New Foundational Readings: Core Curriculum

Core Concepts for Business Students

Harvard Business Publishing has introduced a new, comprehensive set of course materials: Core Curriculum. Seamlessly combining text with multimedia, Core Curriculum helps students learn the essential concepts, theories, and frameworks that are vital to a business education.

Authored primarily by faculty at Harvard Business School (HBS), Core Curriculum consists of individual Readings that cover key material. Because Readings are written by HBS authors, they provide tight pedagogical linkage with cases, articles, and eLearning programs from Harvard Business Publishing.

Readings are approximately 20-30 pages each, and most include video clips and Interactive Illustrations that allow students to experiment with various parameters and quickly master complex theories. These elements are included only when multimedia will clearly enhance a student’s understanding of a concept.

Each Reading Comes With:
- Teaching Notes
- Exhibit Slides
- Review Questions
- Glossary of Key Terms
- Comprehensive Index
- Endnotes

Continued on p. 2
Strategy Simulation:
The Balanced Scorecard

IN THIS NEW MULTI-PLAYER simulation, students experience the benefits and challenges of using a scorecard to implement strategic initiatives and monitor firm performance. Students work in small teams to choose a strategy for their company, create a strategy map, develop a balanced scorecard, choose initiatives to implement their strategy, and use feedback to adjust their implementation approach over time. At the conclusion of the simulation, each company is purchased by a private investor. The goal of the simulation is to maximize firm value.

The simulation consists of 8 rounds, each representing 6 months of elapsed time. In each round, teams decide which initiatives to fund in order to achieve their strategic objectives, then make adjustments based on their analysis of the results. When a team’s company is purchased by a private investor at the conclusion, the buyout price is based on the company’s financial position and future prospects.

A COMPREHENSIVE TEACHING NOTE COVERS KEY LEARNING OBJECTIVES. STUDENTS WILL:

- Learn how firms use the balanced scorecard to define strategy, implement strategy, and measure strategy execution.
- Understand that a strategy is more likely to be effective if the initiatives implemented are synergistic with the strategy.
- Explore how a good balanced scorecard can help companies take midcourse corrective actions.
- Recognize that financial metrics are often lagging, volatile, and non-controllable measures of firm performance.
- Examine the advantages and disadvantages of measuring a small or large number of metrics.
- Understand how using the balanced scorecard is like financial variance analysis extended to nonfinancials.
- Learn how a well-designed strategy map can help managers think about and communicate strategy.

Students prepare by reading the “Delta/Signal Corp” case to learn the company background. Each team creates a unique stock ticker symbol, chooses a market segment, and selects 1 of the 4 possible strategies for their company: customer integration, product innovation, low initial cost, or low lifetime cost. Students select objectives and metrics that will match their chosen strategy and then create a strategy map.

Free Trial Access
A Free Trial allows full access to the entire simulation and is available to Premium Educators on our web site.

Core Curriculum

Instructors may adopt individual Readings, or the entire set in a discipline, depending on course goals.

Core Curriculum Readings are currently available in:

- Entrepreneurship
- Marketing
- Operations Management
- Strategy

Additional Readings in those disciplines will be released in the coming months, and more disciplines are coming soon.

LEARN MORE:
hbsp.harvard.edu/list/CoreCurriculum

#114701 | Approximate Seat Time: 75 minutes
New Simulations from The Wharton School

IN RECENT YEARS, the number of cases and articles from partner collections has grown significantly in the Harvard Business Publishing catalog. But, for the first time, HBP is now distributing simulations from content partners.

Developed by The Wharton School of The University of Pennsylvania, two simulations are now available:

Negotiation Simulation: OPEQ
by Maurice Schweitzer, The Wharton School, University of Pennsylvania

This multi-player simulation brings students into the complex world of oligopolical oil pricing. As member nations of “OPEQ,” teams of students are tasked with setting petroleum production levels with competing countries in order to maximize cumulative profits. The simulation allows students to explore the dynamics of cartels and competition, negotiation, best response, the Nash equilibrium, and a variety of other negotiation and economic principles.

#WH0002 | Seat Time: 60 minutes | Multi-player: 3+ roles

Entrepreneurship Simulation: The Startup Game
by Ethan Mollick, The Wharton School, University of Pennsylvania

This multi-player simulation immerses students in the fundamentals of forming a new company. Students role-play as founders, investors, and potential employees who must negotiate deals, calculate valuation, find the right staffing mix, and debate financial gains v. organizational control. Designed for classes of 20–86 students, the simulation can serve as an introduction or capstone to any entrepreneurship class.

#WH0001 | Seat Time: 60 minutes | Multi-player: Groups of 20-86 students

Free Trial Access: A Free Trial allows full access to the entire simulation and is available to Premium Educators on our web site.
ACCOUNTING

Asian Americans for Community Involvement (AACI): A Strategic Inflection Point
Brent Copen
UC Berkeley—Haas School of Business Case #B5813 (20 pages)

This case illustrates how AACI, a non-profit organization that provides health care services to mainly low-income immigrants in San Jose, California, is confronted with the strategic choice of whether to expand its services to a satellite site on the city’s east side while an expansion project is currently under way at its central city location. As the 10th-largest city in the U.S., San Jose is now 32 percent Asian, with a large portion of that segment being recent immigrants within the last 10 years. AACI’s patient caseload is expected to increase in the immediate future, due to the continued influx of both Asian and Latino immigrants and the rollout of the Affordable Care Act. The management team must decide how to best meet this increased demand for social and health services. The case examines whether AACI has the financial reserves to undertake an aggressive multi-site expansion plan, and how the nonprofit should weigh any strategic decision against other fiscal demands, including ongoing maintenance for the office building that it owns, operates, and partially rents out to another tenant.

Atlanta Schools: Measures to Improve Performance
Robert L. Simons; Natalie Kindred
Harvard Business School Case #114001 (25 pages)

The cheating scandal that rocked the Atlanta public school system in 2010 and 2011 illustrates how high-stakes performance pressure, without sufficient risk controls, can drive dangerous behavior. The superintendent of the low-income and academically struggling Atlanta school system implemented new measurement systems to motivate and evaluate the performance of teachers and principals. But with so much riding on “meeting the numbers,” teachers and principals began to change students’ test answers while intimidating colleagues who threatened to expose the deception.

Biosensors International Group: Valuation and Impairment Testing of Intangibles
Patricia Tan; Ming Jian
ABCC at Nanyang Tech University Case #NTU053 (25 pages)
Student Spreadsheet Available

Biosensors International Group (BIG) acquired JW Medical Systems Ltd in 2011, which resulted in a significant increase in reported goodwill and other intangible assets. Matthew Tay, an analyst with MMB Ltd (an equity research company in Singapore), reviewed the balance sheets of BIG. The sum total of intangible assets and goodwill constituted 62% of total assets compared to 4% the year before. He knew that the huge increase was due to the acquisition of JW Medical Systems in 2011. He wondered what these intangible assets and goodwill represented, how they were accounted for, and how they should be interpreted. This case study deals with the valuation and the impairment testing of intangibles (including goodwill) reported in the financial statements of BIG and describes the acquisition transaction and BIG’s post-acquisition financial position.

ACCOUNTING

UPDATED! Working Capital Simulation: Managing Growth V2

The CEO of a small retailer of nutraceuticals—foods that provide health benefits—evaluates growth opportunities for the firm. Students must analyze each opportunity for its possible impact on revenue growth and for the effects on working capital. The second release of this simulation includes an optional financing decision for students, a new metric tracking the firm’s equity value, and a new optional problem set. Ideal for classes in finance, accounting, and entrepreneurial finance.

Registered Premium Educators (a free service) can see a full Free Trial online.
Building a High Performance Culture at IDFC
V.G. Narayanan; Vidhya Muthuram
Harvard Business School Case #114077 (28 pages)

IDFC was set up in 1997 to direct private finance to infrastructure projects in India. Over the years, it expanded its capabilities to become a “complete solutions provider.” With nearly 50% of its employees joining through acquisitions, there were significant cultural differences within the company. In 2009, the company embarked on a journey to build ‘One-Firm’ with a unifying culture and governance system across business groups. IDFC aimed to provide seamless access to products and expertise across business groups, increase its competitive position, and maximize interactions with its clients. A critical component of the One-Firm initiative was a technology-enabled performance management system that articulated metrics for individual and group performance and aligned these with the overall performance of IDFC. While the new system had several strengths, it also raised questions on whether a common system allowed IDFC to recognize and retain talent across its diverse businesses.

Cisco Systems and Offshore Cash
Ian D. Gow; Charles C.Y. Wang
Harvard Business School Case #114027 (16 pages)

In its SEC filing, Cisco disclosed that it had accumulated a total of $41.3 billion of undistributed earnings for certain foreign subsidiaries for which no U.S. income taxes or foreign withholding taxes had been recognized in its financial statements. No liability appeared in Cisco’s financial statements, and some analysts assumed that taxes would ultimately be paid on the offshore profits. It was clear that concerns about repatriation taxes would affect how Cisco managed its business.

Harley-Davidson in India (A)
Krishna G. Palepu; David Lane
Harvard Business School Case #114043 (24 pages) B Case Available

This case examines how Harley-Davidson has worked to globalize its business, by focusing on how CEO Matt Levatich and India country manager, Anoop Prakash, assess and act on the opportunities and challenges posed by entering the Indian market. The case then examines how the lessons they learn are applicable elsewhere both geographically and within Harley-Davidson’s organization.

Harvard ManageMentor®:
Budgeting Module
V.G. Narayanan
Harvard Business Publishing Online Tutorial Seat Time: 90 Minutes #9000

Delivered entirely online, the Budgeting module of Harvard ManageMentor teaches students how to build better, more accurate budgets in less time. Students learn about the budget process, different types of budgets, new techniques and approaches, and common budgeting problems. This guide features easy-to-use budget templates for fast implementation of concepts.

Mama J’s Marmalade
Elizabeth M.A. Grasby; Amy Shuh
Ivey Publishing Exercise #W14054 (10 pages) TN

The chief executive officer of a marmalade manufacturing company needs to update his accounting records for the fiscal year. To complete this task, he gathers the previous year’s financial statements and a list of cash receipts and disbursements for the current year in order to perform a financial analysis.

