Delivered entirely online, Core Curriculum covers essential concepts and frameworks that are vital to a business education. Many Readings include video clips and Interactive Illustrations that allow students to quickly master complex theories. Readings are approximately 20-30 pages, and each comes with a Teaching Note (including a list of recommended cases and articles that pair well with the Reading), review questions, exhibit slides, a glossary of key terms, and a comprehensive index. Instructors can adopt individual Readings or the entire set.

ENTREPRENEURSHIP

- Attracting Talent and Building Ecosystems
  Lynda M. Applegate; Carole Carlson | #8068

- Becoming an Entrepreneurial Leader
  Lynda M. Applegate | #8051

- Developing Business Plans and Pitching Opportunities
  Lynda M. Applegate; Carole Carlson | #8062

- Experimenting in the Entrepreneurial Venture
  Thomas R. Eisenmann; Eric Ries; Sarah Dillard | #8077

- Financing Entrepreneurial Ventures
  William R. Kerr; Ramana Nanda; James McGuade | #8072

- Launching Global Ventures
  William R. Kerr | #5277

- Launching Ventures in Established Businesses
  #5272 | AVAILABLE 2016

- Leading High-Growth Ventures
  Lynda M. Applegate | #8082

- Partnering with Venture Capitalists
  Jeffrey Bussgang; Michael J. Roberts | #8240

- Recognizing and Shaping Opportunities
  Lynda M. Applegate; Carole Carlson | #8056

- Selling and Marketing in the Entrepreneurial Venture
  Frank V. Cespedes | #8086

MARKETING

- Brands and Brand Equity
  Rohit Deshpande; Anat Keinan | #8140

- Brand Positioning
  #8197 | AVAILABLE 2015

- Business-to-Business Marketing
  Frank V. Cespedes; Das Narayandas | #8145

- Competition Strategies
  #8158 | AVAILABLE 2015

- Consumer Behavior and the Buying Process
  John T. Gourville; Michael I. Norton | #8167

- Creating Customer Value
  Sunil Gupta | #8176

- Customer Centricity
  Rohit Deshpande | #8171

- Customer Management
  Sunil Gupta | #8162

- Developing and Managing Channels of Distribution
  V. Kasturi Rangan | #8149

- Digital Marketing
  #8224 | AVAILABLE 2015

- Framework for Marketing Strategy Formation
  Robert J. Dolan | #8153

- Global Marketing
  Rohit Deshpande | #8182

- Marketing Communication
  #8186 | AVAILABLE 2015

LEARN MORE: hbsp.harvard.edu/list/corecurriculum
Marketing Intelligence
Robert J. Dolan; Leslie John | #8191

Pricing Strategy
Robert J. Dolan | #8203

Product Policy
Robert J. Dolan | #8208

Sales Force Design and Management
Doug J. Chung; Das Narayandas | #8213

Segmentation and Targeting
Sunil Gupta | #8219

OPERATIONS MANAGEMENT

Designing, Managing, and Improving Operations
Roy D. Shapiro | #8012

Forecasting
Steven C. Wheelwright; Ann B. Winslow | #8042

Managing Inventory
Janice H. Hammond | #8016

Managing Quality
Roger E. Bohn | #8025

Managing Quality with Process Control
Roy D. Shapiro | #8020

Managing Queues
Elliott N. Weiss | #8047

Operations Strategy
Marco Iansiti; Alan Serels | #8000

Process Analysis
Roy D. Shapiro | #8007

Strategic Sourcing
Margaret Pierson; Willy Shih | #8037

Supply Chain Management
Vishal Gaur | #8031

STRATEGY

Competing Globally
Juan Alcacer | #8123

Competitive Advantage
Pankaj Ghemawat; Jan W. Rivkin | #8105

Competitive and Cooperative Dynamics
Ramon Casadesus-Masanell | #8131

Corporate Strategy
#8118 | AVAILABLE 2016

Executing Strategy
J. Bruce Harrell | #8136

Industry Analysis
Ramon Casadesus-Masanell | #8101

Introduction to Strategy
Ramon Casadesus-Masanell | #8097

Setting Aspirations—Mission, Vision, and Values
Ramon Casadesus-Masanell | #8114

Sustaining Competitive Advantage
Felix Oberholzer-Gee | #8109
AVAILABLE 2016

Technology Strategy
Pai-Ling Yin | #8127
Online simulations engage students with real-life management situations that require them to make critical decisions while challenging ingrained assumptions. Simulations allow students to gain knowledge through experimentation and explore the impact of multiple variables within each simulated business scenario.

**ENTREPRENEURSHIP**

**Entrepreneurship Simulation: The Startup Game**
Ethan Mollick

This multi-player simulation explores the fundamentals of forming a new company. Students role-play as founders, investors, and potential employees respectively tasked with negotiating deals, calculating valuation, finding the right staffing mix, and debating financial gains versus organizational control. It also features interviews with successful entrepreneurs. Designed for groups of 20–86 students, the simulation can serve as an introduction or capstone to any entrepreneurship class.

_The Wharton School, University of Pennsylvania_

#WH0001 | Multi-player  
Seat Time: 60 minutes

**Working Capital Simulation: Managing Growth V2**
Sandeep Dahiya

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.

#7070 | Single-player  
Seat Time: 30–45 minutes

**FINANCE**

**Finance Simulation: Blackstone/Celanese**
Nabil N. El-Hage; Timothy A. Luehrman

This team-based simulation is based on the landmark acquisition of Celanese AG by the Blackstone Group in 2003. Students assume the roles of either Blackstone or Celanese and re-create the circumstances of the original deal as they explore the principles of private equity finance. Students conduct due diligence, establish deal terms, and respond to bids and counterbids.

