD Printed copy
$3.50 CAD Permissions

14. ETHICAL LEADERSHIP

LAUREL UPHOLSTERY
Sider M; Mark K
A senior manager at Laurel Upholstery learns from an unexpected meeting with a former senior manager at the firm's Montreal factory that only managers of a certain origin - regardless of seniority or performance - were being promoted into top management positions. Although the former manager alleged he had no interest in pursuing the matter, he was frustrated enough to leave the firm, and indicated the matter seemed serious enough to warrant further investigation.

TeachingNote: 8B06M32, 3 page(s)
Industry: Textile Mill Products
Issues: Discrimination, Human Resources Management, Leadership, Communications
Setting: Canada, small organization, 2005
Level of Difficulty: MBA and Undergraduate
Length: 5 page(s)

PRICE OF SPEAKING OUT AGAINST THE BETRAYAL OF PUBLIC TRUST: JOANNA GUALTIERI (A), Seijts G; Mark K,
Revision: 10/07/2004
A real estate analyst has been hired as a government employee to manage Canada's overseas property holdings, including its embassies and diplomatic residences. Despite strict government regulations regarding the procurement of overseas accommodations and policies relating to fiscal accountability, the analyst has witnessed the luxurious accommodations enjoyed by diplomatic staff posted abroad. She documents the abuses and reports the finding to her supervisor, who does nothing. The analyst must decide whether to take her finding further. The supplements Price of Speaking Out Against the Betrayal of Public Trust: Joanna Gualtieri (B), (C) and (D), products 9B04C030, 9B04C031 and 9B04C032 looks at her decision and the events that follow.

TeachingNote: 8B04C29, 9 page(s)
Industry: National Security & Internat. Affairs
Issues: Accountability in the Public Service, Leadership, Ethical Issues, Whistleblower
Setting: Canada, 2004
Level of Difficulty: MBA and Undergraduate
Length: 5 page(s)

9B01C022, PEMBINA PIPELINE CORPORATION,
Hurst A; Mark K
Pembina Pipeline Corporation transports light crude oil and natural gas liquids in western Canada. The president of the company is abruptly awakened one night by a phone call from his operations manager. He is informed that one of Pembina's pipelines has burst and is spilling thousands of barrels of crude oil into a nearby river. Emergency crews have responded to the disaster but more help is needed. The president has to decide how the best way to handle this situation with the media and plan a strategy for the company in containing the spill.

TeachingNote: 8B01C22, 5 page(s)
Industry: Petroleum Refining & Related Industries
Issues: Action Planning and Implementation, Ethical Issues, Organizational Behaviour
ETHICS OR EXCELLENCE? CONSCIENCE AS A CHECK ON THE UNBALANCED PURSUIT OF ORGANIZATIONAL GOALS, Goodpaster KE

That the terrain of decision making is mined with moral hazards has never been much in doubt. But the real question for executives is this: Just how can you make your conscience your guide? This author has suggestions and strong advice that, when taken, can help restore public confidence in business leaders.

Issues: Organizational Behaviour, Ethical Issues, Leadership

Length: 9 page(s)