Ratios Tell a Story—2013
Mark E. Haskins
Darden School of Business Case #UV6824 (4 pages) TN

This case challenges students to review a series of corporate financial metrics and to match them to one of the 13 labeled and listed industries. It is suitable for MBA and undergraduate students ready to expand their basic understanding of financial metrics.

Showdown at Cracker Barrel
Suraj Srinivasan; Tim Gray
Harvard Business School Case #114026 (25 pages) TN Student Spreadsheet Available

In 2011, activist investor Sardar Biglari acquires nearly 10% ownership in the Cracker Barrel restaurant chain. He believes that the board and senior management have failed and the company has underperformed relative to its peers. When denied a seat on the board, Biglari initiates a proxy fight in an attempt to win a board position and change the direction of Cracker Barrel’s strategy. Two advisory firms disagree on supporting Biglari.

BETTING PRIVATE CAPITAL ON FIXING PUBLIC ILLS: INSTIGLIO BRINGS SOCIAL IMPACT BONDS TO COLOMBIA
Dan Levy; Pamela Varley
Harvard Kennedy School Case #KS1003 (21 pages) TN

In 2012, 3 new Harvard Kennedy School graduates launched a nonprofit startup, called Instiglio, to bring Social Impact Bonds (still experimental even in affluent nations) to Colombia and other low-to-middle-income countries. This case provides background about the SIB model (a financing mechanism for experimental social programs, with private investors shouldering the financial risk of failure) and tracks the early experience of the HKS graduates in Colombia. The case focuses on 2 of the most critical decisions the Instiglio group faced: (i) how to pick a project topic, in the midst of competing demands and limited information and (ii) with a project topic in hand, how to design an SIB agreement that would satisfy the needs of both investors and government leaders.

The Capitalist’s Dilemma
Clayton M. Christensen; Derek van Bever
Harvard Business Review Article #R1406C (10 pages)

A leading innovation expert and his colleague explore the reasons for the economy’s sluggishness. The problem is that investments in different types of innovation have different effects on growth but are all evaluated using the same (flawed) metrics. The assessment metrics that financial markets—and companies—use always show efficiency and performance-improving innovations to be better opportunities. This is the capitalist’s dilemma: doing the right thing for long-term prosperity is the wrong thing for investors, according to the tools that guide investments.
The Crisis in Retirement Planning
Robert C. Merton
Harvard Business Review Article
#R1407B (10 pages)

After the dot-com crash, companies in major industries went bankrupt in large part because of their inability to meet their pension obligations. The result was an acceleration of America’s shift away from employer-sponsored pension plans toward defined-contribution plans—epitomized by the ubiquitous 401(k). In this article, Merton explains a liability-driven investment strategy that aims to improve the probability of achieving a desired retirement income rather than to maximize the capital value of the savings.

Grupo Beta San Miguel
David E. Bell; Natalie Kindred
Harvard Business School Case
#S14005 (20 pages)

In November 2013, Dr. Jose Pinto, head of Grupo Beta San Miguel (BSM), Mexico’s largest private sugar producer, is weighing the decision whether BSM should bid on one of the state-owned sugar mills slated for privatization. The case discusses BSM’s foreign policy challenges, including Korea’s and China’s reactions to visits by Japanese officials to the Yasukuni shrine.

Japan: Betting on Inflation?
Julio J. Rotemberg
Harvard Business School Case
#714040 (28 pages)

The case focuses on the challenges still confronting Prime Minister Shinzo Abe a year after he has been in office. During his first year in office, Abe introduced 3 sets of policies designed both to reverse the deflation that had plagued Japan since around 2000 and to increase the Japanese growth rate. The case discusses Abe’s foreign policy challenges, including Korea’s and China’s reactions to visits by Japanese officials to the Yasukuni shrine.

Line, Line, Everywhere a Line: Cultural Considerations For Waiting-Line Managers
Graham Gillam; Kyle Simmons; Donald Stevenson; Elliott Weiss
Business Horizons Article
#BH622 (7 pages)

Given the trend of increasing business globalization, management teams of multinational companies have taken steps to better understand consumers, local business partners, and local governments. Local queuing preferences present managers with additional challenges and opportunities in international markets. As discussed in this article, perceptions regarding waiting and management of queues vary greatly; therefore, managers should adopt different policies and procedures when managing waiting lines across cultural borders.

Singapore’s Midlife Crisis?
Richard H.K. Vietor; Hilary White
Harvard Business School Case
#714039 (32 pages)

After 49 years of successful economic development, Singapore has launched a new strategy, increasing productivity, boosting skills of the labor force, and becoming a hub for cross-border activities in Asia. At the same time, the government is dealing with a number of demographic concerns, including an aging population, a low fertility rate, pressure on housing, access to education, and consumer durables. Can a government-led economy continue to develop while dealing effectively with these issues?

Ukraine: On the Border of Europe and Eurasia
Rawi Abdelal; Rafael Di Tella; Sogomon Tarontsi
Harvard Business School Case
#714042 (39 pages)

After President Yanukovych rejected the free trade agreement with the EU, thousands of Ukrainians peacefully protested. But the protest movement morphed into a violent, deadly confrontation in January, culminating in 4 months that shook Ukraine. The 4 months that shook Ukraine is a case study on the interrelated problems of geopolitical struggle, politics of economic pacts and clash of regional economic blocks, post-imperial disintegration and trade, and identity and interdependence.

Viva Macau (A)
Dante Roscini; G.A. Donovan
Harvard Business School Case
#714024 (25 pages)

A fast-growing Macau-based airline backed by private U.S. investors faces a dramatic expropriation in the wake of the first change of head of government since the former Portuguese colony became a special administrative region of China. The case allows students to explore what foreign direct investors can do to foresee a possible expropriation event and what options they might consider to protect themselves ex ante or to fight the outcome ex post.
The Paradox of Pharmaceutical CSR: The Sincerity Nexus

Alexandra, Countess of Frederiksborg; Timothy L. Fort

Business Horizons Article

#BH590 (10 pages)

Whether characterized as corporate social responsibility (CSR), business ethics, or some other name, best practices in a given industry often fall short, thus causing efforts of companies seeking to improve their own CSR practices to fall short as well. This article examines the typical corporate social responsibility efforts of pharmaceutical companies and proposes a stronger model of corporate ethics for this and other industries.

Vodafone in Egypt: National Crises and Their Implications for Multinational Corporations (A)

Urs Mueller; Shirish Pandit

ESMT—European School of Management and Technology Case

#ES1441 (17 pages) TN

During the 2011 Egyptian protest movement, President Hosni Mubarak’s government ordered wireless carriers to suspend service in selected areas. The CEO of Vodafone Egypt knew that his response would have consequences for the parent Vodafone Group and beyond.

China's Journey to the West: Xi Yong Micro-electronics Industrial Park, Chongqing

Siriwan Chutikamoltham; Feng Wang; Xiaoxiao Liu

ABCC at Nanyang Tech University Case

#NTU051 (12 pages) TN

Since the opening up of its economy in 1979, China has followed a growth policy to transform the country into a “Factory of the World” with its labor-intensive manufacturing. Although this policy resulted in consistently high annual growth and creation rates, negative side effects such as environmental, economic, and social problems became increasingly evident. To address these challenges, in 2012, China’s policymakers changed the policy direction to focus more on domestic consumption-led growth. One strategy to achieve the goal was to expand its manufacturing base into the hinterland. To attract investors to move to the inner regions, the government developed gigantic industrial parks and basic infrastructure to accommodate the new policy. This case discusses the implementation of the government’s development strategy at Xi Yong Industrial Park and presents an opportunity to examine whether Xi Yong and other similar industrial parks would provide the solution that the government is looking for.

Connected Consumption: A Sharing Economy Emerges

Emilie Dubois; Juliet Schor; Lindsey Carfagna

Rotman School of Management Article

#ROT234 (5 pages)

Widespread critiques of capitalism—as articulated by social movements such as Occupy Wall Street—have been widely legitimated, and the resulting ideological shift has propelled migration toward “connected consumption.” Emphasizing the reuse of goods rather than buying new, these practices facilitate local, face-to-face connections, and they are redesigning models of service delivery. The authors describe 4 types of connected consumption, explaining the broader context that is propelling this movement’s popularity.
Everything I Ever Needed to Know about Economics I Learned from Online Dating
Paul Oyer
Harvard Business Review Press Book
#11541 (256 pages)
Available as an eBook

This book explores conquering the dating market—from an economist’s point of view. Using the ideas that are central to how markets and economics and dating work, Oyer shows how you can apply these ideas to take advantage of the economics in everyday life, all around you, all the time.

Quantitative Easing in the Great Recession
Arvind Krishnamurthy; Taft Foster
Kellogg School of Management Case
#KEL782 (23 pages)

With this case, students will be able to apply the event study methodology to analyze economic effects and recognize how macroeconomic news affects the prices of financial securities. Students will also be able to describe the connections between the prices of financial securities and the macro economy, as well as debate the relative costs and benefits of quantitative easing and the optimality of Federal Reserve policy.

ENTREPRENEURSHIP

Andreessen Horowitz
Thomas R. Eisenman; Liz Kind
Harvard Business School Case
#814060 (26 pages)

Andreessen Horowitz, a venture capital firm launched in 2009, has quickly broken into the industry’s top ranks in terms of its ability to invest in Silicon Valley’s most promising startups. The case examines the firm’s organizational structure as well as the motivations and strategies of its founders. Should it seek to double its scale over the next few years?

Chez Panisse: Building an Open Innovation Ecosystem
Henry W. Chesbrough; Sohyeong Kim; Alice Agogino
UC Berkeley—Haas School of Business Case
#BS806 (31 pages)

This case study provides a brief history of the famous restaurant started by Alice Waters, but in the context of open innovation and the ecosystem that Waters developed over 40 years. The case discusses Waters’ local and global ecosystem using an open innovation strategy with stakeholders such as suppliers, alumni chefs and staff, food writers, and others. Waters wondered how to continue the success of the restaurant and the wide-reaching global ecosystem she had built and hoped to continue to grow.