#3712 | Multi-player: 2 roles  
Seat Time: at least 120 minutes

**Finance Simulation: Capital Budgeting**
Timothy A. Luehrman

Students act as members of the capital committee at a high-end doll manufacturing company and select projects to fund across the company’s 3 divisions. Over a simulated 5-year period, students review a variety of proposals ranging from small, tactical projects to major, strategic initiatives including an acquisition opportunity. Each project includes a detailed description, financial projections, project performance metrics, and a risk profile. Ultimately, students must develop an annual capital budgeting strategy that creates the most value for the firm.

#3357 | Single-player, Multiple-scenario  
Seat Time: 60–90 minutes

(from Working Capital Simulation: Managing Growth V2)

“THE COMPETITION AMONG STUDENTS WAS INTENSE AND THE CLASSROOM DISCUSSIONS LIVELY.”

— Online review of Managing Segments and Customers V2 simulation
Finance Simulation: M&A in Wine Country V2
Timothy A. Luehrman; W. Carl Kester
Students play the role of a CEO at 1 of 3 wine producers. Two of the firms consider merging with each other while the third considers acquiring 1 of the other 2. Students must determine acquisition targets, set reservation prices, and negotiate deal terms. This simulation teaches the core principles of valuation, M&A strategy, and negotiation.
#4805 | Multi-player: 3 roles
Seat Time: 90 minutes

MARKETING
Marketing Simulation: Managing Segments and Customers V2
Das Narayandas
Acting as the CEO of a company that manufactures medical device motors, each student must define and execute a successful business-to-business marketing strategy. Students analyze the requirements of different market segments and decide which new customers to attract while considering the customers they must maintain. The second release of this simulation provides streamlined analysis tools for students and enhanced administrative features for instructors.
#7018 | Single-player
Seat Time: 150–180 minutes

NEW! Marketing Simulation: Using Conjoint Analysis for Business Decisions
Elie Ofek; Olivier Toubia
Using 2 different scenarios—a “green car” exercise and an over-the-counter cold and flu medicine exercise—this simulation provides users with an appreciation of how conjoint analysis output can be relevant in practice, and gives students an interactive experience of using conjoint analysis for managerial decision making. Students are exposed to key business concepts such as demand curves, segmentation, profit functions, competitive responses, vertical and horizontal differentiation, optimal pricing, niche vs. mass market strategies, product portfolio management, and brand equity. This simulation is part of a comprehensive Conjoint Analysis Toolkit, which includes the Conjoint Analysis Online Tutorial (#514712) and The Conjoint Analysis Do It Yourself Guide (#515024).
#515713 | Single-player
Seat Time: 60 minutes

NEGOTIATION
Negotiation Simulation: OPEQ
Maurice E. Schweitzer
In this multi-player simulation, teams of students act as ministers of an oil production board tasked with setting petroleum production levels for 1 of 3 fictional countries—Alba, Batia, and Capita. The simulation immerses students in the complex world of oligopolistic oil pricing as each team attempts to maximize cumulative profits for their country over a series of rounds. The Negotiation Simulation: OPEQ incorporates a number of unexpected events to enhance the complexity of the simulation and the competing worlds therein. The simulation is highly configurable and can be easily tailored to teach an array of negotiation and economic principles. The simulation also provides a pedagogical toolkit for instructors to run an effective learning debrief that covers key learning objectives.
The Wharton School, University of Pennsylvania
#WH0002 | Multi-player
Seat Time: 60 minutes

OPERATIONS AND SERVICE MANAGEMENT
Global Supply Chain Management Simulation
Enspire Learning
Students set up a global supply chain to deliver 2 models of mobile phones. They determine product features, forecast demand, and choose among a geographically diverse group of suppliers, each with different costs, production capacity, and lead times. Students must create a supply chain that is cost-effective and still flexible enough to react quickly to shifts in demand.
#6107 | Single-player
Seat Time: 180 minutes

Simulations continue on next page.
Simulations

(continued)

Operations Management Simulation: Benihana V2
W. Earl Sasser Jr.; Ricardo Ernst

Students must develop the most profitable overall strategy for a Benihana restaurant by improving throughput, optimizing bar and restaurant layouts, and reducing demand variability. Students can experiment with changing different parameters in each scenario as they test strategies for maximizing operating performance. The second release of this simulation provides students with enhanced animations illuminating the challenges of running a service operation and gives faculty streamlined tools for conducting an effective debrief.

#7003 | Single-player
Seat Time: 90 minutes

Operations Management Simulation: Quality Analytics
Barbara B. Flynn

In this single-player simulation, students learn how to manage quality in service, health care, and manufacturing settings through the use of analytics related to statistical process control, process capability, and the cost of quality. Students play 4 different challenges that ask them to calculate control limits, use control limits in real time, analyze control charts post hoc, and make managerial investments in preventive measures that contribute to the cost of quality.

#4404 | Single-player
Seat Time: 60 minutes

Project Management Simulation: Scope, Resources, Schedule V2
Robert D. Austin

The second release of this simulation adds a new scenario with multiple unanticipated events and the ability to add prototypes to the project plan. Students explore 3 project management levers—scope, resources, and schedule—while managing an important new product development project at a printer manufacturer. Students must choose between hiring staff and outsourcing project tasks and then consider the effects these choices have on the project plan and schedule.

#4700 | Single-player
Seat Time: 90–120 minutes

Supply Chain Management Simulation: Root Beer Game V2
Harvard Business School Publishing

This version of the classic Beer Game portrays a typical supply chain and illustrates how oscillations can arise and amplify into the “bullwhip” effect. Students assume roles representing 4 links in the supply chain: retailer, wholesaler, distributor, and factory. Faculty can assign different supply chain configurations within the same class.

#6619 | Multi-player: 4 roles, Single-player option
Seat Time: 60 minutes
ORGANIZATIONAL BEHAVIOR

Change Management Simulation: Power and Influence V2
William Q. Judge; Linda A. Hill

In the second release of this popular simulation, students face the challenge of implementing an enterprise-wide strategic change initiative. To understand how power and influence affect the ability to bring change to an organization, students take the role of a middle manager or the CEO at a manufacturing firm considering adopting a sustainability program. In this single-player simulation, students choose among up to 18 change levers as they attempt to move members of the organization along a 4-step pathway from awareness to adoption.

