

GENERAL MANAGEMENT

2016

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CASES

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

Al Islami Foods: Beyond Dubai

In 2014, Al Islami Foods CEO Marwan Al Gareem considers his company's history in Dubai and its growth opportunities within and outside the city. How can Al Islami achieve its goal of becoming "the Nestlé of halal foods"? *Harvard Business School* #315055

Amazon Goes Global

This case reviews Amazon's global expansion from 1998 to 2013. Despite its growth, the company faces unbalanced performance across different markets. How should Amazon approach its international strategy going forward? **TN** *Ivey Publishing* #W14784

Can a Work-at-Home Policy Hurt Morale? (HBR Case Study)

A general manager must decide whether to expand a successful work-at-home pilot program. The head of human resources is worried about low morale among in-office workers and disconnection from at-home workers. This 3-page case is based on an actual case study. Optional expert commentary available. *Harvard Business Review* #R1504X

Dylan Pierce at Hanguk Industries

Dylan Pierce was a star employee at Hanguk Industries' California office, where his being gay was never an issue. But 2 months after his promotion to company headquarters in Seoul, Pierce feels marginalized, and he soon finds himself angry and confused when his new boss suggests that his being gay poses an image problem for the company.

TN *Harvard Business School* #115024

El Sistema: Vision, Process, Impact

This case describes the journey of "El Sistema," a classical music education program in Venezuela that promotes the transformative power of music as a way to improve the lives of disadvantaged children. Students learn how a founder and his team develop and grow a high-performing, sustainable organization despite limited resources. **TN** *INSEAD* #INS976

ElektroSecur: General Manager of an SMB at the Age of 29—(A) The First Six Months

This case looks at Ian Lambert's first year as the new general manager of ElektroSecur, a Canadian company specializing in emergency vehicle technologies. The case presents Lambert's point of view on the challenges he faced in inheriting and trying to turn around a small business. **TN** *HEC Montreal Centre for Case Studies* #HEC097

Humor or Harassment? (HBR Case Study)

In this 3-page case, a recently transferred Turkish accounts manager is offended by her new boss's brash, jokey style. She contemplates lodging a complaint with HR—but that could threaten the success of her team's project. Based on an actual case study. Optional expert commentary available. *Harvard Business Review* #R1506X

Hyundai Motor Company: Design Takes the Driver's Seat

This case explores the history of Korea's Hyundai Motor Company and how design management contributed to the company's rapid rise to become one of the Big 5 global car manufacturers. **TN** *Design Management Institute* #DMI025

Iz-Lynn Chan at Far East Organization (Abridged)

This case describes how to champion and implement organizational change from the middle by recounting the experiences of Iz-Lynn Chan at Singapore's Far East Organization. *Harvard Business School #415033*

Lufthansa 2012

As profitability dips and competitors like Emirates continue their tremendous growth, Deutsche Lufthansa AG, the largest airline group in the world, needs to develop a strategy to sustain and strengthen its competitive position. **TN** *Ivey Publishing #W15243*

McDonald's Japan (A): The Shanghai Hushi Debacle

In July 2014, the expatriate CEO of McDonald's Japan faced a crisis after one of the company's food suppliers was accused of health and sanitation violations. The CEO, who had only recently taken over at McDonald's Japan, urgently needed to turn around the company's situation and deal with the crisis at hand. **TN** *Ivey Publishing #W15400*

Note on Comparative Capitalism

This note provides a basic understanding of some of the differences among capitalist systems. It describes 2 models of comparative capitalism, as well as state capitalism, and provides data for 5 different capitalist systems: China, Germany, Japan, Sweden, and the U.S. *Harvard Business School #315077*

Novell (A): When an Activist Hedge Fund Came Calling on the Board

No corporation and its board of directors is immune to a disruptive shareholder activist attack. The Novell A and B cases take students through a shareholder activist attack and its aftermath—a saga that spanned 5 years. **TN** *Harvard Business School #916404*

Responsibilities to Customers, Module Note

This note explores the different views on what economic, legal, and ethical responsibilities companies owe to their customers. *Harvard Business School #315062*