Evolve Spring Spa: A Positioning Dilemma
Ashta Aggarwal Sharma; Renuka Kamath; Sunil Rao
Ivey Publishing Case
#W13570 (16 pages)

The co-founders of Evolve Spring Spa need to decide on the positioning of their business in the nascent Indian spa market. Indian consumers perceive spas as an expensive indulgence for the rich, and some spa services are seen as socially and culturally unacceptable. As a result, the co-founders need to build this category by changing consumer attitudes toward spa services.

Iora Health
William A. Sahlman; Vineeta Vijayaraghavan
Harvard Business School Case
#814030 (22 pages)

This case looks at a new approach to the management and delivery of primary care. Instead of having a doctor, half a nurse, and 2 accountants, Iora deploys a doctor, a nurse, and several health coaches, operating as an integrated team. They spend twice as much on primary care and hope to save over 20% on total care by improving health and obviating the need for acute interventions. The case questions proposed financing for the company at a time when several locations are up and running but the model has not been fully validated.

Maricopa, Inc.: Finding the Right Treatment for Growth
William A. Sahlman; Thomas R. Eisenmann; Joseph Fuller; Shikhar Ghosh
Harvard Business School Case
#314065 (16 pages)

Maricopa, Inc., a startup that sold proprietary hair-care products directly to salons, was preparing a board presentation to address the young company’s inability to meet financial projections and its need for additional funding. At the same time, 2 VC investors debated further funding for Maricopa. Without the larger firm investing again in Maricopa, the business was at risk of going under.

Martin Blair
Howard H. Stevenson; Michael J. Roberts
Harvard Business School Brief Case
#914521 (15 pages)

Martin Blair is a first-time entrepreneur who draws on his experience in the food service industry to develop 2 different restaurant concepts almost simultaneously. Both restaurants are successful, and Blair now wants to grow the business. In particular, he must decide whether to grow 1 concept or both and whether to use franchising as a growth strategy.

Open English
Jeffrey J. Bussgang; Lisa Mazzanti
Harvard Business School Case
#814020 (15 pages)

Open English, a startup offering online English language learning services, closed a $43 million funding round in order to rapidly scale its service to the next level. The vice president of product development felt that a substantial portion of the new funding was needed to rework Open English’s platform to enable the additional growth. Although daunting to undertake, the effort could allow the company to grow beyond the current LP’s capabilities and position it for future success. Was now really the right time for a complete platform rewrite? What were the risks?

Rwanda Backpackers
Nicole R.D. Haggerty; Dan Hernden; Annika Wang
Ivey Publishing Case
#W13595 (8 pages)

In Rwanda, 2 young entrepreneurs realize they have the opportunity to target the international budget tourists commonly referred to as “backpackers.” Although they have very few financial resources between them, they realize that a hospitality business providing tent accommodation and basic services will be cheap to operate and will attract budget-conscious travelers. In order to start construction, they must not only raise $19,000 within the next 6 months before Rwanda’s high tourist season begins
but also design a successful marketing plan to attract customers once the business opens.

Skype: A Case Study of How Skype Derived “Place Surplus” in the Estonian Capital of Tallinn
Sami Mahroum; Elizabeth Scott
INSEAD Case #INS380 (19 pages)

An Estonian success story, this case examines why Skype’s Scandinavian founders chose Tallinn to establish their hi-tech startup. We investigate the factors that contributed to their choice of location and the subsequent success of the venture. Skype’s journey is discussed against the backdrop of post-Soviet Estonia’s economic and industrial resurrection.

FINANCE

1 > 2? Less Is More Under Volatile Exchange Rates In Global Supply Chains
Burak Kazaz
Business Horizons Article #BH621 (11 pages)

To meet consumer needs, global firms typically manufacture based on their aggregate production plan after receiving demand projections from all markets. The article provides prescriptions for marketing executives to quantify the economic value of market share. In addition, it demonstrates why operational hedging, in the form of production hedging, is more valuable than financial hedging.

Barclays Bank and Contingent Capital Notes, 2012
Lucy White; Trent Kim
Harvard Business School Case #214063 (222 pages)
Student Spreadsheet Available

In 2012, regulatory changes following the financial crisis mean that Barclays Bank needs to raise large amounts of capital in order to be compliant. The bank is contemplating offering contingent capital bonds. How should these instruments be designed? Can they be attractive for the bank and for investors?

Canyon-Agassi Investing in Charter Schools
Nicolas P. Retsinas; Nicole Shomair; Vernon Beckford; Lisa Strope
Harvard Business School Case #214033 (16 pages)

The Canyon-Agassi Charter Schools Facility Fund is an innovative investment vehicle that combines for-profit private equity with an investment in social enterprise. This juxtaposition creates a problem in fundraising. The case includes investor profiles to help students understand how to market a new investment strategy.

From Dell to Lenovo? Investment Decision in the Rapidly Changing PC Industry
Stephen Sapp; Chris Chan
Ivey Publishing Case #W13415 (14 pages)

The director of the investment wing of a financial services provider must decide whether his firm should continue to invest in the former front-runner in the personal computer industry or switch strategies and invest in an up-and-coming competitor. The director and his team create an in-depth assessment of the personal computer industry in order to make an informed decision about their firm’s optimum investment choices.

Harvard ManageMentor®: Finance Essentials
Harvard Business Publishing Online Tutorial
Seat Time: 90 minutes #9020

The Finance Essentials module of Harvard ManageMentor illustrates the essential concepts of finance—budgeting, forecasting, and planning. Ideal for showing nonfinancial managers how their units fit into the company’s
overall financial picture, this guide includes easy-to-understand explanations of the income statement, balance sheet, and cash flow statement, plus practical advice for pulling together a department’s budget and justifying an investment or expenditure.

HuStream Technologies Interactive Video
Barbara L. Marcolin; Kathryn Brohman; Ning Su; Norine Webster; Laura Marcolin
Ivey Publishing Case
#W14122 (10 pages) 

A management consulting team has been hired to advise HuStream Technologies on a new business model and target market. HuStream operates a service-based business model, providing customers with fully produced interactive video content. In the founders’ efforts to transition from a product-based business, they have built a cloud-based platform to provide easy accessibility to their company’s products and services. Using that platform, clients can produce their own interactive content. HuStream faces the challenge of transitioning from an entirely service-based business model to an entirely product-based business model. The consultancy’s task is to identify HuStream’s top business and marketing opportunities using the service-based business model and keeping within the constraints of limited funding.

Infineon Technologies: Time to Cash-in Your Chips?
Denis Gromb; Joel Peress
INSEAD Case
#INS791 (13 pages) 

In late 2011, Infineon (IFX), a German semiconductor company, is sitting on a large cash balance representing 40% of its assets. As part of a financial policy review, management is receiving conflicting advice from different quarters as to whether to pay out some of the cash holdings, how much, and by which methods.

Newfield Energy
William E. Fruhan; Wei Wang
Harvard Business School Brief Case
#914541 (9 pages) 

An energy company has experienced declines in earnings because of the decline of natural gas prices and asset write-downs. The CEO must prepare financial proposals for the board’s approval, including a plan to divest several projects immediately, a significant reduction of common stock dividends, and an exchange offer.

Paramount Equipment
Carliss Y. Baldwin; Wei Wang
Harvard Business School Brief Case
#914557 (13 pages) 

Paramount Equipment, Inc., based in Fort Wayne, Indiana, is a large manufacturer of cranes and compact construction equipment, aerial work platforms, and food service equipment. Paramount had lost its competitive position because it took on too much debt in the form of bank borrowings relative to the risk level of its business. Now the company must seek funding and guarantees in order to restructure its debt. Students must determine the optimal capital structure policy consistent with competitive risks and assess available tools for financing a company in financial distress.

Stand By Me: Friends, Relationship Banking, and Financial Governance in Asia
Travis W. Selmier II
Business Horizons Article
#BH569 (9 pages) 

While northeastern Asian economies have grown at a stellar rate over the past 4 decades, during the same period, bank officials and financial market participants have been charged with corruption, nepotism, and government meddling and have incurred high levels of nonperforming loans. The close relationships between financiers and their clients, a part of Chinese society known as guanxi, have often been criticized as a key source of corruption in Northeast Asia finance. However, the complex nature of relationships in guanxi networks brings a good side to Asian finance in that reputational risk disciplines financiers, clients, and government officials.

Thompson Asset Management
William E. Fruhan; John Banko
Harvard Business School Brief Case
#914565 (12 pages) 

Since starting Thompson Asset Management (a small investment advisory and asset management firm) in 2009, the CEO and founder Allison Thompson has had a proven track record of beating benchmarks and managing the portfolio’s downside risk. The firm’s typical clients are high-net-worth individuals, and in 2014, Thompson is looking to expand her business by taking on institutional clients as well. She is considering taking on the university’s endowment fund as a client. For her bid to manage the entire endowment of $20 million, Thompson must create a presentation that outlines her investment strategy.
Best Buy's Turn-Around Strategy (2013)
Marne L. Arthaud-Day; Frank T. Rothaermel
McGraw-Hill Case
#MH0023 (29 pages) TN
CEO Hubert Joly must devise a turn-around strategy that will enable Best Buy to survive in an increasingly competitive consumer electronics market. Critics are doubtful that Joly can save the company, which seems intent on following Circuit City down the fast track to bankruptcy.

Bharat Petroleum’s Upstream Strategy and Exploration Success
Noel Machado; G. Krishnakumar; Sanjeev Pillai; P.V.S.L. Narasimham
Ivey Publishing Case
#W13574 (17 pages) TN
In 2002, the government stopped guaranteeing returns to its oil companies, and BPCL found that its sales were increasing but its profitability was declining. In response, BPCL ventured upstream into the exploration and production of hydrocarbons. The case is set in 2010, 7 years after BPCL adopted a corporate strategy of vertical integration. BPCL’s chairman and managing director assesses reasons for the company’s spectacular success and considers what BPCL should do next.

