

## Video Case Method in the Classroom: 10 True Life Business Stories

“Video case method in the classroom: 10 true life business stories” is created by Joyce Iun, C.S. Wong, Kenneth Law and Yina Mao, Department of Management. It is financially supported by a teaching development grant (Project 4170342) from CUHK. Ten cases (five for each course) are designed for two undergraduate subjects, Principles of Management (MGNT 1020) and Human Resource Management (MGNT 2040) in accordance with the concepts, theories and themes covered in these two fundamental courses. These real life stories are developed into videos by engaging professional script writer and production staff.

Our 10 videos are: At the town hall meeting (也是...炎黃子孫?), Hire me by all means! (聘我! 拚啊!), Who's next? (他朝君體也相同), Gone with the wings (插翅難飛), Friend or foe? (是敵是友?), My door is always open! (羅生門), An aggressive lady (請守規矩), Evolving door (明日之星), Don't give a damn! (毫不希罕!?), Where does their loyalty lie? (誠歸何處?).

## Videos for Principles of Management (MGNT 1020)

### Topics:

1. What is Management? (C1-2)
2. The Changing World (C3-4)  
Video: At the town hall meeting
3. Managerial Decision Making (C7)  
Video: Hire me by all means
4. Strategic Management Tools (C8-9)
5. Contemporary Organizational Designs (C10-11)
6. Managing Change (C6)  
Video: Who's next?
7. Managing Groups and Teams (C13)
8. Leadership and Motivation (C16-17)  
Video: Gone with the wings
9. Ethics and Essence of Controlling (C5, 18)  
Video: Friend of foe

Corresponding book chapters from:

Robbins, S.P., & Coulter, M. (2012) (Ed. 11). *Management*. New Jersey: Pearson Prentice Hall.

### **Video: At the town hall meeting (也是...炎黄子孫?)**

A global company, Cally's, has been successful in managing business in diverse cultural backgrounds and complex business relationships internationally. Like many multi-national companies, Cally's has adopted the Greater China (GC) concept. The GC concept at Cally's refers to integrating three independent regional offices in China Mainland, Taiwan and Hong Kong into a single group under the leadership of Steven Walker, an American boss stationed in the regional headquarter in Beijing. Ideally, these three regions should work seamlessly together as one big family due to the fact that these three regions are in close proximity to each other, and that people in these three regions are all ethnic Chinese, at least in the eyes of Steven Walker. In a 100-people "town hall" meeting in a five-star hotel in Beijing, managers of three Chinese origins (Eric and Rose from Hong Kong, Li Ling from mainland China Mainland, James Chang from Taiwan) show their different working styles and express their views on each other.

### **Video: Hire me by all means! (聘我! 拼啊!)**

Sunny, a seasoned Hong Kong Human Resources executive is about to hire an Administrative Assistant for their newly established Shenzhen office in China Mainland. Jodi, Sunny's Assistant, has screened multiple job applicants and arranged a face-to-face interview together with Sunny in a hotel conference room in Shenzhen. Sonia Chow, Ma Yin, Siu Hung and Kwun are among these job applicants. Apparently, competing for a white-collar job in China Mainland can be nasty and the process can be beyond one's imagination. Do you want to be in Sunny's hot seat to interview Sonia and Ma Yin?

**Video: Who's next? (他朝君體也相同)**

Bosco (or Bor-Gor) is a security guard at LaFront, a top-of-line department store in Hong Kong. Bosco is about to receive his 30-year service award as well as his third-time employee-of-the-month trophy. Out in the blue, HR informs Bosco he is being transferred from security to warehouse keeper. Bosco is not alone. Other long-time employees like Janet and Lucia also end up being relocated from the front- to back-of-house jobs. All three of them display negative reactions in their own ways. Bosco quits because he feels no respect from the company. Lucia bursts into tears in front of Irene, the HR executive. Janet takes frequent sick leaves. Why do all these job relocations targeting long-time employees? A conversation between Irene and Henry, the warehouse supervisor, unfolds the reasons.

**Video: Gone with the wings (插翅難飛)**

Tycoon Lee is the founder and chief-of-command of a leading real estate company in Hong Kong. Over a presentation and food sampling, Arthur (Tycoon's sidekick), introduces a US-franchise Honey Wing to the Tycoon and Uncle 3, Tycoon's right-hand man. Honey Wing's business is not doing as well as Arthur's projection. Arthur is later replaced by Uncle 3's wife, Queeny. Queeny is a leader with an iron fist. Honey Wing's staff are de-motivated as Honey Wing is downsizing and sacking people. After sixteen years' operation, Honey Wing's name eventually disappears in Hong Kong.

**Video: Friend or foe? (是敵是友?)**

Eric and Tom have started their friendship since they were co-workers in 1980s. Eric does not only admire Tom's ability to handle crisis, he also regards Tom as a person with high moral standards. In Eric's mind, Tom is a brother whom he can always count on. Having been apart for more than ten years, Eric and Tom meet again. Time has not taken a toll on Eric's trust in Tom. Without knowing that Tom is not the same old Tom, Eric immediately invites Tom to be his business agent, believing Tom's outgoing personality and strong experiences in sales would complement his weakness in people skills. Later on, Eric finds out the painful truth that Tom betrays him by opening a competing business.