#4345 | Single-player, Multiple-scenario
Seat Time: 90–120 minutes

Leadership and Team Simulation: Everest V2
Michael A. Roberto; Amy C. Edmondson

With the dramatic setting of a Mount Everest summit expedition, this high-stakes simulation teaches group dynamics and leadership. Students play 1 of 5 roles on a team of hikers. Teammates must share information to maximize group achievement and avoid perils that threaten the group’s ability to reach the summit. This second release of our best-selling simulation combines the proven learning objectives of the original with an updated user experience and enhanced administrative features.

#7000 | Multi-player: 5 roles
Seat Time: 120 minutes

NEW! Organizational Behavior Simulation: Judgment in a Crisis
Michael A. Roberto

Students play the role of a product manager at Matterhorn Health, a medical device manufacturer. The company recently launched the GlucoGauge blood glucose monitor. In spite of vigorous pre-release testing, there are problems reported by customers immediately after launch. Students use a series of desktop applications to receive communications from their colleagues about the problems. They receive a barrage of information through various channels—email, video messages, voicemail, and instant message chats—requesting that they determine the cause of the issue and recommend a course of action. This simulation explores issues related to human judgment and decision making during a crisis. It is appropriate for courses on organizational behavior, principles of management, leadership, and managerial decision making.

#7077 | Single-player
Seat time: 60 minutes

*Reviews available to registered Premium Educators
Simulations

(continued)

STRATEGY

Strategic Innovation Simulation: Back Bay Battery V2
Clayton M. Christensen; Willy Shih
Students play the role of a business unit manager responsible for balancing financial goals with the need to innovate. They seek to capitalize on new opportunities while guarding against disruptive technologies. Students must also evaluate resource requirements, product performance, and investment timing while making decisions with nebulous market information. This second release combines the engaging story line of the original with an enhanced user experience and improved administrative features.
#7015 | Single-player
Seat Time: 120 minutes

NEW! Strategy Simulation: The Balanced Scorecard
V.G. Narayanan
Students experience the benefits and challenges of using a scorecard to implement strategic initiatives and monitor firm performance. Small teams of students work together to choose a strategy for their company, create a strategy map, develop a balanced scorecard, choose initiatives to implement their strategy, and use feedback from the balanced scorecard to adjust their implementation approach over a series of 8 rounds. At the conclusion of the simulation, each team’s company will be purchased by a private investor. The goal of the simulation is to maximize firm value at the time of buyout—the buyout price being based on the company’s financial position and future prospects. Strategy Simulation: The Balanced Scorecard is designed as a multi-player experience but can also be played as single-player. Instructors have the option of allowing students to play practice rounds and assigning certain teams to a “control group.” The simulation debrief section provides key statistics and visuals that summarize student performance.
#114701 | Multi-player
Seat Time: 75 minutes

LEARN MORE: REVIEW A FREE TRIAL

Each simulation has a full Free Trial available to registered Premium Educators. See the student experience as well as the administrative tools available to instructors. Visit the web site for more information:
hbsp.harvard.edu/simulations
Online Courses offer a comprehensive introduction to each subject area and allow students to build a solid foundation for business education. They can be used in advanced undergraduate business courses, used as pre-matriculation requirements for MBA candidates, or assigned as homework throughout a semester or year.

ALL ONLINE COURSES INCLUDE:
- Teaching Notes
- Animated lessons that reinforce core learning objectives
- Interactive exercises and quizzes
- Pretests to determine student understanding of course material
- Final exams to assess student mastery

Online Courses continue on next page.
Management Communication Online Course
William Ellet

This course covers the full range of communication skills that students need to be successful in business. Topics range from the core concepts of planning, writing, and presenting to more detailed subjects such as forming persuasive arguments, energizing presentations, and overcoming anxiety. The course is enhanced with video interviews and examples—both positive and negative—of actual business communications.

- Complete Course #4337 | Seat Time: 18–22 hours
- Writing Section #4341 | Seat Time: 12–14 hours
- Presentation Section #4343 | Seat Time: 12–14 hours

Mathematics for Management Online Course
Wayne Winston; Sarah Fairchild Sherry

Mathematics for Management covers the mathematical concepts students commonly use to solve quantitative problems in the MBA curriculum, including sections on algebra, calculus, statistics, probability, and finance. From determining maximum profits using calculus to calculating market demand using statistics, the course gives students a practical understanding of using math in a management context.

- Complete Course #3350 | Seat Time: 12–20 hours
- Algebra Section #6004 | Seat Time: 3–4 hours
- Calculus Section #6006 | Seat Time: 3–4 hours
- Statistics Section #6007 | Seat Time: 3–4 hours
- Probability Section #6008 | Seat Time: 3–4 hours
- Finance Section #6009 | Seat Time: 3–4 hours

Quantitative Methods Online Course
Janice H. Hammond

Statistical methods are often used to solve business problems. This course teaches statistics with a special emphasis on developing the skills and instincts needed to make good decisions and to become a more effective manager. The course is set at a Hawaiian resort that is interested in implementing a more rigorous and data-driven approach to making business decisions. Students develop statistical models and explore sampling and estimation techniques intended to increase the resort’s profitability.

- Complete Course #504702 | Seat Time: 20–50 hours
- Regression Section #6012 | Seat Time: 5–6 hours

Spreadsheet Modeling Online Course: Excel 2013
Wayne Winston; Sarah Fairchild Sherry

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. Spreadsheet Modeling: Excel 2007 is also available.

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

“GOOD INSIGHT INTO THE STUDENTS’ STRENGTHS AND WEAKNESSES, AND GIVES VALUABLE INFORMATION ON THE KIND OF SUPPORT THEY NEED.”