Billy Beane and the Oakland Athletics (A): Disruptive Innovation in Major League Baseball
George Foster; Norm O’Reilly; Ryan Lippert; Carlos Shimizu; Kyle Udseth
Stanford Graduate School of Business Case
#SPM53A (26 pages) TN
B Case Available
Billy Beane and the Oakland A’s have “changed the game” in terms of talent identification, analytics, and player investment in Major League Baseball (MLB). The case, through analysis of performance and financial data over this time period, establishes Beane as the most efficient GM in MLB and shares concepts, information, and data to allow for improved understanding of the barriers and drivers to the adoption of new and disruptive innovations in the sport business.

Blue Ocean Leadership
W. Chan Kim; Renee Mauborgne
Harvard Business Review Article
#R1405C (12 pages)
In this article, the authors behind Blue Ocean Strategy apply their concepts to closing the gap between employee potential and employee performance. Kim and Mauborgne outline a systematic approach to releasing employees’ untapped talent and energy and implementing such practices throughout an organization.

China Vanke (A-1)
Lynn S. Paine; John D. Macomber; Keith Chi-ho Wong
Harvard Business School Case
#314104 (29 pages)
China’s largest homebuilder, China Vanke Co. Ltd. (Vanke), was facing an industry downturn sparked by strong government intervention. Faced with falling prices, Vanke’s president must decide whether to keep the company’s pricing and product positioning intact and how aggressively to pursue its greener building strategy.

Collective Genius
Linda A. Hill; Greg Brandeau; Emily Truelove; Kent Lineback
Harvard Business Review Article
#R1406G (10 pages)
How can leaders build an organization that is capable of innovating continually over time? When Luca de Meo was Volkswagen’s head of marketing communication, he fostered a sense of purpose in his team by asking its members to reflect on what being part of VW meant to them, and strengthened their shared values by encouraging them to use the brand’s 3 components—innovation, responsibility, and value—to guide their work. Bill Coughran, an SVP of engineering at Google, employed these capabilities both to solve the company’s near-term data storage needs and to make progress toward a next-generation solution.

Effective Leadership at Zensar Technologies: Riding the Wave of Change
Sumita Rai; Asha Bhandarker
University of Hong Kong Case
#HK1047 (22 pages) TN
At the time when Dr. Ganesh Natrajan took over as the CEO of Zensar Technologies Ltd. in India in 2001, the company was in a state of turmoil. Staff morale was low and the company was essentially a staffing agency sending IT professionals to work at client sites abroad. As Natrajan started to implement across-the-board changes at Zensar, the company grew from 850 employees in 2001 to 4,000 employees in 2007. Revenue increased from US$42.8 million in 2001 to US$179.57 million in 2007. This case covers the detailed strategies implemented by Natrajan that resulted in Zensar’s explosive growth.

Find the Coaching in Criticism
Sheila Heen; Doug Stone
Harvard Business Review Article
#R1401K (5 pages)
Criticism is never easy to take, but learning to find value in it is essential to a manager’s success. This article outlines 6 steps that can help leaders turn feedback from a source of stress into a valuable, unthreatening tool.
From Purpose to Impact
Nick Craig; Scott A. Snook
Harvard Business Review Article #R1405H (9 pages)

Over the past 5 years, there’s been an explosion of interest in purpose-driven leadership. Academics, business experts, and even doctors make the case that purpose is a key to exceptional leadership and the pathway to greater well-being. Despite this growing understanding, however, a big challenge remains. Few leaders have a strong sense of their own individual purpose, and even fewer can distill their purpose into a concrete statement or have a clear plan for translating purpose into action.

GlobalMed: Telemedicine for the Rio Olympics
Karen A. Brown; Nancy L. Hyer; Nathan T. Washburn
Thunderbird School of Management Case #TB0363 (9 pages) TN

Manoel Coelho of GlobalMed in Scottsdale, Arizona, was looking ahead to the 2016 Rio Olympic Games and the opportunities the games would offer for raising international awareness of the role and value of telemedicine. Coelho’s challenge was to assist Dr. Antonio Carlos Marttos of Miami’s Jackson Memorial Hospital in pitching the general idea of telemedicine to key decision makers, while also keeping his company in the line of sight as the preferred vendor.

LGBT Issues at Exxon Mobil Corporation
Joseph L. Badaracco Jr.; Matthew Preble
Harvard Business School Case #314116 (4 pages)

In late September 2013, ExxonMobil Corporation announced that it would begin offering benefits to the spouses of its employees in same-sex marriages. This short supplement touches upon what led ExxonMobil to this decision, some insights into its previous relationship with the lesbian, gay, bisexual, and transgender (LGBT) community, and its standing on LGBT issues relative to its peers in the oil and gas sector and the Fortune 500.

Life’s Work: Pele
Edson Arantes do Nascimento; Alison Beard
Harvard Business Review Article #R1407N (3 pages)

The soccer superstar talks about becoming an informal team leader, why he came out of retirement to join the New York Cosmos, and what he thinks about money in sports.

Manage Your Work, Manage Your Life
Boris Groysberg; Robin Abrahams
Harvard Business Review Article #R1403C (10 pages)

Senior executives discovered through hard experience that prospering at their level is a matter of carefully combining work and home so as not to lose themselves, their loved ones, or their foothold on success. To learn how they reconcile their professional and personal lives, the authors drew on 5 years’ worth of interviews with almost 4,000 executives worldwide and a survey of 82 executives. Their stories and advice reflect 5 main themes outlined in the article.

Microsoft: New Wine in an Old Bottle?
Ali Farhoomand; W.H. Lo
University of Hong Kong Case #HK1039 (34 pages) TN

Within 4 weeks of becoming the new CEO of Microsoft, Satya Nadela lays out the major challenges that await him in the 2 letters he sends to everyone at Microsoft. He defines Microsoft’s battlefield as the “mobile-first and cloud-first world.” That is where Microsoft needs to get its products and technology right, to build platforms and ecosystems, and to integrate Nokia devices, services, and the new mobile capabilities. Nadella must figure out how he can achieve cultural changes to focus everyone on innovation via collaboration.

The Obamacare Web Site
Derrick Neufeld; Ning Su; Brad Evans
Ivey Publishing Case #W14026 (14 pages) TN

In October 2013, the U.S. health and human services secretary must make decisions about the web site HealthCare.gov, which is late and over budget. Forced to roll out before it is ready because of political considerations, the web site crashes, causing anger and frustration for users unable to sign on or get information.

Orient Overseas Container Line (OOCL): Sailing Through Choppy Waters
Ali Farhoomand; Tim Summers
University of Hong Kong Case #HK1045 (23 pages) TN

OOCL is one of the world’s largest integrated international container transportation, logistics, and terminal companies, with a network covering Asia, Europe, North America, and Australasia. The company is well respected with a reputation for providing customer-focused solutions, a quality-through-excellence approach, and continual innovation. It has a history of investing widely with variable results. This case provides an opportunity for students to provide strategic choices and give recommendations for future direction.

The Perils and Pitfalls of Leading Change: A Young Manager’s Turnaround Journey
Karen Cates; Guilherme Riederer; Nathan Tacha; Ulrich Nsele Awanda Rodrigue
Kellogg School of Management Case #KEL768 (8 pages) TN

A young manager for Brazilian fashion chain Clothes & Accessories is tested early in his tenure. Recognizing that his store is in trouble, manager Daniel Oliveira tries to make the necessary changes—only to encounter resistance from long-term employees.

The Risk-Driven Business Model: Four Questions That Will Define Your Company
Karun Girotra; Serguei Netessine
Harvard Business Review Press Book #11534 (256 pages)

This book is for entrepreneurs and executives in companies involved in dynamic industries where the focus of risk is shifting, and includes lessons from Zipcar, Blockbuster, Apple, Benetton, Kickstarter, Walmart, and dozens of other global companies. The Risk-Driven Business Model demystifies business model risk, with clear directives aimed at improving decision making and driving your business forward.
Joshua Bruce
Business Horizons Article
#BH624 (7 pages)

Diversity of thought in corporate governance is not only beneficial to business growth and creativity, but also imperative to managing risk successfully. The article begins with a review of 4 major worldviews and the risk preferences of each. It examines psychological processes that guide human decision making and greatly influence risk perception. The article then applies these worldviews and psychological phenomena to the case of risk management. It offers a critique of current risk management practices and concludes by promoting increased diversity of worldviews in corporate governance as a way to prevent the same risk blindness that led to the Great Recession.

Sony Corporation—Is the Sum Greater Than the Parts?
Andrew Inkpen
Thunderbird School of Management Case
#TB0365 (12 pages)

Third Point LLC, a hedge fund based in New York, became the largest owner of Sony Corporation (Sony) shares. Daniel Loeb, CEO of Third Point, sent a letter to Sony President and CEO Kazuo Hirai with a proposal for restructuring Sony. The proposal included 2 main items: (1) Take public a 15%-20% stake in Sony Electronics, and (2) Focus on industry-leading businesses to bring growth to Sony Electronics.

These People Are Fiduciaries
Lena G. Goldberg
Harvard Business School Case
#314067 (11 pages)

The fiduciary duties of loyalty and care, the corporate opportunity doctrine, and the business judgment rule are introduced in the context of 3 vignettes drawn from decided cases that explore a classic test of loyalty when 1 partner elects to take advantage of an opportunity the partnership may also be able to pursue; the care and procedure directors should employ when approving a merger or sale of the company; and the board’s role and process in hiring, firing, and severance decisions.

Volvo and Geely
Andrew Inkpen; Michael Moffett
Thunderbird School of Management Case
#TB0319 (18 pages)

After Geely Holding acquired Volvo from Ford Motor Company, various questions remained about Volvo’s strategy and the long-term integration plan for the acquisition. The company was intent on expanding Volvo manufacturing in China and developing a new luxury car for the China market. To implement a plan for growth, Volvo would have to address various issues, such as the future of the Volvo brand, the integration between the European and Chinese organizations, and the relationship between the China-based Geely automobile business and the global Volvo Company.

