

# INTERNATIONAL BUSINESS

**2017**

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- Public Education Leadership Project
- *Rotman Management Magazine*
- Social Enterprise Knowledge Network
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## CORE CURRICULUM

**Core Curriculum Readings** cover the fundamental concepts, theories, and frameworks that students must study. Authored by faculty at Harvard Business School, Readings are approximately 20-30 pages each and many include video clips and Interactive Illustrations that allow students to experiment and quickly master complex theories. Teaching support includes a Teaching Note, review questions, and exhibit slides. The 2 Readings below are relevant to topics in International Business:

- Entrepreneurship Reading: Launching Global Ventures #5277
- Strategy Reading: Competing Globally #8123

→ See all Core Curriculum Readings: [hbsp.harvard.edu/corecurriculum](https://hbsp.harvard.edu/corecurriculum)

## 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

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#### **A 30-Year Cross-Border Alliance in China—Chongqing Jianshe Motorcycle Co. and Yamaha Motor Co.**

This case examines the transnational collaboration between Chongqing Jianshe Motorcycle Co. and Yamaha Motor Co. from the 1980s to 2010s. It highlights the challenges faced by cross-border joint ventures and the key factors that shape their potential.

**TN** *ABCC at Nanyang Tech University* #NTU073

#### **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 now approach its international strategy? **TN** *Ivey Publishing* #W14784

#### **Global Asset Allocation: Investing in a Time of Debt, Deficits, and Quantitative Easing**

In a world of debt, deficits, and quantitative easing, could Lynda Chen's pension fund rely on a 7% expected return? Within the context of a global macroeconomic analysis, students form 5-year expected returns for major asset classes. Spreadsheet supplement included.

**TN** *Darden School of Business* #UV7109

#### **Higher Education in China: Internationalization in Turbulent Times**

This background note describes higher education in China with a focus on university governance, funding, faculty policy, admissions systems, and internationalization since 2000. *Harvard Business School* #316066

#### **Indian Rupee Crisis of 2013**

The announcement of a "tapering" of quantitative easing by the U.S. Federal Reserve triggered huge capital outflows from emerging markets, resulting in turmoil in financial markets around the world. By August 2013, India's economic growth had slowed and the rupee had depreciated to an all-time low, leaving analysts to wonder whether the much-touted "India growth story" was over. **TN** *Ivey Publishing* #W15525

### **Is a Promotion Worth Hiding Who You Are? (HBR Case Study)**

An ambitious young manager has an opportunity to move up to a job at headquarters in Korea. But he would be moving from the company office in San Francisco, where his being gay hasn't been a problem. This 3-page case is based on an actual case study. Optional expert commentary available. *Harvard Business Review* #R1510X

### **Kassatly Chtaura: Time to Expand Abroad?**

A family-owned beverage company in Lebanon faces a dilemma. Despite the company's strong revenues and market share, sales have hit a plateau. Is it time to invest in international markets, especially considering the uncertain political situation in Lebanon? Or should the company stay put and expand operations in its home country?

**TN** *Ivey Publishing* #W15492

### **Looking Inside: Intel and Conflict Minerals**

Aware that its demand for the "conflict minerals" tantalum, tin, tungsten, and gold was contributing to deadly conflict in Africa, Intel aimed to develop a transparent and conflict-free mineral supply chain. **TN** *Stanford University* #ETH5

### **Nestlé Ice Cream in Cuba**

Nearly 2 decades after Nestlé's decision to enter the Cuban market, it was unclear whether the investment had been successful. This case helps students understand market conditions in Cuba, analyze strategies for entering new markets, and estimate financial results using limited data. PowerPoint supplement included. **TN** *Kellogg School of Management* #KEL919

### **Nestlé SA: Nescafé Plan in China**

The Nescafé Plan was Nestlé's long-term global initiative aimed at ensuring sustainable practices in the farming, production, and consumption of coffee. The manager for the project considers how to roll out the Nescafé Plan in China. **TN** *Ivey Publishing* #W15636

### **Setting the Standard in Free Trade: The Making of the Transatlantic Trade and Investment Partnership**

In 2013, negotiators from the E.U. and U.S. began talks on the Transatlantic Trade and Investment Partnership. Could the negotiating team rewrite the rules of transatlantic trade? *Harvard Kennedy School* #KS1142

### **Tesla: Internationalization from Singapore to China**

Elon Musk, the CEO of Tesla Motors, considers how the company should enter the Chinese market. Less than a year earlier, Tesla exited Singapore after only 6 months due to disappointing results. How could Tesla prevent a repeat of the Singapore experience in China? **TN** *Ivey Publishing* #W15349

### **Uber Technologies, Inc.: Global Strategies, Local Challenges**

Uber is controversial everywhere it goes. Some see the company as scrappy, while others think its conduct is abrasive, unethical, or downright illegal. Students analyze how technology can impact business models and assess the challenges of adhering to an ethical plan in the face of an agile business environment.

