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Cases, slices of business life, focus on actual problems and decisions facing a company. Students are challenged to put themselves in the protagonist’s place and suggest business strategies, tactics, and solutions.

New Cases

Bruce Allyn: Negotiating with the KGB (A)
Isolated by the KGB in 1980s Moscow, Harvard graduate student Bruce Allyn faced 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. Harvard Business School #914027

Emotion in Negotiations: An Introduction
Learning to recognize and manage emotions can improve many facets of a negotiation—and obtain better outcomes. This background note reviews some of the relevant research on emotion in negotiations and offers advice for dealing with such emotions when the time comes. Harvard Business School #914032

Henry A. Kissinger as Negotiator: Background and Key Accomplishments
This case briefly summarizes the career of U.S. diplomat Henry A. Kissinger and 3 of his most pivotal negotiations: the historic establishment of U.S. diplomatic relations with China, the easing of geopolitical tensions with the Soviet Union, and the mediation of the Sinai disengagement agreement between Egypt and Israel. Harvard Business School #915020

Labour Dispute at Dr. Reddy’s: Tip of the Iceberg in a Globalization Effort
The case describes a dispute between the management of Dr. Reddy’s and a trade union over the employment terms of contract workers. Students explore the dilemmas faced by emerging market firms with an internationalization agenda. Indian School of Business #ISB039

Motorola’s Droid 2: The Product Manager’s Dilemma
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 while having little or no formal authority over them. Kellogg School of Management #KEL772

Negotiating from the Margins: The Santa Clara Pueblo Seeks Key Ancestral Lands
This case describes the approach of the Santa Clara Pueblo, a small Native American tribe in New Mexico, to recover land considered to be an integral part of its ancestral homeland. It describes the evolving strategy of a small, marginal player competing with several powerful interests. Accompanied by 5 video shorts. Harvard Kennedy School #HKS886

Nuclear Power & the Language of Diplomacy: Negotiating a Game-Changing Nuclear Trade Agreement with India
In 2005, U.S. and Indian officials began drafting language for a joint statement to announce the 2 countries’ intention to sign a nuclear trade agreement. This major step reversed 30 years of U.S. foreign policy on this issue and would require extreme care. The parties needed to agree on language that finessed areas of discord well enough to allow the full negotiation to proceed. Harvard Kennedy School #HKS890
Paul Levy: Confronting a Corporate Campaign
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 formulate a strategy and tactics to deal with the impending campaign. *Harvard Business School* #914020

Tommy Koh: Background and Major Accomplishments of the Great Negotiator, 2014
This note highlights the negotiation-related achievements of Ambassador Tommy Koh of Singapore, the recipient of the Program on Negotiation’s Great Negotiator Award. It covers multiparty negotiations, dispute resolution, conference diplomacy, environmental studies, free trade agreements, and international relations. *Harvard Business School* #914021

Volkswagen Navarra, 8th Collective Agreement (A)
Carlos Escobar, director of human resources at Volkswagen (VW) Navarra, has been asked to reduce labor costs for his workforce and to narrow the pay gap with SEAT, another brand in the VW group. Concerned about the task, Escobar consults with the general manager of VW España to inform him of upcoming negotiations with labor unions. *IESE* #IES332

YAAS’s Service Center
This case is about a compensation change at an automotive service company in the Middle East. It covers how team incentive plans differ from individual incentive plans, how perceptions of fairness affect performance and morale, and how bad incentive design leads to dysfunctional behavior. *Harvard Business School* #914049

Zandu Pharmaceutical Works: The Takeover Bid (A)
This case describes the protracted multilevel negotiations involving promoter families of the Indian ayurveda company, Zandu Pharmaceutical Works, and the fast-moving consumer goods company, Emami Group, which made a hostile takeover bid for Zandu in 2008. *Indian School of Business* #ISB045

Popular Cases

**Auction for Burger King (A)**
Paul Walsh, CEO of Diageo, must evaluate bids received in an auction of the Burger King restaurant unit. The case describes how Diageo came to own Burger King, the attempts to turn the unit around, strategic reasons for its sale, the auction process, and various bidders’ tactics to gain advantage in the auction. Four bids with complex terms arrive by the auction deadline. *Harvard Business School* #906012