San Francisco, 2015 #tech #inequality

In 2013, protestors blocked a Google commuter bus in San Francisco. They were angry about economic inequality in the city and the perceived role of tech companies in exacerbating the problem. This case explores what role business can or should have in addressing economic inequality. *Harvard Business School #315076*

Spotify: Face the Music

This case describes the business model of Spotify against the backdrop of a struggling music industry. Students examine the music streaming service's explosive growth, current competition, and future viability. **TN** *IESE Business School #IES473*

Tesla: Internationalization from Singapore to China

Less than a year after Tesla exited Singapore due to poor results, CEO Elon Musk was considering how the company should enter the Chinese market. Could the company learn from its experiences in Singapore and apply this learning to China?

TN *Ivey Publishing #W15349*

Toyota Australia in Peril

When General Motors Holden announces its plan to exit from car manufacturing in Australia, Toyota faces a dilemma amid losses and adverse business conditions. Should it continue as the country's sole vehicle manufacturer, or exit the market? **TN** *Ivey Publishing #W15108*

WeChat: A Global Platform?

WeChat quickly grew to become the most popular messaging app in China. But despite its size and ambition, few people outside China had ever heard of it. Could WeChat break out of its home market and offer the rest of the world something that its competitors could not? *Harvard Business School #615049*

Popular Cases

GE's Talent Machine: The Making of a CEO

GE believes its ability to develop management talent is a core competency that gives it a sustainable competitive advantage. This case traces the development of GE human resource policies and practices under 5 postwar CEOs. Among other topics, it explores how talent development is embedded in ongoing management responsibilities.

TN *Spreadsheet supplement available. Harvard Business School #304049*

Global Wine War 2009: New World versus Old

The case contrasts the tradition-bound Old World wine industry with the market-oriented New World producers in the battle for the U.S. market, the most desirable export target in 2009 due to its large, fast-growing, high-priced market segments.

TN *Harvard Business School #910405*

“This case provides insight into the realities of international markets and trade. Students gain an understanding as to the challenges incumbents face when international competitors arrive.”

— Review on the HBP for Educators web site*

McDonald's (in 2013): How to Win (Again)?

Facing tough economic conditions, health concerns from customers, and new and existing competitors, incoming McDonald's CEO Don Thompson must decide the next strategic moves for the company. Thompson wants to focus on improving the menu, the customer experience, and the McDonald's brand. **TN** *McGraw-Hill #MH0021*

P&G Japan: The SK-II Globalization Project

The new P&G CEO introduces an enterprise-wide reorganization that places strategic emphasis on product innovation instead of geographic expansion. The resulting shift in power from local subsidiary to global business management affects Paolo de Cesare as he takes over P&G Beauty Care in Japan.

TN *Spreadsheet supplement available. Harvard Business School #303003*

“This case is so much fun to teach. I have used it four times now and it never gets old.”

— Review on the HBP for Educators web site.*

Pandora Radio: Fire Unprofitable Customers?

Pandora Radio is at a crossroads. A well-known VC has advised getting rid of unprofitable customers, but founder Tim Westergren is not sure that such action is consistent with the company's business model. Can the Pandora model work when a significant percentage of its users cause it to lose money? **TN** *Harvard Business School #610077*

“The case was highly relevant to the students and they enjoyed researching the questions I created and assigned in order to link the case directly to our course content.”

— Review on the HBP for Educators web site*

Pepsi-Lipton Brisk

This case showcases key decisions in promoting the relaunch of Brisk, a ready-to-drink iced tea by Pepsi-Lipton. The decisions are creative, media, and metrics selection. It also deals with budget allocation to traditional media (television) and new media (viral ads and social).

TN *Harvard Business School* #512011

Pierre Frankel in Moscow (A): Unfreezing Change

A young and upcoming French executive in a global technology company is sent to Moscow as deputy managing director to turn around the Russian subsidiary. But 3 months into his assignment, Pierre Frankel's efforts had yet to show tangible results.