— Online review of the Mathematics for Management Online Course

“AN EXCELLENT AND HIGHLY RECOMMENDABLE COURSE FOR PROFESSORS.”

— Online review of Spreadsheet Modeling Online Course

LEARN MORE: hbsp.harvard.edu/onlinecourses
Multimedia cases bring text material to life with animated charts, audio, and video segments. All are available online. Some are available on CD-ROM for Windows.

ACCOUNTING

Enterprise Risk Management at Hydro One
Anette Mikes

Canadian energy giant Hydro One was an early adopter of enterprise risk management. The company anticipated new threats and opportunities in the past, but the CEO believes that the company’s risk profile has changed.

Harvard Business School | #110707

NEW! BOLT: Seed Venture Capital Firm
Robert F. White; William A. Sahlman

BOLT is a seed venture capital firm built to serve the needs of early-stage start-ups at the intersection of hardware and software. In the past decade, the cost of entrepreneurial experimentation has dropped dramatically, particularly in web and mobile applications. Teams can generate and test hypotheses quickly and efficiently. What used to take millions of dollars and years can now be accomplished with less money and in a matter of months.

Harvard Business School | #815702

BUSINESS ETHICS

Fighting Corruption at Siemens
Paul M. Healy; Djordjija Petkoski

Through interviews with key Siemens executives, and with supporting internal materials, this multimedia case explores how one of the world’s largest companies faced corruption and bribery allegations head-on.

Harvard Business School | #112702

from Columbia’s Final Mission

Entrepreneurial Insights
Joseph L. Bower; Sonja Ellingson Hout

Seven entrepreneurial leaders answer questions about building their companies. Questions range across common business issues, including starting up, acquiring financing, and planning for future challenges.

Harvard Business School | #306703

ENTREPRENEURSHIP

An Entrepreneur’s Journey: Simi Nwogugu
John A. Davis; Shirley M. Spence

Simi Nwogugu’s life path has taken her from childhood in Lagos, Nigeria, to success on Wall Street and the founding of a business that addresses issues of career and motherhood. Her latest challenge is a move back to Nigeria with her children to accommodate her husband’s career.

Harvard Business School | #810701

NEW! BOLT: Seed Venture Capital Firm
Robert F. White; William A. Sahlman

BOLT is a seed venture capital firm built to serve the needs of early-stage start-ups at the intersection of hardware and software. In the past decade, the cost of entrepreneurial experimentation has dropped dramatically, particularly in web and mobile applications. Teams can generate and test hypotheses quickly and efficiently. What used to take millions of dollars and years can now be accomplished with less money and in a matter of months.

Harvard Business School | #815702

from Columbia’s Final Mission

GENERAL MANAGEMENT

Columbia’s Final Mission
Michael A. Roberto; Amy C. Edmondson; Richard Bohmer

In February 2003, the shuttle Columbia disintegrated upon re-entry into the earth’s atmosphere. This case follows 6 real-life managers and examines the organizational causes of the tragedy.

Harvard Business School | #305032

GE’s Two-Decade Transformation: Jack Welch’s Leadership
Christopher A. Bartlett; Meg Wozny

As Jack Welch prepares for retirement, many question GE’s ability to sustain its pace of growth and change. Students analyze the major strategic change, leadership, and growth initiatives that revitalized the company in the late 1980s and the 1990s.

Harvard Business School | #301040

*Reviews available to registered Premium Educators

ONLINE COURSES | MULTIMEDIA CASES | 9
Leaders Who Make a Difference:
Sam Palmisano’s Smarter IBM: Day 1
Joseph L. Bower; Sonja Ellingson Hout
Sam Palmisano explains the moves he made to transform IBM into a faster-growing, more profitable company focused on IT solutions to the problems of companies, cities, and nations. Instructor version available online.
Harvard Business School | #311701

Mibanco: Meeting the Mainstreaming of Microfinance
Michael Chu; Gustavo A. Herrero; Jean Steege Hazell
Facing an increasingly competitive microfinance market in Peru, Mibanco must continue to attract and retain clients, balance efficiency and risk management in its loan portfolio, and work to build an organization capable of sustaining rapid growth.
Harvard Business School | #310701

Paul Levy: Taking Charge at Beth Israel Deaconess Medical Center
David A. Garvin; Michael A. Roberto
When Levy becomes CEO of BIDMC, he takes over an organization experiencing serious difficulty. The case follows Levy’s first 6 months on the job and includes video interviews and excerpts from his daily schedule.
Harvard Business School | #303058

MARKETING
Building Brand Community on the Harley-Davidson Posse Ride
Susan Fournier; Sylvia Sensiper; James McAlexander; John Schouten
Students get inside one of the world’s strongest brands and consider issues of brand loyalty, a close-to-the-customer philosophy, and the day-to-day execution of relationship marketing programs.
Harvard Business School | #501009

NEW! Eataly: Reimagining the Grocery Store
Sunil Gupta; Michela Addis; Ruth Page
Within a few years of its operations, the Italian-based supermarket Eataly created buzz and excitement among consumers and media. Eataly’s initial success was even more impressive in an industry known for intense competition and low margins. How did Eataly manage to grow so quickly, and could it sustain its growth in the future?
Harvard Business School | #515708

Launching the New MINI
Douglas B. Holt; John A. Queich
Students reverse engineer a variety of brand communications and creative materials developed and produced by MINI USA executives and their ad agency to support the MINI launch in the U.S.
Harvard Business School | #505020

Lenovo: Building a Global Brand
John A. Quelch; Carin-Isabel Knoop
When Chinese company Lenovo acquires the PC division of IBM in 2004, it sets out to become a global technology giant by launching a high-risk product line for the small to medium-size enterprise market.
Harvard Business School | #508703

from Terror at the Taj: Customer-Centric Leadership

from Marquee: Reinventing the Business of Nightlife
NEW! Marquee: Reinventing the Business of Nightlife
Anita Elberse
A famed New York City-based nightclub, Marquee, is celebrating a reopening. Meanwhile, owners Jason Strauss and Noah Tepperberg significantly expanded their portfolio of clubs in New York City, Las Vegas, and abroad. After a costly renovation of Marquee New York City, would their investment pay off? Was it a wise idea to model the revamped club after its namesake in Las Vegas? Could Strauss and Tepperberg make the seemingly risky economics—which involved placing large bets on superstar DJs—work in a very different market?
Harvard Business School | #515702