**Frasier (A)**
This case documents the negotiations between NBC and Paramount Studios to renew the hit television show *Frasier*. Paramount, the studio that produced the show, threatened to move *Frasier* to another network if NBC did not agree to a substantially higher license fee. The case allows students to apply negotiation concepts such as BATNA, reservation price, and ZOPA. *Harvard Business School* #801447

**Freemark Abbey Winery (Abridged)**
Should Freemark Abbey Winery harvest its Riesling grapes immediately or leave them on the vines despite an approaching storm? A bad storm could ruin the grapes, but a light rain could greatly increase the value of the resulting wine. This case can be used to introduce decision trees to students. *Harvard Business School* #606004
Google and the Government of China: A Case Study in Cross-Cultural Negotiations
A negotiation between Google and the Chinese government allows access by Chinese citizens to a high-speed Chinese version of the Google search engine. In return, Google must allow the government to censor access to some sites turned up by the search engine.

The K-Dow Petrochemicals Joint Venture
In 2007, the Dow Chemical Company and the Kuwait Petroleum Corporation announced plans to launch a multibillion-dollar joint venture. Focusing on Dow CEO Andrew Liveris, this case examines the strategic interplay between private negotiations and their public presentation.

Name Your Price: Compensation Negotiation at Whole Health Management (A)
A potential employer asks MBA student Monroe Davies to determine his own compensation package. This case follows Davies and Jim Hummer, president and CEO of Whole Health Management, through a unique recruitment process that raises questions of compensation and employee incentives, negotiation strategy, and human resource management.

Negotiating on Thin Ice: The 2004-2005 NHL Dispute (A)
After months of negotiations to try to end the 2004 National Hockey League (NHL) lockout, NHL Commissioner Gary Bettman threatened to cancel the entire season. This case provides a rich history of the 2 sides’ relationship and an account of the negotiations that led up to the season-cancellation threat.

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ROLE PLAYS
Role Plays help students develop their decision-making skills by setting up realistic business challenges that require students to use negotiation techniques to determine the best possible solutions.

67 Fishpond Land—Confidential Instructions for Buyers
In this role play, 2 parties negotiate the sale of a house. The sellers have recently moved to Silicon Valley but are back in Cambridge, Massachusetts, for a few days. The buyers are 2 MBA candidates who will both graduate this month. Paired with #PON014.

Aerospace Investment: Balancing Venture & Relationship Capital—General Instructions for Both Parties
A venture capital firm is considering a $100 million investment in Earth Escape, an aerospace startup, and the 2 parties must negotiate a term sheet. Role play participants can be scored both on their substantive performance and on the other party’s perception of the relationship. Includes supplements.

Bakra Beverage—Confidential Instructions for Bakra Beverage’s Sales Director
This 2-party negotiation between a beverage manufacturer and a soft drink distributor covers the terms of a potential distribution contract. BebsiCo, a multinational soft drink manufacturer, is eager to sign a new distribution contract with Bakra Beverage, a financially troubled but reputable soft drink distributor in a Middle Eastern country. Paired with #PON054.
Collective Bargaining and Negotiation at the University of Regina: General Overview and Private Information—Faculty
The University of Regina faculty and administration are entering into contract negotiations—only 6 months after settling their previous contract through mediation. Although the 2 parties have both conflicting and compatible interests, their strained relationship complicates the bargaining process. This role play introduces the concept of strategy selection and is paired with role play #W15074. Ivey Publishing #W15075

Indian Steel Ltd: Tri-Party Negotiation—The Buyer (A)
India Steel Ltd. is about to enter into negotiations to buy a plant owned by a large Swedish steel company. Encouraged by a family friend, India Steel’s CEO has hired an Indian consulting firm to go to Sweden and evaluate the offer. This case presents a role play between a buyer, a seller, and a consultant. Ivey Publishing #W14021

MedLee: In Pursuit of a Healthy Joint Venture
Representatives from MedDevice and Lee Medical Supply must conduct preliminary negotiations on 4 issues they consider central to their new joint venture: decision making, staffing, profit distribution, and a conflict resolution mechanism. The U.S.- and Thailand-based companies differ greatly in their corporate cultures. Program on Negotiation at Harvard Law School (PON) #PON323