TN *Harvard Business School* #312070

Silvio Napoli at Schindler India (A)

A young Italian MBA working for a Swiss multinational is sent to India to establish a subsidiary and implement the strategy he prepared at headquarters. This case focuses on 3 core strategic decisions he must make as his plan is challenged by the local Indian management team and Schindler's European suppliers. **TN** *Spreadsheet and video supplements available.* *Harvard Business School* #303086 

Zappos.com: Developing a Supply Chain to Deliver WOW!

In less than 10 years, Zappos had become the world's largest online retailer of shoes, with approximately \$1 billion in annual gross sales. At the dawn of the 2008 economic recession, amid questions about new product lines and scalability, the company considered how to position itself for the future. **TN** *Stanford University* #GS65

→ [Find more cases at hbsp.harvard.edu](https://hbsp.harvard.edu)

BRIEF CASES

Rigorous and compact, Brief Cases from Harvard Business School present realistic management challenges for students to discuss. Audio versions are available for select Brief Cases to aid in student preparation.

Applied Research Technologies, Inc.: Global Innovations Challenges

A unit manager at a diversified technology company must decide whether to request \$2 million in project funding from the division VP. Meanwhile, the VP must decide whether to shut down the unit. **TN** #4168 

Calveta Dining Services, Inc: A Recipe for Growth

The company founder's son has a directive from his father to double revenue within 5 years—but he must also maintain Calveta's distinctive pro-employee culture. **TN** #4261 

Clayton Industries, Inc.: Peter Arnell, Country Manager for Italy

The country manager of a U.S.-based HVAC company must solve a range of problems that go against the firm's strategic plans. Constraints include a depressed economy, difficult union relations, rising materials prices, and intense competition.

TN *Student and instructor spreadsheets available.* #4199 

A Day in the Life of Alex Sander: Driving in the Fast Lane at Landon Care Products

A new product manager at a cosmetics firm has drive and talent but also an intolerant style that alienates fellow employees. A supervisor hopes a 360° performance review can help.

TN #2177 

“This case is excellent for exploring gender assumptions, in addition to talking about working with and supervising a headstrong, egocentric employee. The in-class revelation always produces interesting reactions.”

— Review on the HBP for Educators web site*

NEW! DRW Technologies

Before he has even met his team, new procurement manager Ed Claiborne is assigned the task of cutting procurement costs and messaging the news to the company. Sent via email, his message is met with unexpected results. This short but powerful case is appropriate for courses in leadership, HR management, organizational behavior, general management, and management communication. The case is also ideal for students who are new to the case method. **TN** #916535 

Evergreen Natural Markets 2012

Kathleen Norton, the CEO of a successful food retailer with a track record of growth through local acquisition, has her leadership skills tested when her company purchases 7 stores outside of the home base. **TN** #4450 

Sugar Bowl

Shelby Givens, the Westlake Lanes general manager, has successfully transformed her family-owned bowling alley into an urban lounge called Sugar Bowl. When investors offer to buy the business, Givens must evaluate whether she should accept the offer or retain involvement in the venture she worked so hard to create.

TN *Student and instructor spreadsheets available.* #913537 

Westlake Lanes: How Can This Business Be Saved?

A general manager tries to improve a failing business that is owned and operated by her family. She uses her recent MBA training to devise a short-term turnaround strategy while also proposing a longer-term transformation plan to the board.

TN *Student and instructor spreadsheets available.* #4431 

“I would recommend this case to anyone that is teaching an undergraduate course. Had positive reviews from students and judges at our case competition.”

— Review on the HBP for Educators web site*

→ Find more Brief Cases at hbsp.harvard.edu/briefcases

MULTIMEDIA CASES

Available online, Multimedia Cases put students in the center of business dilemmas by bringing concepts to life with animated charts, audio, and video segments.