**TN** *WDI Publishing at the University of Michigan* #W04C43

### **The U.S. China Wind Power Dispute**

In 2010, Chinese policies to promote wind turbine manufacturing were resulting in significant loss of market share for U.S. and other foreign manufacturers. Such policies violated WTO rules, but foreign firms like General Electric hesitated to raise the issue for fear of retaliation by the Chinese government. As a result, the United Steel Workers of America trade union brought the dispute to the WTO. **TN** *Thunderbird School of Global Management* #TB0437

### **Walton: Building a Global Brand through Internationalization**

The Walton Group used tax incentives and low labor costs in its native Bangladesh to increase value and pursue rapid international expansion. Yet cost competitiveness alone was not enough for the company to achieve its goals. How could Walton compete with international brands and become a household name worldwide? **TN** *Ivey Publishing* #W16054

### **WeChat: A Global Platform?**

Originally developed as a lightweight messaging platform, WeChat quickly grew to become the most popular messaging app in China. But could the company break out of its home market and be competitive in the rest of the world? **TN** *Harvard Business School* #615049

### **Xiaomi, Inc.: The Rise of a Chinese Indigenous Competitor**

Xiaomi is changing the smartphone landscape in China and potentially the world. Since its founding in 2010, Xiaomi has ridden a cost-leadership strategy to become the world's third-largest smartphone company after Apple and Samsung.

**TN** *Thunderbird School of Global Management* #TB0417

## **Popular Cases**

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### **The Euro in Crisis: Decision Time at the European Central Bank**

This case traces the evolution of the European Central Bank, especially the bank's response to the 2008-2010 financial crisis and its 2010 decision on the purchase of Greek sovereign debt. Students learn about monetary policy, crisis management, and financial management.

**TN** *Harvard Business School* #711049

### **Google in China (A)**

In January 2010, Google threatened to stop censoring its search results on its google.cn web site, as required by Chinese authorities. Should Google exit China or attempt a compromise with the Chinese government? **TN** *Harvard Business School* #510071

### **IKEA's Global Sourcing Challenge: Indian Rugs and Child Labor (A)**

A newly appointed product manager learns that a German TV documentary is about to be broadcast showing the use of child labor at one of IKEA's rug suppliers. This comes as a surprise less than a year after the company added a clause to its supply agreement strictly forbidding any use of child labor. **TN** *Harvard Business School* #906414

*"Excellent teaching and learning experience for me and the students."  
— Review on the HBP for Educators web site\**

### **Jurlique: Globalizing Beauty from Nature and Science**

Complications arise after an Australia-based natural beauty brand is acquired by a large Japanese skincare company. In addition to the complexities of integrating the 2 firms, the practice of testing products on animals—previously eschewed by Jurlique but mandated in certain international markets—becomes a flashpoint for criticism on social media.

*Harvard Business School* #314087

### **Language and Globalization: "Englishnization" at Rakuten**

The CEO of Rakuten, Japan's largest online retailer, announces a controversial English-proficiency program for all Japanese employees. With a strict deadline and steep consequences for not adopting English, the company suffers a loss in productivity and morale declines. **TN** *Harvard Business School* #412002

### Managing a Global Team: Greg James at Sun Microsystems, Inc. (A)

Greg James, a global manager at Sun Microsystems, Inc., sets out to meet with his entire 43-member customer implementation team—spread across India, France, the United Arab Emirates, and the U.S.—to resolve a dire customer system outage. Rather than finding a swift resolution, he uncovers distributed work and global collaboration issues that threaten to unravel his team. **TN** *Harvard Business School* #409003

“I liked the complexity of the case. It’s one of the best choices toward the end of the class.”  
— Review on the HBP for Educators web site\*

### 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. Spreadsheet supplement available.

**TN** *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.\*

### Tata Communications: Emerging Markets Growth Strategy

Tata’s chief strategy officer must decide whether to pursue an acquisition opportunity in Russia. This case traces the company’s transformation from an Indian public sector monopoly to a global challenger in the telecommunications market. Students discuss corporate strategy and the reasons a firm may decide to pursue international expansion.

**TN** *Indian School of Business* #ISB041

→ [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.**

### Bella Healthcare India

Bella Healthcare India, originally a low-cost manufacturing facility for a U.S.-based cardiology equipment developer, has evolved into its own research and development center. After a failed joint product development effort with its parent company in the U.S., is the Bella Bangalore team ready to launch a new product, and if so, which product should it choose?

**TN** #4440 

### Clayton Industries: Peter Arnell, Country Manager for Italy

In Italy, the new country manager of a U.S.-based HVAC company must solve problems that thwart the home office’s strategic plans. His options are constrained by a depressed economy, difficult union relations, rising materials prices, intense competition, and nationalistic buying preferences. **TN** #4199 

“Good global perspective. Multifaceted management case. Challenges are realistic and timely.”  
— Review on the HBP for Educators web site\*

### **Cottle-Taylor: Expanding the Oral Care Group in India**

Brinda Patel, director of oral care products for the India division of Cottle-Taylor, is developing a data-driven marketing plan for toothbrushes. Her boss, the VP of Marketing, believes her 20% growth forecast is too conservative. Patel must develop a new plan to meet a higher growth rate. Students learn about marketing plans and income statement projections while considering how to increase demand for a consumer product in an emerging market. **TN** #4350 