The Mike and Vicky Case (A): Confidential Instructions for Mike Campbell
This role play is a 2-party negotiation between Vicky Blades, a successful female manager in the private banking industry, and her male boss, Mike Campbell. Topics include Blades’ bonus, her performance, and her potential for promotion in competition against a male colleague. INSEAD #INS384

National Distilleries Corp. (A): An M&A Negotiation Role Play—General Instructions
In this multiparty M&A negotiation, National Distilleries Corporation is the target of 2 competing companies: Liquor America and International Liquor. This role play is ideal for students learning about multiparty negotiations and the importance of process and legitimacy in commercial transactions. INSEAD #INS393

PACRIM Dispute—General Instructions
The small island nations of Indocarta and Hawani both wish to export rice to Fuji, the regional power in the “PACRIM” trading bloc. In a series of one-on-one and tripartite meetings, representatives of the 3 nations must determine how Fuji will import rice, and whether Indocarta and Hawani will cooperate or compete in the effort. Program on Negotiation at Harvard Law School (PON) #PON374

Parker-Gibson—Confidential Instructions for the Parkers
The Parkers and Gibsons own homes on adjacent parcels of land. The Parkers also own a half lot between the 2 properties, which is too small to build on in its own right. The Parkers wish to sell this half lot to the Gibsons. In this role play case, students discover that sale prices vary dramatically when several pairs negotiate simultaneously. Paired with #PON386. Program on Negotiation at Harvard Law School (PON) #PON385

Pulmocit (A): Negotiating Pharmaceutical Products with the Government
This is a 2-party negotiation between a pharmaceutical company and a government agency to decide whether a new medication will be put on the reimbursement list. The pharmaceutical company has a valuable new product, and the government has semimonopolistic power over whether drugs are listed. The role play allows participants to negotiate given the inherent value creation limitations of the setting. INSEAD #INS387
Running a Tight Ship (A): Save the World Foundation Budget Negotiation—Maria Masa—Confidential Instructions

As a promising new hire, Maria has an ambitious mandate to develop an initiative from scratch. But her experienced boss, Milo, is focused on tightly controlling budgets. Disagreement about the budget puts Maria and Milo’s relationship on a collision course. This role play is set at a prestigious global NGO. TN INSEAD #INS390

Sally Soprano I—Confidential Instructions for Sally’s Agent

Sally Soprano is a distinguished opera singer who is somewhat past her prime. The Lyric Opera has a production scheduled to open in 3 weeks, but its lead soprano has become unavailable. Lyric’s representative has requested a meeting with Sally’s agent to discuss the possibility of hiring Sally. Neither knows much about the other’s interests or alternatives. Paired with #PON425. TN Program on Negotiation at Harvard Law School (PON) #PON424

Find more role plays at hbsp.harvard.edu/roleplays

Articles

Articles from Harvard Business Review and other renowned journals provide up-to-the-minute ideas from the best business thinkers.

New Articles

15 Rules for Negotiating a Job Offer

Job negotiations can be complex, but that complexity creates opportunity for people who can skillfully negotiate the terms and conditions of employment. This article outlines key strategies, tactics, and principles that help students address common issues when negotiating with employers. Harvard Business Review #R1404K

Bridging Psychological Distance

In areas such as negotiation and leadership, success depends on bridging something called psychological distance—gaps between yourself and other people (social distance), the present and the future (temporal distance), current locations and faraway places (spatial distance), and imagining something versus experiencing it (experiential distance). Harvard Business Review #R1503J

Contracting from East to West: Bridging the Cultural Divide

When contracting in a global environment, basic cultural differences increase the risk of misunderstandings. This article examines key cultural differences between the U.S. and China and how those differences influence perceptions about contracts and law. Business Horizons #BH634

Managing Ambiguity in Strategic Alliances

Ambiguity is an intrinsic part of strategic alliances, and effective management of it determines how well partners are able to make the alliance work. Alliances are subject to 3 types of ambiguity—partner, interaction, and evaluative. This article examines the mechanisms by which firms can best manage these types of ambiguity to achieve a successful alliance. California Management Review #CMR575

TN Teaching Note Available
Negotiations between Auditors and Their Clients Regarding Adjustments to the Financial Statements
While financial statements are the responsibility of management, they are ultimately a product of collaboration between management and auditors—likely involving negotiations over proposed audit adjustments. This article discusses the implications of prior research in psychology and social psychology in the context of auditor-client management negotiations.