## Videos for Human Resource Management (MGNT 2040)

### Topics:

1. What is HRM? (C1)
2. Macro factors for HR challenges (C2)  
Video: My door is always open
3. How can HR make a difference? (C4)
4. Recruiting and selecting employees (C5-6)  
Video: An aggressive lady
5. Effective training and development (C7, 9)  
Video: Evolving door
6. How to measure performance (C8)  
Video: Don't give a damn
7. Turnover and retention (C10)  
Video: Where does their loyalty lie?
8. Employee benefits (C13)

### Corresponding book chapters from:

Noe, R.A., Hollenbeck, J.R., Gerhart, B., & Wright, P.M., (2011) (Ed. 4). *Fundamentals of Human Resource Management*, McGraw-Hill.

### **Video: My door is always open! (羅生門)**

Jenny likes gossiping in office and her boundary of information sharing is blurred. Pantry is her favourite spot to share 'secrets' with her friend, Louisa from Accounting Department. If Jenny is not a HR staff, her gossiping hobby may not be too devastating. But, Jenny works as HR Assistant to Eric. Unlike Jenny, Eric is a HR veteran, very discreet in handling confidential issues behind office door. Jenny's gossiping in the pantry is caught by Doris, the Accounting Head. Eric issues Jenny a written warning. In a Board meeting, Doris insists Eric to discipline Jenny's wrongdoing by firing her, and she receives support from the management team and the big boss, Mr. Jansen. Eric has no choice but to sack Jenny. Being sacked, Jenny rushes to Mr. Jansen. She bursts into tears and tells Mr. Jansen how she is sexually harassed by Eric in his "discreet" way behind door. How should Mr. Jansen handle Jenny's complaint against Eric?

### **Video: An aggressive lady (請守規矩)**

Philip, Operations Manager, is hired by Wesley to formalize company policies, but his rigid style offends some old-timers in the company. These old-timers file a collective complaint to Wesley. Wesley is in a dilemma whether to support Philip or the old-timers. Over a heated argument between Philip and an old-timer, Philip sees no support from Wesley and he quits. After Philip, Wesley believes someone 'softer' than Philip may fit better. Over lunch in a crowded fast-food restaurant, Wesley is waiting for a table. He doesn't expect that a well-dressed woman standing next to him would scold a little kid and the kid's domestic helper so as to get a table. Wesley reluctantly shares the table with

this woman and finishes his burger. Wesley wishes this awkward situation does not happen again, not knowing that he is going to encounter this woman soon....

**Video: Evolving door (明日之星)**

Daimo is a well-known Japanese supermarket chain with shops in Hong Kong, Japan and China Mainland. Daimo is desperately searching for ‘the cream of the corps’ to build up their talent pool for their ambitious expansion plan in Asia. Sally, Roger and Peter are three university graduates who become Daimo’s first batch of Management Trainees (MTs). Daimo commits ample resources to develop these ‘rising stars’ and has high hope on them. Daimo’s executives like Stephen and Catherine from Purchasing and Christine from HR, however, do not speak highly of these young rising stars. Gradually, these young rising stars leave Daimo one after another for various reasons.

**Video: Don’t give a damn!?! (毫不希罕!?!)**

Thomas, Head of Accounting, gets his nickname, Mr. Nice Guy, for a reason. Thomas is a quiet man, believing in ‘actions speak louder than words’. Despite Ivy’s warning on Eric’s job-hopping record, Thomas hires Eric because he mirrors Eric is as someone similar to him, a man without many words. Thomas cannot imagine Eric the tamed rabbit turns into Eric the attacking bear in a year’s time, and he finds it impossible to tolerate Eric’s incompetence. Turning to Ivy for help, Thomas decides to let go Eric. Ivy suggests terminating Eric by asking him to resign voluntarily, a company’s practice to let people go with grace and dignity. However, Eric does not make his exiting the company easy for Ivy.

**Video: Where does their loyalty lie? (誠歸何處?)**

Every headhunter wants to at least talk to Jonathan, an experienced bank investment advisor managing billions for many wealthy clients. Unlike Tommy, his colleague, Jonathan has no plan of changing job because he likes his boss, Eric. His relationship with Eric is better described as ‘brotherhood’. In the economic good times, Jonathan receives several phone calls from headhunters every day, and he usually politely turns down the offers until Headhunter Rosemary finds her way to talk to Jonathan. Rosemary presents a tempting offer Jonathan cannot resist. Shortly after Jonathan’s departure, Eric is being headhunted with a huge golden handshake. In the midst of a financial tsunami, both Jonathan and Eric get laid off. What could be better than ‘riding a roller-coaster’ to describe their jobs?