## **C**ONTENTS

Introduction to the Ivey Casebook Series		vii
	Paul W. Beamish	
Preface		ix
1.	Building Effective Organizations Trojan Technologies Inc.: Organizational Structuring	1
	for Growth and Customer Service	8
	Blinds To Go: Staffing a Retail Expansion	13
	Five Star Beer—Pay for Performance	20
	Jinjian Garment Factory: Motivating Go-Slow Workers	30
	S-S Technologies Inc. (Compensation)	36
	OP4.com: A Dynamic Culture	43
	WestJet Airlines (A): The Culture That Breeds a Passion to Succeed	52
2.	Leading People	63
	Coaching for Exceptional Performance Workshop	71
	Martin Brass Company (A) Tom Fuller, Vice-President, Manufacturing	75
	Intel in China	77
	Chuck MacKinnon	84
	Elise Smart	97
	Macintosh Financial: Sexual Harassment (A)	103
3.	· · · · · · · · · · · · · · · · · · ·	109
	Hazelton International	116
	An International Project Manager's Day (A)	124
	eProcure—The Project (A)	126
	Spar Applied Systems (A)	132
	Richard Ivey School of Business—The LEADER Project (A)	142
	Richard Ivey School of Business—The LEADER Project—Kiev Site (B)	154
	Antar Automobile Company—Part I: The Automation Project	159
	The Leo Burnett Company Ltd.: Virtual Team Management	161
4.	Change Management	177
	Cushy Armchair	188
	Crafting a Vision at Daimler-Chrysler	190

ABB Poland	192
China-Canada Lean Swine Project—Changing Local Habits	201
Salco (China)	212
Deloitte & Touche: Integrating Arthur Andersen	222
PETA's "Kentucky Fried Cruelty, Inc." Campaign	230
Maple Leaf Foods (A): Leading Six Sigma Change	246
Black & Decker-Eastern Hemisphere and the ADP Initiative (A)	260
Sandalias Finas de Cuernavaca, S.A.: Total Quality Management (A)	270
Victoria Hospital Redesign Initiative	283
About the Editor	295