Mountain Dew: Selecting New Creative
Douglas B. Holt
Students consider the challenges of selecting creative in brand communications, extending an advertising campaign, and managing the company/agency relationship. Instructor version available online.
Harvard Business School | #503038

Real Madrid Club de Fútbol
John A. Quelch
Soccer team Real Madrid elects a new president and tasks him with improving club finances and extending the brand worldwide. The case examines the new president’s branding initiatives and the opportunities and challenges facing the club.
Harvard Business School | #505081

Terror at the Taj Bombay: Customer-Centric Leadership
Rohit Deshpande
In 2008, after a terrorist attack at the Taj Mahal Palace and Tower, the staff earns praise for placing the safety of the guests ahead of their own. This case addresses how leaders develop a customer-centric organization and how an organization saves its flagship brand after a crisis. Instructor version available online.
Harvard Business School | #511703

Tyra Banks: Personal Branding
Rohit Deshpande
Tyra Banks, an American model and internationally recognized celebrity, has built a strong personal brand during her career. But by 2013, she retired from modeling and ended her television shows. Students discuss how Banks can continue to develop her brand beyond her celebrity status so that it embodies something more expansive.
Harvard Business School | #513703

OPERATIONS MANAGEMENT
NEW! Aedas, Research in Practice
Roberto Molinos; Juan Lago-Novas
Aedas, one of the largest architectural offices in the world, has developed a strong research culture that has led to the creation of specialist R&D groups. The case covers issues such as innovation, knowledge management, and business/IT alignment inside a professional services firm. The case details the situation of Aedas in the current economic and infrastructural development scenario, the accomplishments of the R&D group so far, and the main questions and challenges the company will face in the future.
IE Business School | #I0004E

from Eataly: Reimagining the Grocery Store
NEW! Al-Kadi Commerce & Industry
Angel Diaz Matalobos; Fabrizio Salvador; Faisal Al-Kadi
The case tells the story of the Al-Kadi Truck & Trailer Parts Division and the dilemmas it faces related to operations and stock management. The division’s situation is complicated by the fact that the auto parts sector in Saudi Arabia—the setting for the case—is changing. Students must replan the logistics strategy of the company, choosing either a centralized or a decentralized strategy.
IE Business School | #I0005E

NEW! Bioinspiration at San Diego Zoo
Karim R. Lakhani; Vish V. Krishnan; Ruth Page
Traditionally, human ingenuity has been considered the main source of innovation. However, recent research and the development of new products by firms as diverse as P&G, Speedo, and Nike have shown that nature can provide inspiration for new, innovative products. The San Diego Zoo, which has established a Center for Bioinspiration, defines bioinspiration as a methodology in which biological systems, processes, and elements are studied to draw analogies that can be applied to human design challenges in a sustainable manner.
Harvard Business School | #614703

NEW! Havas: Change Faster
Michael Tushman; Karim Lakhani
As of 2013, Havas was the sixth largest global advertising, digital, and communications group in the world. Headquartered in Paris, the group was highly decentralized, with semi-independent agencies in more than 100 countries offering a variety of services. The largest unit of Havas was Havas Worldwide, an integrated marketing communications agency headquartered in New York. CEO David Jones was determined to make Havas Worldwide the most future-focused agency in the industry by becoming a leader in digital innovation.
Harvard Business School | #615702

Horizon Wind Energy
Lee Fleming; Thomas D. Perry IV
Horizon’s ability to grow by building more wind farms hinges on its success in addressing the varied concerns of a broad group of constituents. Video interviews are paired with slides and templates, allowing students to develop their own presentations.
Harvard Business School | #609701

Threadless: The Business of Community
Karim R. Lakhani; Zahra Kanji
Threadless sets up an online community where customers can create and vote for T-shirt designs. Through this initiative, the company sells over 1 million T-shirts. Should Threadless accept a distribution offer from a major retailer or stick with its successful community model? Instructor version available online.
Harvard Business School | #608707

ORGANIZATIONAL BEHAVIOR
Bridgewater Associates
Jeffrey T. Polzer; Heidi K. Gardner
The founder of one of the world’s largest hedge funds believes in a culture of “radical transparency” for employees. To encourage high performance, the firm has many unusual practices, such as videotaping meetings, publicizing performance reviews, and providing individual feedback in front of colleagues.
Harvard Business School | #413702

Burt’s Bees: Balancing Growth and Sustainability
Christopher Marquis
In 1984, Burt’s Bees starts selling beeswax candles at craft fairs and grows into a national brand offering natural skin care, hair care, and bath products. Two years after being acquired by The Clorox Company, can the firm still be a leader in environmental innovation?
Harvard Business School | #410704

Leadership, Culture, and Transition at lululemon
Michael L. Tushman; Ruth Page; Tom Ryder
lululemon faces cultural and organizational challenges following a period of rapid growth. The CEO observes that cross-functional barriers are eroding the strong sense of teamwork that has been an important part of the company culture. Instructor version available online.
Harvard Business School | #410705

Multimedia Cases (continued)
NEW! **Rosa Vañó and Castillo de Canena**
Custodia Cabanas; Rosario Silva

This case follows the gourmet olive oil company Castillo de Canena, focusing on Rosa Vañó, who just left an executive role at Coca-Cola to help manage the olive oil company with her brother. The company’s future looks difficult as the economic crisis and new products have made it more difficult to succeed through a differentiation strategy. In addition, the siblings have received an offer to buy the company, which has both strategic and personal implications. Should they sell the company?