GE's Two-Decade Transformation: Jack Welch's Leadership

After briefly describing GE's heritage and Welch's transformation of the company's business portfolio of the 1980s, the case chronicles Welch's revitalization initiatives through the late 1980s and 1990s. It focuses on 6 of Welch's major change programs. #301040

Leaders Who Make a Difference: Joel Klein's Transformation of NYC's DOE, Day 1

Joel Klein takes over the New York City public schools as chancellor. On his first day at the job, he begins to reform the nation's largest school system by depoliticizing it, rationalizing its management, and confronting the union in an effort to put the focus on student needs and not the system. Instructor version available online. **TN** #311705

Leaders Who Make a Difference: Sam Palmisano's Smarter IBM: Day 1

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. **TN** #311705

Leadership, Culture, and Transitions at lululemon

Highlights the fundamental tensions that entrepreneurial companies and their leaders face when going to scale: balancing rapid growth with the need to leverage their organizational architecture and culture as the firm evolves. **TN** #410705

"Students truly enjoyed this case. It covers more than change. We used it to discuss organizational and leadership characteristics and strategy. The videos were well done and highly engaging."

— Review on the HBP for Educators web site*

Paul Levy: Taking Charge of the Beth Israel Deaconess Medical Center

In 2002, Paul Levy became CEO of the struggling Beth Israel Deaconess Medical Center. This case presents users with an unvarnished view of the details of day-to-day general management through the eyes of Levy. **TN** #303058

Terror at Taj Bombay: Customer-Centric Leadership

On November 26, 2008, terrorists launched a series of attacks in Mumbai, India, including an attack at the Taj Mahal Palace and Tower. Following the crisis, the staff at the Taj received praise for their selfless actions in placing the safety of the guests ahead of their own.

TN #511703

→ [Find more Multimedia Cases at hbsp.harvard.edu/elearning](https://hbsp.harvard.edu/elearning)

ARTICLES

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

New Articles

The Art of Giving and Receiving Advice

Seeking and giving advice are central to effective leadership, and they require emotional intelligence, self-awareness, diplomacy, and patience on both sides. But managers tend to view these competencies as "gifts" that one either has or lacks. The authors argue instead that they are practical skills one can learn and apply to great effect.

Harvard Business Review #R1501D

The Authenticity Paradox

Authenticity is the new gold standard for leadership. But people too often use it as an excuse for sticking with what's comfortable. In order to grow, managers need to experiment, adapt, and move beyond their comfort zones. *Harvard Business Review* #R1501C

Build an Innovation Engine in 90 Days

In this article, the authors explain how a company can build a “minimum viable” innovation function in just 3 months. Drawing on the experiences of a financial services firm, a water utility, a hospital, and a nonprofit, they describe how to ensure that good ideas are encouraged, identified, shared, prioritized, resourced, and developed.

Harvard Business Review #R1412C

The Discipline of Business Experimentation

The data that firms already have can't tell them how customers will react to innovations. To discover if a truly novel concept will succeed, companies must subject it to a rigorous experiment. *Harvard Business Review* #R1412D

Get the Boss to Buy In

Middle managers glean valuable insights from their contact with customers, suppliers, and colleagues—but they often struggle to sell their ideas to decision makers at the top. As a result, their organizations miss out on key opportunities and solutions. This article presents 7 tactics that successful managers use to gain buy-in. *Harvard Business Review* #R1501E

Getting Virtual Teams Right

Virtual teams are on the rise, but geographic separation can make it challenging for dispersed teammates to communicate and collaborate. This article describes how, with the right members, leadership, touchpoints, and technology, virtual teams can unlock their potential and even outperform their face-to-face counterparts. *Harvard Business Review* #R1412J

Leadership Across Cultures

This chart shows the percentage of leaders in 7 global regions—the U.S., the Middle East, India, Latin America, sub-Saharan Africa, Europe, and China—who demonstrated strength in a range of hard and soft skills. *Harvard Business Review* #F1505Z

Leading Your Team into the Unknown

Nathan Furr and Jeffrey H. Dyer describe how innovation leaders can create a sustainable competitive advantage by creating an organization that can learn from mistakes faster, more efficiently, and more consistently than competitors do. *Harvard Business Review* #R1412E

A Second Chance to Make the Right Impression

Not coming across as you intend—particularly in your first encounter with someone—can cause big problems. Bad first impressions are often not either party's fault, however, but a result of unconscious biases in the way people perceive one another. By understanding these biases, you'll find it easier to come across as you intend and be seen in a favorable light. *Harvard Business Review* #R1501J

What Successful Project Managers Do

Traditional approaches to project management emphasize long-term planning and a focus on stability to manage risk. But today, managers leading complex projects often combine traditional and “agile” methods to give them more flexibility—and better results.