Walmart’s African Expansion
Karen Robson; Stefanie Beninger; Sudheer Gupta
Ivey Publishing Case
#WI3491 (10 pages)

Walmart decided to expand into Africa through the acquisition of the South African consumer goods retailer Massmart. In doing so, the world’s largest retailer faces significant backlash from South Africa’s largest union. The company must also contend with price-sensitive consumers and a lack of supplier relationships on the African continent. Will Walmart appeal to South African consumers and achieve the volume of sales needed to make its first African presence a success?

What to Expect From a Corporate Lean Program
Torbjorn Netland; Kasra Ferdows
MIT Sloan Management Review Article
#SMR491 (7 pages)

Corporate “lean” programs, often modeled after the Toyota Production System, can be powerful instruments for improving the performance of manufacturing plants. They help to emphasize parts of the production process that add the most value and eliminate those that don’t. However, misplaced expectations can make implementation difficult and reduce the benefits. The authors argue that if managers better understand the expected rates of improvement, then implementations would go more smoothly. The authors studied the implementation of the Volvo Group’s production system.

Engaging Doctors in the Health Care Revolution
Thomas H. Lee; Toby Cosgrove
Harvard Business Review Article
#RI1406H (9 pages)

A health care revolution is under way, and doctors must be part of it. But many are deeply anxious and upset about the transformation. This article outlines 4 motivational levers that can be used to encourage buy-in from doctors.

It’s Time to Split HR
Ram Charan
Harvard Business Review Article
#F1407E (2 pages)

The author, a globally known business adviser and speaker, proposes that traditional HR departments divide into 2 strands: one would primarily manage compensation and benefits and would report to the CFO. The other would focus on improving the people capabilities of the business and would report to the CEO.

Juhudi Kilimo: Designing Microfinance Staff Incentive Plans (A)
Kristiana Raube
UC Berkeley—Haas School of Business Case
#BS5789 (19 pages)

In January 2013, Nat Robinson, CEO of Juhudi Kilimo, is faced with the challenge of how to best introduce and implement an incentive plan among the microfinancing institution’s (MFI’s) 78 employees. With a new round of capital, Juhudi Kilimo’s present goal is to scale up and increase its customer base by tenfold—to 100,000—by the end of 2015. Robinson now wonders how he can best design an incentive plan—particularly for its 36 loan officers—that will allow the MFI to reach this goal most efficiently and effectively.

Maria Gonzalez
Karen E. Boroff
NACRA Case
#NA0276 (14 pages)

Maria Gonzalez, a unionized employee of Global Communications, was arrested in an off-duty incident involving drugs and guns.
When Gonzalez’s managers learn of the incident, they must consider the appropriate course of action.

The Mike and Vicky Case (A): Confidential Instructions for Mike Campbell
Horacio Falcao; Emily Kerr; Martina Ladd
INSEAD Case
#INS384 (4 pages)
B Case Available
A 2-party negotiation between a successful female manager in the private banking industry and her male boss about her bonus, her performance, and her potential for promotion when competing against a male colleague, laden with gender issues.

Suicides at France Télécom
Ulf Schaefer; Konstantin Korotov
ESMT Case
#ES1491 (14 pages)
The case deals with a dramatic series of suicides at France Télécom between 2008 and 2009. Over a period of 18 months, 23 France Télécom employees took their lives. Many of the deceased left notes blaming work-related stress or management decisions as the reasons for their actions. The case briefly describes the history of France Télécom, the change initiatives following the deregulation of the European telecommunications industry, and the development of the attention of the French nation and international public toward the company in the aftermath of the suicides and suicide attempts.

WeaveTech: High Performance Change
Michael Beer; Paul Swiercz
Harvard Business School Brief Case
#914553 (12 pages)
WeaveTech is a company that produces heavy-duty clothing for the military. Amid a major strategic change, the CEO asks Human Resources VP Frank Jennings how to reduce the management workforce by 20%. Jennings must consider how to respond.

**INFORMATION TECHNOLOGY**

Air Canada: Flying High with Information Technology
Forough Karimi-Alaghehband; Suzanne Rivard
HEC Montréal Case
#HEC045 (20 pages)
Air Canada has 2 key strategic objectives: operational excellence and customer proximity. In order to help meet these objectives, IT supports business through a hybrid structure and sourcing strategy. This case illustrates the process of alignment between IT and business over time.

Embracing Digital Technology: A New Strategic Imperative
Michael Fitzgerald; Nina Kruschwitz; Didier Bonnet; Michael Welch
MIT Sloan Management Review Article
#SMR487 (12 pages)
A study by MIT Sloan Management Review and Capgemini Consulting finds that companies now face a digital imperative: adopt new technologies effectively or face competitive obsolescence. Companies that succeed tend to have leaders who define a road map toward adopting new technology and reward employees for working toward it.

**INTERNATIONAL BUSINESS**

The CEO of Ozon on Building an e-Commerce Giant in a Cash-Only Economy
Maelle Gavet
Harvard Business Review Article
#R1407A (5 pages)
Ozon had the potential to become the Amazon of Russia, as Russians were going online at an extraordinary rate. If Ozon could figure out how to deliver goods in an e-commerce market, despite the country’s shaky distribution systems, its growth would skyrocket. The company had to persuade people that they could get their goods more quickly and reliably by ordering them online, and it also needed a way to safely take and process the cash that Russians usually pay with.

Fei Cheng Wu Rao
Christopher Marquis; Zoe Yang; Juelin Yin
Harvard Business School Case
#414056 (22 pages)
As Fei Cheng Wu Rao, China’s most popular entertainment program, enters its 4th year, company leaders grapple with questions of how to keep the show fresh and reach new markets. In particular, the show is poised to expand to Africa, yet there are significant questions about how to tailor a program designed to capture the attention of a unique demographic within China to new cultural contexts.
The New Rules of Globalization
Ian Bremmer
Harvard Business Review Article
#R1401J (6 pages)
To factor globalization’s new risks into strategy, executives must consider various approaches: striking alliances with local players, looking for new ways to add value abroad, entering multiple sectors—or not going global at all.

Tata Communications: Emerging Markets Growth Strategy
Srinivasa Addepalli; Prashant Kale
Indian School of Business Case
#ISB041 (19 pages) TN
This case describes the second home market strategy of Tata Communications Limited (TCL) and its evaluation of Russia as a new market opportunity. TCL’s chief strategy officer had to decide whether to pursue an acquisition opportunity in Russia. The case traces TCL’s transformation from an Indian public sector monopoly to a global challenger in the telecommunications market, its previous acquisition history, and its foray into South Africa as a second home market. The latest opportunity—to create a third home market in Russia—was the possible acquisition of a Russian Internet service provider (ISP) that had a business-to-business (B2B) focus and product mix similar to TCL.

Unlocking the Wealth in Rural Markets
Mamta Kapur; Sanjay Dawar; Vineet R. Ahuja
Harvard Business Review Article
#R1406J (6 pages)
In India and other large emerging economies, rural markets hold great promise for boosting corporate earnings. Companies that sell in the countryside, however, face poor infrastructure, widely dispersed customers, and other challenges. This article discusses the several successful strategies for increasing revenues and profits in rural markets revealed by the 3-year study with Indian business leaders.

Why China Can’t Innovate
Regina Abrami; William C. Kirby; F. Warren McFarlan
Harvard Business Review Article
#R1403J (6 pages)
Recently, China’s government declared its intention to transform China into “an innovative society” by 2020 and a world leader in science and technology by 2050. However, Communist Party representatives must be present in companies with more than 50 employees—a requirement that constrains competitive and entrepreneurial behavior. Will the state have the wisdom to lighten up?

MARKETING

An Anthropologist Walks into a Bar...
Christian Madsbjerg; Mikkel Rasmussen
Harvard Business Review Article
#R1403F (10 pages)
When “BeerCo” found its pub sales falling, market research and competitive analysis provided no help. So it sent out a team of social anthropologists to investigate. The resulting data, including field notes, photographs, and videos, yielded insights that prompted the company to revamp its promotional materials and training methods. Sales rebounded within 2 years and are still growing.

Barilla Pasta: A Company in Hot Water
Jana Seijts; Paul Bigus
Ivey Publishing Case
#W13480 (6 pages) TN
In 2013, the Barilla Group company chairman made a series of antigay comments during an interview on an Italian radio show. The company needed to devise a strategy to publicly respond to the backlash and avoid the negative long-term consequences of a damaged brand name, decreased market share, and lost revenues.

Benecol Spread and Media Planning
Richard Johnson; Robert I. Carraway; Ervin R. Shames; Paul W. Farris
Darden School of Business Case
#UV2930 (23 pages) TN
Student Spreadsheet Available
Benecol Spread, a cholesterol-lowering margarine, was a product with unusual media-planning challenges. With a narrow target group and unproven market potential, Johnson & Johnson needed to get the most “bang for the buck” from its Benecol advertising. Would a media-planning model (optimizer) requiring executives to quantify their judgment on several key inputs be helpful in this process? A spreadsheet accompanying the case allows students to weight the target groups and to choose advertising vehicles to form a media plan.

Bluefin Labs: The Acquisition by Twitter
John Deighton; Leora Kornfeld
Harvard Business School Case
#513091 (13 pages) TN
Bluefin Labs has built a system that gathers millions of online comments in an effort to build new metrics for TV programs and brand advertising. With data from Twitter and other social sites, expressions, not just impressions, can now be aggregated, measured, and used to calibrate brand performance and to sell media time.

CleanSpritz
John A. Quelch; Alisa Zalosh
Harvard Business School Brief Case
#914537 (15 pages) TN
Instructor/Student Spreadsheets Available
Sales of CleanSpritz all-purpose cleaning spray have been steadily declining for the past 5 years, and management believes the decline correlates to a growing environmental concern among U.S. consumers. CleanSpritz’s management is considering several options to address these concerns, and brand manager Claire Beaton must present management’s recommendations for the most effective strategy.