Business Horizons #BH662

Popular Articles

3-D Negotiation: Playing the Whole Game
According to negotiation experts David Lax and James Sebenius, executives face obstacles in 3 common dimensions: tactics, deal design, and setup. Most executives fixate on only the first 2, but 3-D negotiators reshape the scope and sequence of the game itself to achieve the desired outcome. Harvard Business Review #R0311D

Getting Past Yes: Negotiating As If Implementation Mattered
The best deals don’t end at the negotiating table—they begin there. This article asserts that organizations and negotiators must transition from a deal-maker mentality to an implementation mind-set, which sets the stage for a healthy working relationship long after the ink has dried. Harvard Business Review #R0411C

Hidden Challenge of Cross-Border Negotiations
International deal-makers have long bowed to local traditions and etiquette. But negotiators need to understand something deeper than table manners and attitudes about deadlines. They must understand the subtle but powerful ways that culture shapes the governance and decision-making process. Harvard Business Review #R0203F

The Hidden Risks in Emerging Markets
The greatest risk to a company’s foreign assets is not outright seizure but selective regulation and other, less overt policy weapons. As a result, most of the traditional ways to limit risk are no longer effective. Harvard Business Review #R1004H

How to Manage Your Negotiating Team
To negotiate with another party successfully and avoid sabotaging its own efforts, a team must first negotiate internally to align member interests and develop a disciplined bargaining strategy. The authors outline 4 steps to manage a negotiation team and suggest team role play to reinforce these steps. Harvard Business Review #R0909M

Investigative Negotiation
Negotiators often fail because they put too much effort into selling their own position and too little into understanding the other party’s perspective. This article outlines 5 principles of negotiation to help students develop an investigative methodology for negotiation in order to get the best possible deal. Harvard Business Review #R0709D

Negotiating with Emotion
When facing an important negotiation, rigorous preparation is essential. But it’s only half the story. The truth is that passions matter in real-life deal-making and dispute resolution. Good negotiators understand, channel, and learn from their emotions in order to adapt to the situation at hand and engage others successfully. Harvard Business Review #R1301G
The Six Mistakes Executives Make in Risk Management
Instead of trying to anticipate low-probability, high-impact events, managers should reduce their companies’ overall vulnerability to them. Arguing that conventional risk-management textbooks do not prepare students for the real world, the authors identify 6 common mistakes that managers make when confronting risk. Harvard Business Review #R0910G

When to Walk Away from a Deal
Comprehensive due diligence practices are important in good deal-making. Four questions—What are we really buying? What is the target’s stand-alone value? Where are the synergies and the skeletons? And what’s our walk-away price?—can enforce discipline in the due diligence process, helping students learn how to make informed acquisition decisions. Harvard Business Review #R0404F

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Books

Harvard Business Review on Winning Negotiations
This collection of best-selling Harvard Business Review articles helps students forge better deals, uncover the other party’s motives, conquer faulty assumptions, build long-term relationships, make realistic promises, gain an adversary’s trust, and understand when to walk away. Available as an eBook. Harvard Business Review Press #10327

HBR Guide to Negotiating
This guide outlines a collaborative and creative approach to negotiation that results in better outcomes and stronger relationships. This approach works in any situation in which 2 or more parties need to come to terms despite competing interests. Available as an eBook. Harvard Business Review Press #14201

HBR Guide to Office Politics
Employees need to work effectively with their colleagues—even the challenging ones—for the good of the organization and their careers. This book offers guidance on building relationships with difficult people, gaining allies and influence, wrangling resources, moving up without ruffling feathers, avoiding power games and petty rivalries, and claiming credit when it is due. Available as an eBook. Harvard Business Review Press #16547