MIT Sloan Management Review #SMR519

You Need an Innovation Strategy

Many companies fail at innovation because they fail to align their innovation efforts with the overall business strategy. An effective innovation strategy must address how innovation will create value for potential customers, how the company will capture a share of that value, and what types of innovation to pursue. *Harvard Business Review* #R1506B

Popular Articles

Collective Genius

To build an organization that is capable of innovating continually over time, leaders must create a community that is both willing and able to innovate. To be willing, that community must share a sense of purpose, values, and rules of engagement. To be able, the organization must be capable of creative abrasion, creative agility, and creative resolution.

Harvard Business Review #R1406G

Connect, Then Lead

Machiavelli said “It is much safer to be feared than loved,” but a growing body of research suggests that warmth is the first conduit of influence: it facilitates trust and the communication and absorption of ideas. *Harvard Business Review* #R1307C

Contextual Intelligence

Best practices don’t travel well across borders. Successfully applying management practices across geographies requires contextual intelligence: the ability to understand the limits of one’s knowledge and adapt that knowledge to a different context from the one in which it was acquired. *Harvard Business Review* #R1409C

Do You Have a Well-Designed Organization?

Creating a new organizational structure is one of the toughest—and most politically explosive—challenges an executive faces. This article presents 9 tests that can be used to evaluate an existing organization design or create a new one. *Harvard Business Review* #R0203K

How to Give a Killer Presentation

In this article, the curator of the TED conference series shares 5 keys to great presentations. As long as the substance of the presentation is solid, a speaker’s delivery can be transformed from muddled to mesmerizing in a matter of hours. *Harvard Business Review* #R1306K

The Innovator’s DNA

How do visionary entrepreneurs and business leaders come up with groundbreaking ideas? In this article, Jeffrey H. Dyer, Hal B. Gregersen, and Clayton M. Christensen reveal how innovative entrepreneurs differ from typical executives. The authors’ study demonstrates that 5 “discovery skills” distinguish the most creative executives.

Harvard Business Review #R0912E

What You Don’t Know About Making Decisions

Most leaders go about the decision-making process in the wrong way, taking an “advocacy” approach rather than one based on open discussion and “inquiry.” This article explores the benefits of inquiry, and how managers can master the approach by fostering constructive conflict, true consideration, and timely closure. *Harvard Business Review* #R0108G

“Wonderful article. Breaks the traditional barrier of shoot-from-the-hip decision-making and moves one toward a system of rational and well-structured decisions. A must for anyone in business or desiring to move into management.”

— Review on the HBP for Educators web site*

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BOOKS & CHAPTERS

Many academic titles from Harvard Business Review Press are now available as eBooks. Each eBook title is available as a PDF and comes with a full-text Educator Copy available to registered Premium Educators on the HBP for Educators web site.

Books

Act Like a Leader, Think Like a Leader

Busy managers often find it hard to carve out time from their day jobs to work on their leadership skills. In this book, INSEAD's Herminia Ibarra illustrates how managers and executives at all levels can improve their leadership by making small but crucial changes in their jobs, their networks, and themselves.

Available as an eBook. Harvard Business Review Press #10953

HBR's 10 Must Reads 2016: The Definitive Management Ideas of the Year from Harvard Business Review

This book draws on the best ideas, insights, and best practices from the *Harvard Business Review* over the past year. With authors from Marcus Buckingham to Herminia Ibarra and company examples from Google to Deloitte, this volume highlights the latest, most significant thinking driving business today.

Available as an eBook. Harvard Business Review Press #15025

No One Understands You and What to Do About It

Subtle biases color our everyday interactions by distorting our perceptions of others and their perceptions of us. Based on decades of research in psychology and social science, this book explains how these biases affect our interactions and how they can be managed.

Available as an eBook. Harvard Business Review Press #13874

Return on Character: The Real Reason Leaders and Their Companies Win

Leadership character matters for organizational success. Although this theory is not new, hard evidence has been notably absent from the debate. *Return on Character* addresses this gap by providing powerful data that demonstrate the connection between character, leadership excellence, and organizational results.