Coca-Cola: Liquid and Linked
John Gourville; Noah Fisher
Harvard Business School Case
#514024 (19 pages) TN
Coca-Cola is considering which of several global marketing/promotional efforts to bring to the U.S. Each has proven successful in other parts of the world, but for varying reasons. All represent efforts outside of the industry’s normal advertising-based approach to marketing.
**Conjoint Analysis**  
Elie Ofek; Olivier Toubia  
Harvard Business School Online Tutorial  
Seat Time: 60 minutes  
#514712 | TN  
Supplemental Slides Available

This online tutorial provides students an interactive experience with the steps involved in constructing, running, and using conjoint analysis to aid in managerial decision making.

**GlaxoSmithKline in China (A)**  
John A. Quelch; Margaret Rodriguez  
Harvard Business School Case  
#514049 (15 pages)  
B and C Cases Available

Four GlaxoSmithKline employees were accused of bribing Chinese health care workers to prescribe the company’s drugs. The accusations brought to light the questionable incentive structures of the Chinese health care system and the pressure on companies to adhere to local customs while still observing local laws.

**Groupon for Local Businesses**  
Thales S. Teixeira; Leora Kornfeld  
Harvard Business School Case  
#514047 (7 pages)

Local businesses’ experiences with using Groupon to promote themselves run the gamut of roaring success to absolute failure. Why is there such a large range in outcomes for firms that use daily deal sites such as Groupon? This case examines the effectiveness of online daily deal sites from the point of view of local businesses.

**Harvard ManageMentor**:  
**Marketing Essentials**  
Philip Kotler  
Harvard Business Publishing Online Tutorial  
Seat Time: 90 Minutes  
#9029

This module covers the critical components of servicing internal or external customers. It provides an overview to the importance of customer service, its relationship to customer satisfaction, and its link to company profitability. This guide includes tools and techniques that help quantify the costs and value of internal and external customers and lead to improved customer satisfaction.

**IDIEM—Catalogo Verde**  
John Zerio; Paula Araneda Cedilia; Christian Fuentes  
Thunderbird School of Management Case  
#TB0367 (19 pages)  
TN

The IDIEM has launched a new line of consultancy services for LEED (Leadership in Energy and Environmental Design) in Chile. A central component of this initiative is the online Catalogo Verde, a portal for the environmental rating of construction materials. The site is designed to provide technical specifications and detailed materials testing results for architects designing buildings to be certified as LEED compliant. LEED certification is seen by the general public as an indicator of corporate social responsibility and good citizenship for the owners and users. The case examines the complexities of certification marketing and explores the challenges of introducing an ambitious marketing initiative within an organization steeped in tradition and aversion to self-serving publicity.

**J.C. Penney’s “Fair and Square” Strategy (Abridged)**  
Elie Ofek; Jill Avery  
Harvard Business School Case  
#514063 (17 pages)

Ron Johnson, the new CEO of department store J.C. Penney, is reconsidering the dramatic changes he initiated for the business model and brand image of his company. After troubling first-quarter results, Johnson decides to make certain adjustments, but are these adjustments enough?

**Managing Online Reviews on TripAdvisor**  
Thales S. Teixeira; Leora Kornfeld  
Harvard Business School Case  
#514071 (11 pages)

In 2013, TripAdvisor was the most visited online travel site in the world, and consumers were becoming increasingly motivated to read and write reviews. In response, hotels were investing more time and marketing budget on managing the quantity, quality, and location of online reviews.

**Pearle Vision: Clearly Different?**  
Rajiv Lal; Natalie Kindred  
Harvard Business School Case  
#514015 (29 pages)

Once the largest U.S. optical retailer, Pearle Vision was struggling to differentiate itself

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**Marketing Exercise: The Positioning Game**  
Authored by Paul W. Farris, Darden School of Business

Using perceptual maps, students compete for profit and market share by positioning their product at an ideal place in the market. Instructors can customize various elements, including the market and product attributes, timing and number of rounds, and costs associated with positioning changes. Students learn key lessons regarding market structure and segmentation, branding, competitive analysis, consumer-driven product development, and the critical role of product positioning in marketing strategy.

*Registered Premium Educators (a free service) can see a full Free Trial online.*
from industry leader LensCrafters. Increasing competition from low-price competitors, such as Walmart’s optical stores, was adding further competitive pressure. The case takes place in early 2013, with Pearle Vision’s new CEO announcing his plans for revitalizing the chain. Will his strategy work?

The Rise of the Chief Marketing Technologist
Scott Brinker; Laura McLellan
Harvard Business Review Article #R1407F (5 pages)
Marketing is rapidly becoming one of the most technology-dependent functions in business. In response, a new type of executive is emerging—the chief marketing technologist. CMTs are part strategist, part creative director, part technology leader, and part teacher. They go by various titles, but they share a common job, intersecting with 4 key stakeholders in the organization that are outlined in this article.

SodaStream’s CEO on Turning a Banned Super Bowl Ad into Marketing Gold
Daniel Birnbaum
Harvard Business Review Article #R1401A (5 pages)
SodaStream CEO Daniel Birnbaum and his all-new management team created an ad for the 2013 Super Bowl that took a direct shot at Coke and Pepsi. It was rejected by CBS, and the legal wrangling that followed generated headlines around the globe. The controversial ad has now been viewed more than 5 million times on YouTube; from a marketing standpoint, it was a great investment.

StepSmart Fitness
Robert J. Dolan; Benson P. Shapiro; Alisa Zalosh
Harvard Business School Case #914509 (12 pages) Instructor/Student Spreadsheets Available
The new CEO of StepSmart Fitness has hired 30-year-old Benjamin Cooper to manage the underperforming New England district. A first-time manager with no one to train him, Cooper must make decisions about the termination of current employees, the hiring of additional salespeople, and ways to increase productivity. He is set to present his conclusions to his newly appointed manager, the regional VP for the Northeast, in a few days.

Too Chicken to Convert? A Chick-Fil-A Dilemma
Matthew Thomson; Seung Hwan (Mark) Lee; Valerie Ho
Ivey Publishing Case #W13434 (4 pages)
The president and chief operating officer of Chick-fil-A is a devout Christian who publicly operates his restaurants according to biblical principles. A recent controversy has surrounded his public opposition to gay marriage. As a result, the company is being accused of discrimination and prejudice. Are the company’s deeply rooted Christian values hindering the business?

Unlock the Mysteries of Your Customer Relationships
Jill Avery; Susan Fournier; John Wittenbraker
Harvard Business Review Article #R1407E (11 pages)
Many consumer companies don’t understand customer relationships. They aren’t aware of the variety of relationship types and don’t understand what kind their customers want. Through research in a wide variety of consumer industries, the authors have identified 29 types of relationships. To understand the current portfolio of relationships, companies must pick up on signals from multiple sources. Companies can then build a strategic mix of connections by bolstering desired relationships and shifting customers to more valuable types.

Volcom—Building an Authentic Brand
John Zerio; Clint Christensen; Geoffrey Howell
Thunderbird School of Management Case #TB0375 (16 pages)
Since the early days of skateboarding in Southern California, Volcom has been intrinsically associated with the sport. Its motto, “youth against establishment,” has stood strong through 3 decades. Skateboarding, from a marketing perspective, has transcended the U.S. borders and has become a global phenomenon with its own unique culture, rules, and values. However, as the brand lands on foreign shores, it must establish local roots and develop/adapt its personality. Possibly, influence marketing solely via American riders may need a strong face lift in view of the different roles that skateboarding may play in other cultures.

What Unhappy Customers Want
Marc Grainer; Charles H. Noble; Mary Jo Bitner; Scott M. Brotzmann
MIT Sloan Management Review Article #SMR479 (5 pages)
Although companies have invested heavily in technology and other resources to provide better customer service, many businesses are finding that being able to create satisfied and loyal customers is more difficult today. Hurdles include a daunting rise in customer expectations; challenges posed by the Internet, social media, and online word of mouth; and poor execution of upgraded corporate complaint-handling policies.

Xbox One
Neal J. Roese; Evan Meagher
Kellogg School of Management Case #KEL794 (11 pages)
On April 4, 2013, a video game web site reported that the next-generation Xbox console—due to be released by Microsoft the following month—would require an always-on Internet connection in order to operate. The new version of the SimCity game that had been released earlier that year with an always-on requirement had been a disaster. Hard-core gamers reacted negatively to the news. When the Xbox One console was officially revealed on May 21, Microsoft effectively confirmed that it would require an always-on connection for validating digital rights. Predictably, gamers reacted negatively, a response that was exacerbated when Microsoft’s president of the interactive entertainment business made dismissive statements about their concerns.

YouTube for Brands
Thales S. Teixeira; Leora Kornfeld
Harvard Business School Case #S14048 (12 pages)
This case examines the changes employed by YouTube to make the massively popular site more attractive to brands. The social video web site wants to be a “brand safe” platform that major marketers use to advertise their video ads. Should major brands switch a significant portion of their TV advertising budget to online ads on YouTube?
NEGOTIATION

Bruce Allyn: Negotiating with the KGB (A)
James K. Sebenius
Harvard Business School Case #914027 (9 pages)
B Case Available

Isolated by the KGB in 1980s Moscow, Harvard graduate student Bruce Allyn faces high-pressure negotiation tactics to recruit him for the Soviet spy agency. Allyn must negotiate his way out of a tense and potentially dangerous situation.

Labour Dispute at Dr. Reddy’s: Tip of the Iceberg in a Globalization Effort
S. Ramnarayan; M.V. Anuradha
Indian School of Business Case #ISB039 (14 pages)

The case describes a dispute between the management of Dr. Reddy’s and a trade union over the employment terms of contract workers. As events unfold over a period of 100 days, the dispute reflects several issues, such as accommodating untrained and less skilled contract workers who are knowledgeable in a local/traditional value system, and at the same time, meeting the expectations of customers in the developed world. The case presents an opportunity to explore negotiations, dilemmas of companies from developing countries with an internationalization agenda, learning, and general management.

Motorola’s Droid 2: The Product Manager’s Dilemma
Mohanbir Sawhney; John Miniati; Kim Patrick Junsoo; Pallavi Goodman
Kellogg School of Management Case #KEL772 (11 pages)

A last-minute request for a design change to the Droid 2 smartphone prompts an emergency “war room” meeting to determine the best way forward. The product manager must manage the conflicting priorities and agendas of a cross-functional team.