HBR's 10 Must Reads on Communication (with featured article “The Necessary Art of Persuasion” by Jay A. Conger)
This guide features the Harvard Business Review’s 10 most important articles on communicating effectively and persuasively. Leading experts such as Deborah Tannen, Jay Conger, and Nick Morgan provide the insights and advice managers need to express their ideas with clarity and impact in various situations. Available as an eBook. Harvard Business Review Press #11364

TN Teaching Note Available
Negotiating Outcomes

Negotiating Outcomes helps students prepare, conduct, and close a negotiation successfully. The book includes useful tools, self-tests, and real-life examples to help students identify strengths and weaknesses and hone critical skills. Available as an eBook. Harvard Business Review Press #13256

Chapters

Assess Current Challenges and Opportunities: The Role of Assessment in Successful Negotiation
The authors introduce a criteria assessment key that will help organizations develop their own successful negotiation practice. From Built to Win: Creating a World-Class Negotiating Organization #3258BC

Cultural Intelligence: Chapter 7: Working with Multicultural Groups and Teams
This chapter explores the opportunities and challenges faced by multicultural groups and teams. Topics include conflict resolution, cross-cultural relations, decision making, emotional intelligence, negotiation, and interpersonal communications. From Cultural Intelligence: Living and Working Globally. Berrett-Koehler Publishers #BK0007

Financing New Ventures: Chapter 5: Deal Negotiation and the Deal Agreement
This chapter focuses on the negotiation process that leads to the final stage of investment: a formal agreement. From Financing New Ventures: An Entrepreneur’s Guide to Business Angel Investment. Business Expert Press #BEP258

Negotiation Checklists: Preparation, Value-Creation, and Implementation Checklists
This chapter features a negotiations preparation checklist with questions every negotiator should review with stakeholders before beginning a negotiation; a value-creation checklist that suggests analytical sources of value creation; and an implementation checklist that suggests ways to address surprises and conflicts in the future. From Built to Win: Creating a World-Class Negotiating Organization #3263BC

Trust Building in Intergroup Negotiations: Challenges and Opportunities for Creative Leaders
This chapter examines how resourceful leaders can facilitate building trust between groups in negotiation settings. The authors focus on questions including how should trust be conceptualized in this context? What special barriers to trust exist? And how can leaders creatively stimulate intergroup trust, especially when climates of suspicion prevail? From Crossing the Divide: Intergroup Leadership in a World of Difference #3791BC

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**Entrepreneurship Simulation: The Startup Game**
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 interact with their classmates to negotiate deals, calculate valuation, find the right staffing mix, and debate financial gains versus organizational control. Designed for classes of 20 to 86 students. [TN] The Wharton School, University of Pennsylvania [Seat Time: 60 minutes #WH0001]

“It generated huge student engagement and very positive feedback.”
– Review from the Harvard Business Publishing for Educators web site*

**Finance Simulation: Blackstone/Celanese**
This simulation re-creates the landmark acquisition of Celanese AG by the Blackstone Group in 2003. Students take on the role of Blackstone or Celanese and conduct due diligence, establish deal terms, respond to bids and counterbids, and consider the interests of other stakeholders. [TN] Seat time: 120 minutes #3712

“This is a very stimulating and useful simulation.”
– Review from Harvard Business Publishing for Educators web site*

**Finance Simulation: M&A in Wine Country V2**
Students play the role of CEO at 1 of 3 publicly traded wine producers. Each player evaluates merger and acquisition opportunities among the 3 companies, determines reservation prices and value targets, and negotiates deal terms before deciding to accept or reject final offers. [TN] Seat Time: 90 minutes #4805

**Negotiation Simulation: OPEQ**
In this multi-player simulation, teams of students act as members of an oil production board tasked with setting petroleum production levels for 1 of 3 fictional countries: Alba, Batia, and Capita. The OPEQ simulation allows students to explore the dynamics of cartels and competition, negotiation, best response, Nash equilibrium, and a variety of other negotiation and economic principles. [TN] The Wharton School, University of Pennsylvania [Seat Time: 60 minutes #WH0002]

“Maurice Schweitzer has created an excellent negotiation simulation in OPEQ.”
– Review from Harvard Business Publishing for Educators web site*

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