Available as an eBook. Harvard Business Review Press #16899

Smart Choices: A Practical Guide to Making Better Decisions

Smart Choices offers a road map for making better and more impactful decisions. The authors' step-by-step approach teaches leaders how to evaluate their plans, break down potential decisions, identify key drivers, apply systematic thinking, and use the right information to make the smartest choice.

Available as an eBook. Harvard Business Review Press #15040

Standout 2.0: Assess Your Strengths, Find Your Edge, Win at Work

To get the most out of employees, you must build on their strengths. This idea has become conventional wisdom, but the tools and systems inside organizations remain remedial and focused on finding and plugging gaps. This book helps managers identify their and their colleagues' strengths—and act on them.

Available as an eBook. Harvard Business Review Press #15033

What You Really Need to Lead: The Power of Thinking and Acting Like an Owner

In this book, Robert Steven Kaplan argues that leadership begins with an ownership mind-set. *What You Really Need to Lead* then provides a series of tools and techniques to help managers take actions that fit their unique styles and further their personal and organizational aspirations. *Available as an eBook. Harvard Business Review Press #15007*

Why Should Anyone Work Here?: What It Takes to Create an Authentic Organization

To be successful, leaders must design organizations to attract the right people, keep them, and inspire them to do their best work. Using vivid examples, this book illustrates the kind of strong, attractive workplace culture that leads to sustained high performance.

Available as an eBook. Harvard Business Review Press #13959

The Wisdom of Teams: Creating the High-Performance Organization

This is the definitive work on how to create high-performance teams in any organization. Using engaging case studies and testimonials from both successful and failed teams, the authors explain the dynamics of teams both in great detail and with a broad view.

Available as an eBook. Harvard Business Review Press #15042

Chapters

Competitive Advantage: The Value Chain and Your P&L—Applying Michael Porter’s Value Chain Framework to Your Business

This chapter introduces one of Michael Porter’s seminal frameworks, the value chain—the sequence of activities a company performs to design, produce, sell, deliver, and support its products or services.

From Understanding Michael Porter: The Essential Guide to Competition and Strategy. Harvard Business Review Press #8890BC

Don’t Forget Your Boss: Make the Most of This Critical Relationship—Why Managing Your Boss Is Key to Becoming a Great Boss Yourself

Managing up is important because bosses play a pivotal role in a manager’s success or failure. This chapter explores that crucial relationship, including perspective on how a manager’s relationship with his or her boss can affect his or her access to information, resources, influence, advice, personal development, and career support.

From Being the Boss: The 3 Imperatives for Becoming a Great Leader. Harvard Business Review Press #7321BC

The Five Forces: Competing for Profits—Understanding Michael Porter’s Best-Known Framework

In this chapter, Michael Porter’s longtime editor and colleague Joan Magretta describes each of the “five forces” and explains how to assess its strength in a company’s competitive context.

From Understanding Michael Porter: The Essential Guide to Competition and Strategy. Harvard Business Review Press #8889BC

Good Writing: It Begins with Principles

Effective communication and good writing rest on a foundation of basic principles. This chapter outlines several of the simple principles that govern good written communication.

From Harvard Business Essentials: Business Communications. Harvard Business Review Press #6853BC

Why Every Company Needs Evidence-Based Management

This chapter introduces the ideas behind evidence-based management and shows how managers and their companies can profit by turning this management technique into a way of thinking.

From *Hard Facts, Dangerous Half-Truths, and Total Nonsense: Profiting from Evidence-Based Management*. Harvard Business Review Press #2561BC

→ Find more books and chapters at hbsp.harvard.edu/ebooks

EXERCISES

An exercise illustrates one or more 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.

New Venture Exercise: The Food Truck Challenge

In this online exercise, students work in small teams to try to run a successful food truck. Teams attempt to maximize profit over several simulated weeks while considering the trade-offs between analysis, experimentation, and scale. The exercise teaches students about the value of learning by doing, prototyping, and willingness to fail. It is ideal for discussions of innovation, product development, design thinking, team learning, lean startup, marketing, and organizational learning. **TN** Seat Time: 30 minutes #7201

SIMULATIONS

Online simulations present real-world management challenges for students and encourage classroom interaction and discussion. Results are available immediately for a comprehensive debrief session. All simulations include a detailed Teaching Note.