Negotiating from the Margins: The Santa Clara Pueblo Seeks Key Ancestral Lands
Kessely Hong; Pamela Varley; Patricia Garcia-Rios
Harvard Kennedy School Case #HKS886 (23 pages)
Video Supplements Available

This case describes the approach, over time, of the Santa Clara, a small Pueblo Indian tribe in New Mexico, to recover a piece of land tribal leaders viewed as integral to their ancestral homeland. Unlike many negotiations cases, which concern the strategizing of 2 or more powerful players, this case describes the evolving strategy of a small, marginal player striving mightily for a seat at a negotiating table dominated by several powerful interests.

Nuclear Power & the Language of Diplomacy: Negotiating a Game-Changing Nuclear Trade Agreement with India
R. Nicholas Burns; Pamela Varley
Harvard Kennedy School Case #HKS890 (13 pages)
B Case Available

This decision-forcing case focuses on a diplomatic challenge faced by U.S. Undersecretary of State for Political Affairs Nicholas Burns and Indian Foreign Secretary Shyam Saran between April and July 2005: the writing of a 400-word joint statement and framework agreement that—if they were successful—would be the first step in a very complex negotiation between the U.S. and India to establish a civil nuclear trade pact. The case explains 5 areas of particular difficulty that the 2 diplomats needed to address in some fashion.

Paul Levy: Confronting a Corporate Campaign
James K. Sebenius
Harvard Business School Case #914020 (6 pages)

A powerful health care union is organizing a drive via a “corporate campaign”—a tactic that aims to weaken the company by damaging its reputation and applying outside pressure. Hospital CEO Paul Levy must consider how to respond.

Tommy Koh: Background and Major Accomplishments of the Great Negotiator, 2014
James K. Sebenius; Laurence A. Green
Harvard Business School Case #914021 (10 pages)

Significant negotiation-related achievements from the career of Ambassador Tommy Koh of Singapore are highlighted in brief form along with elements of his background and career. Summaries of several of Koh’s negotiations are presented in order to stimulate further research and analysis.

*Reviews available to Premium Educators
Was this investment of time and resources worth it for Google?

**Mast Kalandar: Prioritizing Growth Opportunities**

Sunil Chopra; Sudhir Arni; Jacqueline Tan; Ilya Trakhtenberg

Kellogg School of Management Case #KEL809 (17 pages) TN

Students Spreadsheets Available

After a highly successful third round of funding in 2012, Gaurav Jain, founder of quick-service restaurant chain Mast Kalandar, was looking to expand. In addition to opening new stores in other cities, Jain was also hoping to increase the profitability of his existing stores in Bangalore, Hyderabad, Chennai, and Pune. He needed to fully understand the financials of his current operations and identify the key drivers of success at the stores, at both the city and corporate levels. With this understanding, he would be able to evaluate how best to improve the performance of existing outlets and to choose an entry strategy for new cities. Students are asked to develop a financial model for outlets and use it to compare different growth strategies.

**Nivea (A)**

Karim R. Lakhani; Johann Fuller; Volker Bilgram; Greta Friar

Harvard Business School Case #614042 (26 pages)

B Case Available

The case describes the efforts of Beiersdorf, a worldwide leader in the cosmetics and skin care industries, to generate and commercialize new R&D through open innovation using external crowds and “netnographic” analysis. Are there areas of customer need that are undervalued by the traditional process? A novel online customer analysis approach suggests untapped opportunities for innovation, but can the company justify a launch based on this new model of research?

**Operations Management Simulation: Quality Analytics**

Barbara B. Flynn

Harvard Business Publishing Simulation Seat Time: 60 minutes #4404 | TN

Debrief Slides Available

Students play 4 different challenges that ask them to calculate control limits, use control limits in real time to maintain control of a
process, analyze control charts post hoc to determine whether a process is capable, and make managerial investments in preventive measures that contribute to the cost of quality in order to minimize the total cost.

**SMRT Trains—Managing Operations and Service Quality**
S. Viswanathan; D.G. Allampalli
ABCC at Nanyang Tech University Case
#915531 (11 pages) TN

This case deals with the service operations and quality management issues faced by SMRT Trains, one of the rapid transit rail operators in Singapore. The trigger point for the case was the occurrence of 2 massive service disruptions in 2011 that each had a massive impact on service. The case delves into quality management, service operations, and root causes.

**Three Jays Corporation**
Paul W. Marshall; Mark Davis
HBS Brief Case
#915551 (11 pages) TN
Instructor/Student Spreadsheets Available

Brodie Arens is an MBA student and summer intern at Three Jays Corporation, a jam and jelly manufacturer in Michigan. Brodie’s first assignment is to update the inventory and production planning system. He begins by updating the Economic Order Quantities (EOQs) and Reorder Points (ROPs) for each product. However, he soon learns that the formal production planning system was being ignored by the workers on the factory floor. Consequently, Brodie has to decide what should be done with the system and how to implement his recommendations. This case illustrates the 2 major types of errors that can occur when using Economic Order Quantity (EOQ) as a tool in production scheduling.

**ORGANIZATIONAL BEHAVIOR**

**The Alliance: Managing Talent in the Networked Age**
Reid Hoffman; Ben Casnocha; Chris Yeh
Harvard Business Review Book
#14046 (208 pages)

The employer-employee relationship is broken, and managers face a seemingly impossible dilemma: the old model of guaranteed long-term employment no longer works in a business environment defined by continuous change, but neither does a system in which every employee acts like a free agent. The solution? Stop thinking of employees as either family or as free agents. Think of them instead as allies. As a manager you want your employees to help transform the company for the future. Your employees want the company to help transform their careers for the long term. This win-win scenario will happen only if both sides trust each other enough to commit to mutual investment and mutual benefit.

**The Boardroom’s Quiet Revolution**
Richard D. Parsons; Marc A. Feigen
Harvard Business Review Article
#R1403H (8 pages)

Externally driven reforms have made corporate boards better at preventing fraud but have had little effect on board performance in setting strategy and supervising management. The authors’ study of successful boards suggests that many of them are regulating themselves and developing best practices in 4 key areas.

**Building a Game-Changing Talent Strategy**
Douglas A. Ready; Linda A. Hill; Robert J. Thomas
Harvard Business Review Article
#R1401D (8 pages)

Game-changing organizations like BlackRock, the Tata Group, and Envision are purpose-driven, performance-oriented, and principles-led. They also share another important commonality: a superior talent strategy that guides and even drives their business strategies.

**Cynthia Carroll at Anglo American (A)**
Gautam Mukunda; Lisa Mazzanti; Aldo Sesia
Harvard Business School Case
#414019 (16 pages)
B and C Cases Available

In 2007, Cynthia Carroll, the newly appointed chief executive of mining giant Anglo American, was considering shutting down mines in South Africa for safety reasons. Carroll felt that operating a company whose goal was anything less than “zero harm” (meaning no fatalities or serious injuries) was unacceptable. Should she go so far as to make the unprecedented move of shutting down the mines? What message would that send to the company and to the mining industry?

**Houston, We Have a Problem: NASA and Open Innovation (A)**
Michael L. Tushman; Hila Lifshitz-Assaf; Kerry Herman
Harvard Business School Case
#414044 (15 pages)
B Case Available

Jeff Davis, director of Space Life Sciences Directorate (SLSD) at NASA, has worked for several years to raise awareness among scientists and researchers in his organizations of the benefits of open innovation as a successful and efficient way to collaborate on difficult research problems regarding health and space travel. Despite a number of initiatives, SLSD members have been skeptical about incorporating the approach into their day-to-day research and work and have resisted Davis’s and his strategy team’s efforts.

**How Netflix Reinvented HR**
Patty McCord
Harvard Business Review Article
#R1401E (8 pages)

When Netflix executives created a PowerPoint presentation about the organization’s talent management strategies, it went viral and was viewed more than 5 million times on the web. In this article, the company’s longtime chief talent officer describes how Netflix attracts, retains, and manages stellar employees.
**IDEO’s Culture of Helping**

Teresa M. Amabile; Colin M. Fisher; Julianna Pillemer

*Harvard Business Review* Article #R1401C (9 pages)

Renowned for its creative output, the design firm IDEO has cultivated a network of mutual assistance among employees and is the model of a help-friendly organization. After extensive research, the authors explain 4 keys to building a help-friendly organization that leaders of other organizations can employ.

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**Managers Reject Ideas Customers Want**

Jennifer Mueller

*Harvard Business Review* Article #F1407D (3 pages)

When it comes to what customers want in products, creativity isn’t the icing on the cake, says Professor Jennifer Mueller. It is the cake. But a focus on feasibility and profits may prevent managers from even recognizing ideas that could be hits.

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**Ricardo Semler: A Revolutionary Model of Leadership**

William W. Maddux; Elin Williams; Roderick Swaab; Tanure Betania

*INSEAD* Case #INS517 (12 pages)

The case follows Brazilian business leader Ricardo Semler, who took the family marine-pump business, Semco, to multinational, multisector success. Semler dramatically changed his own leadership style by relinquishing control and working less hard and subsequently transformed the culture at Semco via a radical process of workplace democratization.

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**Sogeti TeamPar—Designing Intelligent Organizations for the Future**

Veena Vohra; Manjari Srivastava; Sharon Pande

*Ivey Publishing* Case #W13649 (17 pages)

Sogeti, a global leader in providing technological services, chooses to invest in a social collaboration platform for its employees with a view toward bringing about business transformation. Partnering with IBM, the company launched “TeamPar.” After the implementation, the company’s challenge was to encourage employee engagement levels and how to increase utilization of the platform.

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**Windermere Manor: Sustainability and Change**

Chetan Joshi; Hari Bapuji; R. Chandrasekhar

*Ivey Publishing* Case #W13520 (7 pages)

In the hotel industry, the reuse of towels is considered a main step toward reducing hotels’ high carbon footprint. Windermere Manor, a private, high-end hotel, has established a routine to encourage its guests to reuse towels; however, the hotel’s towel-replacement rate exceeds its towel-reuse rate. The intended routine for identifying towels for reuse is not being followed, even by the hotel’s own housekeeping staff.