IE Business School | #I0007E

NEW! **Victors and Spoils: “Born Open”**
Karim Lakhani; Michael Tushman

Victors & Spoils (V&S) was the first advertising agency built on open innovation and crowdsourcing principles from the ground up. V&S was launched as a radical new model for creative development in the advertising industry by being open at its core and actively encouraging individuals around the world to participate in developing advertising campaigns for leading brands while also innovating on digital marketing. V&S had hoped to become the AOR (agency of record) of choice for many top brands. While everyone at V&S would have considered this a great achievement, the agency wanted something more.

Harvard Business School | #415701

---

**SERVICE MANAGEMENT**

Frances X. Frei; Robin J. Ely

The founders of online retailer Zappos.com believe the value of the company lies in its obsessive emphasis on customer service. A merger with Amazon.com depends on the firm being able to operate as an independent subsidiary.

Harvard Business School | #612701

---

**STRATEGY**

**Marks & Spencer: The Phoenix Rises**
Joseph L. Bower

The new chairman of Marks & Spencer, a well-established U.K. retailer, must turn the company around, restore confidence in the brand, and make it profitable again. His plan includes building a new top executive team.

Harvard Business School | #304034

**ZARA: Fast Fashion**
Pankaj Ghemawat; Jose Luis Nueno

Spanish retailer Inditex breaks with convention: instead of predicting months ahead what women will want to wear, its ZARA chain adjusts what it produces and merchandises based on what’s selling now.

Harvard Business School | #703416

---

**LEARN MORE:** hbsp.harvard.edu/elearning

*Reviews available to registered Premium Educators*
Now deliverable through coursepacks, these free, streaming videos are all under 10 minutes long and illustrate a case's central learning objective. Cases with Video Shorts include:

**BUSINESS & GOVERNMENT RELATIONS**

Cracking Oyster: Shashi Verma & Transport for London Confront a Tough Contract (Cases A and B)
Cracking Oyster follows the Director of Fares and Ticketing for London's superagency, Transport for London, as he copes with a frustrating contract at the heart of the agency’s ticketing operation. Part B of this 2-part case set is accompanied by a 6 1/2-minute video that shows Verma in conversation with Harvard Kennedy School Professor Richard Zeckhauser as they reflect on Verma’s use of game theory.

#HKS744

**ENTREPRENEURSHIP**

John and Andrea Rice: Entrepreneurship and Life
John and Andrea Rice juggle their professional and personal lives as John, the founder and CEO of a successful nonprofit, starts a for-profit venture with his wife.

#808042

**FINANCE**

Millegan Creek Apartments
Fleet Bank considers a construction loan for an apartment project and examines market-, financial-, and risk-based factors.

#395118

**GENERAL MANAGEMENT**

Children's Hospital and Clinics (A)
Describes an organizational change initiative designed to enhance patient safety and enhance the firm’s learning and problem-solving capabilities.

#302050

HCL Technologies (A)
The president of a struggling global IT services business attempts to rejuvenate the company. The change effort’s tagline is “Employee First, Customer Second.”

#408004

**INFORMATION TECHNOLOGY**

Buckman Laboratories (A)
A specialty chemical company implements a cutting-edge knowledge management system but must transfer the system to a new platform after experiencing price pressures from key markets.

#800160

CareGroup
A major hospital’s IT capabilities suffer a major collapse. It must identify the technical reasons for the failure, as well as short- and long-term actions to take.

#303097

**TEACHING NOTE AVAILABLE FROM**

Starbucks: Delivering Customer Service

Liz Claiborne China
A new country manager explains the nuts and bolts of transforming the Shanghai office into a powerful sourcing organization using local talent.

#301098

Mckinsey & Co.: Managing Knowledge and Learning
Describes McKinsey & Co. from 1926 to 1996 as the company evolves its structures and practices in an effort to develop and share knowledge effectively among its global employees.

#396357
Aqualisa Quartz: Simply a Better Shower
The managing director of a shower manufacturing company must reconsider the positioning of a promising new product after early sales prove disappointing.

Dove: Evolution of a Brand
When Dove brand launches the controversial Real Beauty campaign, Unilever must learn to use the Internet and social media to manage controversy.

Starbucks: Delivering Customer Service
Starbucks considers increasing its in-store labor as a response to negative feedback regarding its customer service but must keep the company’s bottom line in mind.

The American Express Card
Senior executives at American Express review the company’s marketing strategy for charge and credit cards in the U.S. A variety of growth options exists for students to consider, including further penetration of existing markets and the opening of new markets.

Big Bazaar
While mom-and-pop stores still dominate Indian retailing, a high-growth Indian retailer must consider how quickly to grow in a market that increasingly favors “organized” retailers.

Charlotte Beers at Ogilvy & Mather Worldwide (B)
An update on CEO Beers’ progress 2 years after she initiates a massive organizational change effort in the face of industry, organization, and implementation challenges.

King Arthur Flour
Steve Voigt, the CEO of King Arthur Flour, must determine how the company can continue to grow while preserving its unique culture.

Leadership in Law: Amy Schulman at DLA Piper
Explores issues including the status of women in law, career planning, leading a team, networking, “portability” of star talent, and work/life balance decisions.

Starbucks and Conservation International
Starbucks evaluates its partnerships with organizations such as Conservation International and nonprofits in the Fair Trade movement as it works to balance its policies on environmental, social, and economic sustainability.

Tanishq: Positioning to Capture the Indian Woman’s Heart
A firm going after the Indian plain gold jewelry market must choose between an established brand with baggage from its initial targeting of a Western audience and a new brand that is well-positioned.
Online Tutorials

Online tutorials allow students to learn basic concepts outside of class. Each tutorial requires approximately 2 hours to complete. Students can work on tutorials individually, in teams, or as homework. Titles include:

ACCOUNTING

NEW! Accountsville: Impairment of Fixed Assets
Lucia Egea Ronda

Students practice their understanding of IAS 36, relevant to the impairment of fixed assets. Students complete a series of tasks to find out which of the company’s assets are impaired, and carry out the necessary adjustments to those assets. The content is based on a fictitious town, Accountsville, which students explore to successfully complete 5 scenarios. For each scenario, the student must find the carrying amount, the recoverable amount, and the impairment value, with the help of short interactive exercises.