Change Management: Power and Influence V2

In the second release of this single-player 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. Students choose among up to 18 change levers as they attempt to move members of the organization from awareness to adoption. **TN** Seat Time: 90 minutes #4345

“This simulation was a very useful exercise to not only try out different types of influence “levers,” but also to explore how to effectively time and sequence those efforts as well--all in the context of a major organizational change initiative.”

— Review on the HBP for Educators web site*

NEW! Data Analytics Simulation: Strategic Decision-Making

Created by Tom Davenport, renowned thought leader on big data, this single-player simulation teaches students the power of analytics in decision-making. Acting as the brand manager for a laundry detergent, students are tasked with turning around the brand's performance by using sophisticated analytic techniques to understand current issues and determine the best strategy for improving performance. Students will be asked to predict market demand, set the channel price, make formulation decisions, determine promotional spending strategy, and communicate their strategy effectively to their managers. The simulation makes use of consumer data informed by a multinational consumer goods company. **TN** Seat Time: 75 minutes #7050

Leadership and Team Simulation: Everest V2

Winner of the 16th Annual MITX Interactive Award in eLearning. In the second release of this bestselling simulation, students learn group dynamics and leadership through the dramatic setting of a Mount Everest expedition. Students are assigned 1 of 5 roles on a team of hikers; as they attempt a climb to the summit, they must reach individual goals while also sharing information to maximize group achievement. **TN** *Now available in Spanish #7000-HTM-SPA
Seat Time: 120 minutes #7000

“Excellent tool to observe the leadership and team work in action. Participants get really involved in the simulation and they behave like in a real life experience.”

— Review on the HBP for Educators web site*

Organizational Behavior Simulation: Judgment in a Crisis

Created by Michael A. Roberto, the co-author of *Leadership and Team Simulation: Everest*, this single-player simulation explores cognitive bias and decision-making during a crisis. Matterhorn Health has launched the GlucoGauge blood glucose monitor with high expectations, but customers are reporting accuracy problems with the device. Acting as product managers, students receive a rapid series of emails, video messages, and voicemails about the problem and must make recommendations about how to respond.

TN Seat Time: 60 minutes #7077

→ Find more simulations at hbsp.harvard.edu/simulations

ONLINE COURSES

Online Courses introduce complex subjects and can be used in advanced undergraduate business courses, as prematriculation requirements for MBAs, or as homework over a semester or year. Online Courses are available as complete courses or in sections.

Management Communication Online Course

This Online Course covers 3 key topics in business communications: planning, writing, and presenting. It follows 2 managers as they face various communication challenges on the job. The course includes more than 30 expert videos, 50 interactive exercises, writing and audio examples, checklists, and templates, and each section concludes with an exam. **TN**

- Complete Course #4337 • Seat Time: 18-22 hours
- Writing in Business Section #4341 • Seat Time: 12-14 hours
- Presenting in Business Section #4343 • Seat Time: 12-14 hours

Mathematics for Management Online Course

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. **TN**

- 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

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 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. **TN**

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

Spreadsheet Modeling Online Course: Excel 2013

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 beginning 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. **TN** *Also available: Spreadsheet Modeling: Excel 2007*

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

→ [Find more Online Courses at hbsp.harvard.edu/onlinecourses](https://hbsp.harvard.edu/onlinecourses)

Case Startup Kit

The Case Startup Kit recommends cases ideal for teaching as a “first case” for aspiring case teachers, with cases selected for their brevity, ease of use, and teachability. Each case comes with a Teaching Note. Cases for General Management include:

- Applied Research Technologies, Inc.: Global Innovation’s Challenges #4168
- Calveta Dining Services, Inc.: A Recipe for Growth? #4261
- Clayton Industries, Inc.: Peter Arnell, Country Manager for Italy #4199
- A Day in the Life of Alex Sander: Driving in the Fast Lane at Landon Care Products #2177
- Demand and Supply Forecasting at Air Products—Electronics Specialty Materials #107018
- Forecasting the Adoption of E-Books #505063

→ Find more Case Startup Kit cases at hbsp.harvard.edu/casestartupkit

Textbook Case Maps

Textbook Case Maps match cases to the leading business textbooks on a chapter-by-chapter basis. Maps are prepared by experienced editors at Harvard Business Publishing and suggest several cases for each chapter.