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**Tiebreaker Selling**

James C. Anderson; James A. Narus; Marc Wouters

*Harvard Business Review* Article #R1403G (8 pages)

In B2B markets, suppliers of nonstrategic products and services tend to assume they have only 2 options for landing sales: stressing their offerings’ unique characteristics and competing on price. The problem is, the features touted often don’t matter to purchasing managers, and neither do price concessions. How do you win their business? The authors’ research with 46 companies provides a solution.

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**The Demise of the Jane Addams Hull House Association: Internal or External Factors to Blame?**

Anne Cohn Donnelly; Charlotte Snyder

*Kellogg School of Management* Case #KEL784 (17 pages)

The Jane Addams Hull House Association—one of Chicago’s largest and oldest social service agencies—stunned the philanthropic world when it laid off its employees without notice and declared its intention to liquidate in a Chapter 7 bankruptcy and shut its doors forever. In the following weeks, people asked: What had happened to the board? Had bankruptcy really been inevitable? This case chronicles the organization’s final decade as students step into the shoes of the chairman of the board, Steve Saunders.

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**Endeavor: Miami Heats Up**

William A. Sahlman; Ramana Nanda; David Lane; Lisa Mazzanti

*Harvard Business School* Case #814043 (20 pages)

For 15 years the nonprofit Endeavor Global had worked to nurture entrepreneurship in emerging markets by selecting high-impact local entrepreneurs for mentoring and aid. In the summer of 2012, Endeavor received an invitation to replicate its model in Miami, Florida, and the Endeavor board met to debate the value of such a move.
The William Caspar Graustein Memorial Fund: Catalyzing Networks and Collaboration

Jane Wei-Skillern

The William Caspar Graustein Memorial Fund case study captures the story of the 20-year history of the Memorial Fund, with particular emphasis on how the organization catalyzed networks and collaboration under the leadership of prior Executive Director, David Nee. Under Nee’s leadership, the Memorial Fund has emphasized engaging the broad community, catalyzing policy change, and supporting networks and collaboration within and across sectors with the idea that improving outcomes for children involved many stakeholders working toward a common vision and agenda. The case provides students with a nonprofit study in the field of early education that uses a different model of distributed decision making, networks, collaboration, and community engagement for success.

STRATEGY

Aldi: The Dark Horse Discounter

Eric J. Van Den Steen; David Lane

In 2013, Aldi—a Germany-based hard discounter and the world’s 8th-largest retailer—planned to accelerate its U.S. expansion. The case contrasts Aldi with Walmart, 2 retailers with a common core in their value proposition (low prices) but radically different models.

Apple (in 2013): How to Sustain a Competitive Advantage?

Frank T. Rothaermel

Tim Cook took over as CEO of Apple, Inc., in August 2011, after the resignation of the legendary Steve Jobs. Though Jobs left big shoes to fill, Cook saw early success with the launch of the iPhone 5 and the continued adoption of the iPad tablet computer. Apple’s market cap peaked a year later, in September 2012. But as

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Expanding Health Insurance to Millions: Learning from the Oregon Health Insurance Experiment

Amitabh Chandra; Anjani Datla

Harvard Kennedy School Case

In 2008, the state of Oregon had the budget to enroll 10,000 individuals into Medicaid. But officials knew demand would be far greater. To give all poor, uninsured Oregonians a fair chance at receiving health insurance, the state established a lottery. In this simple lottery, renowned economists found a rare and promising natural experiment. The experiment would finally give economists and policymakers rigorous evidence on how access to health insurance affected the provision and use of health care and, ultimately, influenced the health and well-being of the population.

The Geography of Poverty: Exploring the Role of Neighborhoods in the Lives of Urban, Adolescent Poor

Hannah Riley Bowles; Anjani Datla

Harvard Kennedy School Case

Under the Moving to Opportunity (MTO) housing experiment conducted in the 1990s, more than 4,600 extremely poor families were randomly assigned to receive housing vouchers in 5 major American cities. MTO gave social scientists the opportunity to untangle the effect of place on poverty and to learn if a better neighborhood could directly improve the lives of the poor. In 2003, a midterm evaluation of MTO revealed a controversial and surprising outcome.

James Houghton and Signature Theatre

Laura Callanan; Jane Wei-Skillern; Prentice Onayemi

The case describes the history of Signature Theatre, started by James Houghton 23 years ago. The theater has gone through many stages under Houghton’s leadership, eventually growing to a $12 million annual budget with a new $70 million production facility featuring a unique, open community gathering space as a central feature. Along the way, Houghton has become one of the most respected and influential leaders in his field.

Transforming People’s Lives: The Vehicles for Change Story

Tigineh Mersha; Christine Nielsen; Ven Sriram; John C. Weiss

Vehicles for Change (VFC) assists low-income families to own vehicles so that they can achieve financial independence. To supplement its budget, VFC established a used car sales business called Freedom Wheels (FW). Nearly all of FW’s profits were transferred to support VFC’s mission. Marty Schwartz, president of VFC, believed that allowing FW to retain more of its profits would allow it to grow its used car business, which would bring even larger financial benefits to VFC in the long run. In the short term, however, this would reduce the number of vehicles awarded to low-income families—a sensitive issue for others.

He was also prepared to examine other options for growing VFC’s revenue and to consider spinning off FW as a separate for-profit entity.
competitors gained parity with their software and electronics, Apple’s market cap declined from $650 billion to $370 billion.

**The Big Lie of Strategic Planning**
Roger L. Martin
*Harvard Business Review* Article
#R1401F (8 pages)

This article identifies common traps related to setting strategy and covers how a company can avoid them by focusing on customers, recognizing that strategy is about making bets, and articulating the logic behind strategic choices.

**Dongfeng Nissan’s Venicia (A)**
Forest Reinhardt; Mayuka Yamazaki; G.A. Donovan
*Harvard Business School Case* #714014 (27 pages)

This case describes the launch of a new passenger vehicle in China, produced jointly by Nissan of Japan and by Chinese automaker Dongfeng. Early sales results following the April 2012 launch were disappointing and the joint venture’s managers had to decide how to respond. The case includes information on the structure of the industry, on government regulation, and on the preferences of Chinese purchasers of automobiles, including information about environmental considerations.

**Henry Schein: Doing Well by Doing Good?**
Rebecca Henderson; Rafaela Sadun; Aldo Sesia; Russell A. Eisenstat
*Harvard Business School Case* #714450 (31 pages)

This case profiles Henry Schein, one of the largest distributors of dental and medical supplies in the world. Students explore whether the firm’s unique “Team Schein” culture serves as a source of sustained competitive advantage.

**Hindustan Unilever Ltd.: Creating Shared Value in a VUCA World**
Tulsi Jayakumar
*Ivey Publishing Case* #W13539 (13 pages)

Hindustan Unilever Ltd. needs to decide whether to continue to invest in the conflict-ridden state of Assam, India. This case explores sustainable value creation, corporate responsibility, and business strategy and operations in a conflict-prone zone.

**The New Patterns of Innovation**
Rashik Parmar; Ian W. Mackenzie; David Cohn; David Gann
*Harvard Business Review* Article
#R1401G (11 pages)

The search for new business ideas—and models—is hit or miss at most firms. Traditional ways of framing this search examine competencies, customer needs, and shifts in the landscape. This article proposes adding a new IT-based framework—how can data and analytic tools be used to create new value?

**The Rise and Fall of Nokia**
Juan Alcacer; Tarun Khanna; Christine Snively
*Harvard Business School Case* #714248 (33 pages)

For decades Nokia had led the telecommunications (telecom) industry in handsets and networking. By the late 2000s, however, Nokia’s position as market leader in mobile devices was threatened by competition from new, lower-cost Asian manufacturers. Apple’s 2007 release of its iPhone established an entirely new category—the smartphone—immediately popular with users. What were Nokia’s missteps over the years? What should Nokia have done differently?

**Tetra Pak versus Greatview: The Battle Beyond China**
Zhigang Tao; Rebecca Chung
*University of Hong Kong Case* #HK1027 (19 pages)

Tetra Pak, the world’s largest manufacturer of aseptic packaging materials, is a typical market leader that faces growing competition around the world. This case describes how the Chinese company Greatview emerged to challenge Tetra Pak.

**Yonyou 2013**
F. Warren McFarlan; Zheng Xiaoming; Ziqian Zhao
*Tsinghua University Case* #TU0066 (29 pages)

This case describes how a leading Chinese management software provider, Yonyou (formerly known as “UFIDA”), disrupted its value chain-based business model to transform itself into a platform provider. The case describes Yonyou’s past success, the market forces and internal reasons for the change, and what Yonyou did internally to make the transformation happen.

**Walmart around the World**
Juan Alcacer; Abhishek Agrawal; Harshit Vaish
*Harvard Business School Case* #714431 (11 pages)

After reaching the limits of its successful expansion in the United States, Walmart sought growth opportunities in markets abroad. This case describes Walmart’s attempts to replicate its successful U.S. business model in Mexico, Canada, Brazil, Argentina, Central America, China, South Korea, Japan, Germany, the U.K., and Africa. Students reflect on the mixed results of these ventures and formulate a set of recommendations for Walmart to maximize its chances of success when the company expands into India in 2013.
UPDATED!

Spreadsheet Modeling Online Course: Excel 2013

Authored by: Wayne Winston, Kelley School of Business, Indiana University; Sarah Fairchild Sherry, Kelley School of Business, Indiana University

This updated course shows students how to use Microsoft Excel 2013 as both a reporting tool and a modeling tool for solving business problems. It is appropriate for beginner and experienced users of Excel. The course takes place at a fictional French bakery, and students use the features and functions of Excel to study product costs, determine pricing, and track weekly payroll. The course concludes with the Monte Carlo simulation, a tool for understanding the effect of uncertainty on business decisions.

- Complete Course #9052 | Seat Time: 10–20 hours
- Introductory Section #9053 | Seat Time: 4–8 hours
- Advanced Section #9054 | Seat Time: 6–12 hours

Spreadsheet Modeling: Excel 2007 is also available.

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