Internal Control Process
David F. Hawkins

Introduces the internal control process by detailing its 5 components: the internal control environment, risk assessment, internal control activities, information and communications, and monitoring.

Harvard Business School | #107705

Introduction to Cost Accounting Systems
David F. Hawkins; V.G. Narayanan; Jacob Cohen; Michele Jurgens

Covers the basics of cost system design, demonstrating how costs are assigned to cost objects. Key concepts include direct and indirect costs, 2-stage allocation, cost pools, and cost drivers.

Harvard Business School | #105701

Introduction to Responsibility Accounting Systems
David F. Hawkins; V.G. Narayanan; Jacob Cohen; Michele Jurgens

Responsibility accounting systems generate financial and related information about the activities of a company’s responsibility centers. Covers budgets, performance reports, variance reports, and transfer prices.

Harvard Business School | #105703

ECONOMICS

Principles of Microeconomics for Strategists
Felix Oberholzer-Gee; Pai-Ling Yin; Elizabeth A. Raabe

Reviews microeconomic principles from a business strategy perspective—including supply, demand, and equilibrium—using the digital music industry as context.

Harvard Business School | #705801

NEW! International Macroeconomics
Laura Alfaro; Elizabeth A. Meyer

This tutorial provides students with an introduction to the basic principles of macroeconomics and international macroeconomics.

#715702

LEARN MORE: hbsp.harvard.edu/elearning
FINANCE

Pre-Money/Post-Money Valuation
Richard G. Hamermesh; Nitin Nohria; Michael J. Roberts
Addresses issues surrounding entrepreneurial valuations. Topics include the difference between implied and “bottom up” valuations, pre-money and post-money valuations, and the creation and interpretation of a capitalization table.
Harvard Business School | #803703

MARKETING

NEW! Conjoint Analysis
Elie Ofek; Olivier Toubia
The Conjoint Analysis: Online Tutorial is an interactive pedagogical vehicle intended to facilitate understanding of one of the most popular market research methods in academia and practice, namely conjoint analysis. The aim is to help students or executives to appreciate the underlying characteristics of the method and to cover the steps involved in constructing, running, and using conjoint analysis in managerial decision making (such as segmentation, product design, and pricing). The online tutorial contains a number of interactive tasks that engage students and allow them to practice the material covered. This online tutorial is part of a comprehensive Conjoint Analysis Toolkit that includes the Marketing Simulation: Using Conjoint Analysis for Business Decisions (#515713), and the Conjoint Analysis Do It Yourself Guide (#515024).
Harvard Business School | #514712

NEW! Customer Lifetime Value
Thomas Steenburgh; Jill Avery
Teaches students how to calculate a customer’s lifetime value, allowing them to prioritize marketing and product development resources on the customers who will provide the biggest returns. This tutorial allows students to manipulate the levers that determine a customer’s lifetime value—providing insight into how to maximize the value each type of customer delivers. Understanding the value of customer relationships is key to managing them well over time. But not all customers are created equal.
Harvard Business School | #7085

NEW! Market Sizing
Thomas Steenburgh; Jill Avery
Helps students turn raw market data into a clear analysis that can inform product development and marketing plans. It helps students gather the data needed to size the market, and then it helps students use that data to make confident projections and build a strategy.
Harvard Business School | #7080

NEW! Pricing for Profit
Thomas Steenburgh; Jill Avery
Helps students confidently arrive at the most profitable price by guiding them through a series of questions: How much does it cost to produce each product you sell? How are competitors’ products priced, and how valuable is your product or service relative to those of your competitors? How many customers will buy your product at various price points? What price maximizes your profitability? The Pricing for Profit tutorial helps students turn raw data into a clear analysis that informs pricing decisions.
Harvard Business School | #7083

ORGANIZATIONAL BEHAVIOR

Congruence Model
Nitin Nohria; Christopher Marquis
Using Beer and Tushman’s “SMA: Microelectronic Products Division” (A) case (#400084), this tutorial explores O’Reilly and Tushman’s congruence model. Students diagnose SMA’s problem and propose solutions.
Harvard Business School | #407703
Online Exercises

Exercises illustrate fundamental concepts and can be used to reinforce key learning objectives in case studies, Readings, and simulations. Each exercise is available entirely online and takes less than 30 minutes for students to complete.

Marketing Exercise: The Positioning Game
Paul W. Farris
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.

Operations Management Exercise: Balancing Process Capacity
Ricardo Ernst
Students must maximize utilization and improve profitability by applying concepts of process analysis at a car wash. The first challenge assumes demand is constant and validates Little’s Law. The second adds demand and process variability to reveal the complex and realistic challenges of running an efficient operation.

Operations Management Exercise: Inventory Basics
Harvard Business School Publishing
Students are responsible for managing stock at a hardware store. They play 3 scenarios and experience a different demand pattern for each product: wrenches, paint, and rock salt. This exercise helps students develop intuition around the best way to balance holding costs against ordering costs and avoid running out of stock.
Operations Management Exercise:
Multiple-Server Queues

Anita Tucker

Students see how variability in arrival times, variability in service times, and resource utilization impact patient waiting times for a 4-bed hospital unit. A second scenario compares the average performance of 4 specialized 4-bed units to the performance of a pooled 16-bed unit. The exercise illustrates the trade-offs between cost, patient experience, and clinical quality that arise from queuing systems.

#4386

Operations Management Exercise:
Push vs. Pull Production

Roy D. Shapiro

Students explore 2 basic triggering mechanisms used in production planning: push and pull. Set at a computer manufacturing supply chain, the exercise requires students to consider how production triggers are directly related to meeting demand, managing inventory, and maximizing capacity utilization.