- Bateman & Snell: Management (McGraw-Hill)
- Certo: Modern Management (Prentice Hall)
- Gomez-Mejia, Balkin & Cardy: Management (McGraw-Hill)
- Hill: International Business: Competing in the Global Marketplace (McGraw-Hill)
- Hill: Global Business Today (McGraw-Hill)
- Robbins & Coulter: Management (Prentice Hall)

Syllabi

This list of Harvard Business Publishing books and eLearning materials with associated course outlines helps instructors choose additional reading material for their courses.

- Conquering the Chaos: Win in India, Win Everywhere
- Higher Ambition: How Great Leaders Create Economic and Social Value
- Management Communication Online Course
- Reinventing Project Management: The Diamond Approach to Successful Growth and Innovation
- What I Didn’t Learn in Business School: How Strategy Works in the Real World

→ Find more Syllabi at hbsp.harvard.edu/syllabi

Course Modules

Course Modules offer a road map to the best teaching materials, with recommendations on how to organize them. Each module suggests 4-6 items plus alternate suggestions. A popular module in General Management is:

- Great Business Leaders: The Importance of Contextual Intelligence

→ Find more Course Modules at hbsp.harvard.edu/coursemodules

VIDEO SHORTS

These free, short videos are all under 10 minutes long and illustrate a case's central learning objective. The streaming video is available to registered Premium Educators at hbsp.harvard.edu. Cases with Video Shorts include:

- Allianz (A1): An Insurer Acquiring a Bank? #305013
- Children's Hospital and Clinics (A) #302050
- General Electric's 20th Century CEOs #406118
- HCL Technologies (A) #408004
- Merloni Elettrodomestici: The New Century Begins #303062

→ Find more Video Shorts at hbsp.harvard.edu/videoshorts

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- Time Management
- Writing Skills

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Case Analysis Coach

IDEAL FOR STUDENTS NEW TO CASE LEARNING

The Case Analysis Coach is a self-paced tutorial that offers a concise introduction to the key concepts required for the analysis of business case studies. Delivered entirely online, the tutorial offers a framework that will prepare students for situations including formal presentations, written reports, “cold calls” during classroom discussion, and final exams.

The tutorial requires students to interpret both qualitative and quantitative data and develop short- and long-term action recommendations. It also includes a Case Analysis Worksheet that students can use repeatedly to analyze actual cases assigned for coursework.

Introduction to Case Analysis
One Approach to Case Analysis

The figure to the left describes the general approach to case analysis used in this tutorial. It's by no means the only approach that exists, but it's a worthwhile one to try as you get started.

- Getting Oriented
- Identifying Problems
- Performing Analysis
- Action Planning

< Previous Continue >

Introduction to Case Analysis Getting Oriented Identifying Problems Performing Analysis Action Planning

Seat Time:
30-120 minutes
(depending on the depth of analysis desired)

#4380

Education for Judgment

The Case Method is sometimes called “Education for Judgment.” This description emphasized a truth about case analysis: You have to make your own judgments about what to do next. What to pay attention to and what to disregard. There’s no magic formula, thus no unambiguously right or wrong next step.

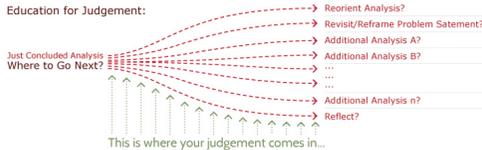
At this point, you’ve gotten oriented and done a careful read, so you’ve got all the facts “on the table.”

Now what do you do?

This is one of the most difficult moments in case analysis—you need to begin to structure your investigation.

What you do next depends on your own judgment, how you decide to structure your investigation, based on your assessment of how this particular case’s structure, and how it has revealed its meaning so far.

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