#4402

Operations Management Exercise:
System Utilization in Service Management

Roy D. Shapiro

Based on the classic Manzana Insurance case, this exercise reinforces student understanding of Little’s Law. Students analyze a service process—writing and renewing insurance policies—to understand the impact of capacity utilization on throughput time and WIP under demand variability. This exercise can be used for courses in Operations Management for both MBA and undergraduate students. It is delivered entirely online and requires 1 class meeting or none at all for students to run the exercise and discuss the results.

#4391

*Reviews available to registered Premium Educators
Delivered entirely online, Harvard ManageMentor® V11 features 44 self-paced modules that address the full spectrum of issues students will face as managers. Each module includes interactive learning activities, video insights, step-by-step guides, templates, audio downloads, and other tools.

NEW! Translations of HMM v11 are now available in 4 languages. Each module is available in Spanish, Portuguese, and Mandarin, and 28 modules are available in French.

### Full Suite #9001

#### Accounting
- Budgeting #9000

#### Business Ethics
- Ethics at Work #9018

#### Entrepreneurship
- Business Plan Development #9004
- Innovation and Creativity #9024
- Innovation Implementation #9025

#### Finance
- Finance Essentials #9020

#### General Management
- Business Case Development #9002
- Change Management #9006
- Crisis Management #9009
- Decision Making #9011
- Delegating #9012
- Goal Setting #9022
- Managing Upward #9028
- Meeting Management #9030
- New Manager Transitions #9033
- Presentation Skills #9037
- Time Management #9049
- Writing Skills #9051

#### Human Resource Management
- Coaching #9007
- Developing Employees #9013
- Dismissing an Employee #9015
- Hiring #9023
- Laying Off Employees #9026
- Performance Appraisal #9034
- Performance Measurement #9035
- Retaining Employees #9042
- Developing Employees #9013
- Dismissing an Employee #9015
- Hiring #9023
- Coaching #9007
- Laying Off Employees #9026
- Performance Appraisal #9034
- Performance Measurement #9035
- Retaining Employees #9042

#### Marketing
- Customer Focus #9010
- Marketing Essentials #9029

#### Negotiation
- Negotiating #9031

#### Operations Management
- Process Improvement #9038
- Project Management #9041

#### Organizational Behavior
- Career Management #9005
- Difficult Interactions #9014
- Diversity #9017
- Feedback Essentials #9019
- Global Collaboration #9021
- Leading and Motivating #9027
- Persuading Others #9036
- Stress Management #9045
- Team Leadership #9046
- Team Management #9048
- Virtual Teams #9050

#### Strategy
- Strategic Thinking #9043
- Strategy Execution #9044

[LEARN MORE: hbsp.harvard.edu/hmm](http://hbsp.harvard.edu/hmm)
Negotiating Equity Splits at UpDown
Noam Wasserman; Deepak Malhotra

In this online, team-based role play, students complete an equity-split renegotiation between 3 entrepreneurial business partners. The Role Play offers pre- and post-negotiation polls and agreement terms for each team member. Instructors can use the online tools to track progress, examine responses, and review results for use in a classroom debrief session.

#812701 | Multi-player: 3 roles
Seat Time: 120 minutes

LEARN MORE: hbsp.harvard.edu/roleplays

Available Now:
Indra Nooyi #6077
Tony Hsieh #6078
Mark Zuckerberg #6079
Anita Roddick #6073
Jack Welch #6074
Meg Whitman #6075
Reed Hastings #6076
Sergey Brin, Larry Page, Eric Schmidt #6081

from Leader 360: Mark Zuckerberg

LEARN MORE: hbsp.harvard.edu/elearning

from Online Role Play: Negotiating Equity Splits at UpDown

APPLY FOR PREMIUM EDUCATOR ACCESS—IT’S FREE

Benefits Include: Educator Copies • Teaching Notes • Course Planning Tools • Discounts for Students • Full Free Trial access to eLearning Materials

APPLY NOW educatoraccess.hbsp.harvard.edu
# Academic Discounts for Students

Visit the Harvard Business for Educators web site to access course planning tools and student discounts.

<table>
<thead>
<tr>
<th>Product Type</th>
<th>General Public</th>
<th>Academic Discount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Simulations</td>
<td>$45</td>
<td>$15</td>
</tr>
<tr>
<td>Online Courses</td>
<td>$90–$150</td>
<td>$45–$75</td>
</tr>
<tr>
<td>Online Course Sections</td>
<td>$20–$90</td>
<td>$10–$45</td>
</tr>
<tr>
<td>Online Exercises</td>
<td>$25</td>
<td>$10</td>
</tr>
<tr>
<td>Multimedia Cases</td>
<td>$25</td>
<td>$8</td>
</tr>
</tbody>
</table>

Similar discounts apply to all teaching materials at hbsp.harvard.edu. Prices subject to change without notice.

Annual contracts for academic institutions are also available, which provide additional discounts on course materials.

→ **BUILD A COURSEPACK NOW** [hbsp.harvard.edu](http://hbsp.harvard.edu)

**HERE’S HOW TO SHARE THE DISCOUNT:**

- Register as a Premium Educator at hbsp.harvard.edu.
- Design and activate a coursepack with content from inside and outside the Harvard Business Publishing catalog.
- Provide the unique coursepack URL to students.
- Students receive your academic discount and save up to 60% on course materials.

**CONTACT US**

Customer Service and Tech Support are available 24 hours a day, 7 days a week.

**Customer Service**
1-800-545-7685 (1-617-783-7600 outside the U.S. and Canada)
custserv@hbsp.harvard.edu

**Technical Support**
1-800-810-8858 (1-617-783-7700 outside the U.S. and Canada)
techhelp@hbsp.harvard.edu

Web: hbsp.harvard.edu

Get updates from us on Twitter: @HarvardBizEdu