### **Ethiopia: An Emerging Market Opportunity?**

This case provides an overview of the Ethiopian market and asks students to make recommendations about whether 3 multinational companies—CareCo, ShoeCo, and MedCo—should enter the market, and how. Spreadsheet supplement included. **TN** #915501

### **Kent Chemical: Organizing for International Growth**

With a global expansion strategy placing increasing demands on his organization, the president of Kent Chemical International is proposing a third reorganization effort after 2 failed attempts to better align his business with its U.S.-based parent company. **TN** #4409 

### **Levendary Cafe: The China Challenge**

Levendary Cafe has grown from a small Colorado-based restaurant into a \$10 billion business with international expansion plans. Despite Levendary's solid track record, Wall Street is nervous about the company and its new CEO, Mia Foster. Her first order of business is to address concerns about the Levendary Chinese expansion plan. **TN** #4357 

*"Students liked it very much; learned key aspects of international strategy and management issues."*

— Review on the HBP for Educators web site\*

### **Meli Marine**

An inter-Asian container shipping company is facing an important strategic decision after an interesting acquisition opportunity presents itself—if the board purchases larger ships, should they enter the global Asian-North American shipping business? **TN** #4426 

### **Montreaux Chocolate USA: Are Americans Ready for Healthy Dark Chocolate?**

Andrea Torres leads her team through a market research program to support the development and launch of a new product. This is the first time Montreaux USA, an offshoot of a Swiss confectioner, has created a product specifically for U.S. chocolate consumers.

**TN** #914501 

### **United Cereal: Lora Brill's Eurobrand Challenge**

The European division of a multinational breakfast foods company prepares to launch a new cereal. The division VP must decide whether to make the new cereal the first branded product for the European division and how to create an organizational structure to support the new product strategy. **TN** #413S07 

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

### An Entrepreneur's Journey: Simi Nwogugu

Simi Nwogugu's life path has taken her from childhood in Lagos, Nigeria, to success on Wall Street through 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. **TN** #810701

### Fighting Corruption at Siemens

On November 15, 2006, German prosecutors raided offices and homes of Siemens AG staff as part of an ongoing investigation into bribery. The subsequent investigations covered business representing 60% of Siemens' revenues and spanned operations in Asia, Africa, Europe, the Middle East, and the Americas. **TN** #112702

### Lenovo: Building a Global Brand

When Chinese company Lenovo acquires IBM's PC division in 2004, the news makes headlines, but Lenovo is largely unknown to the rest of the world—until it sets out to become a global technology giant and prepares to launch a high-risk product line for small and medium enterprises. #508703

### Pura Vida Coffee

This case explores a socially oriented business as it tells the story of 2 Harvard Business School graduates who sell gourmet coffee over the Internet to support an outreach ministry in Costa Rica. Topics include entrepreneurial management, foreign markets, and online retailing. #303051

### ZARA: Fast Fashion

Spanish retailer Inditex's ZARA chain adjusts what it produces based on what is selling now rather than predicting what women will want to wear. Powered by ZARA's success, Inditex has expanded into 39 countries. But in 2002, it faces important questions concerning its future growth. **TN** #703416

→ 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

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#### Companies Don't Go Global, People Do: An Interview with Andy Molinsky

International management expert Andy Molinsky explains that to truly understand cultural differences, managers must practice new behaviors in everyday situations. Only by speaking up in meetings or giving performance feedback again and again can leaders develop the "muscle memory" they need to succeed in a foreign culture. *Harvard Business School* #R1510E

## **Cultural Competence: Why It Matters and How You Can Acquire It: Multicultural Managers**

This article explains how companies can identify and make better use of the invaluable attributes offered by multicultural managers and employees. Drawing on research, interviews, and case studies, the authors suggest how cultural intelligence can be developed as a vital managerial competence. *IESE Insight Magazine* #IIR145

## **Getting to Si, Ja, Oui, Hai, and Da**

In international negotiations, managers may lack the contextual understanding to interpret their counterparts' communications. This is especially true of unspoken signals. This article outlines 5 rules for negotiating with someone from a different culture.

*Harvard Business Review* #R1512E

## **Global Teams that Work**

Many companies today rely on diverse, geographically dispersed teams, but physical separation and cultural differences can lead to misunderstandings and mistrust. To help global team leaders manage effectively, author Tsedal Neeley shares her SPLIT framework for mitigating social distance. *Harvard Business Review* #R1510D

## **How Global Is Your C-Suite?**

Despite globalization, the vast majority of the world's largest corporations are run by CEOs native to the firm's home country. More executive diversity at the top is sorely needed and will require sweeping changes in how companies are organized.

*MIT Sloan Management Review* #SMR526

## **The New Mission for Multinationals**

If multinationals are to succeed against local competition in emerging markets, they must create new advantages by integrating their businesses with local commercial networks—and with the society itself. *MIT Sloan Management Review* #SMR527

## **When Culture Doesn't Translate**

As companies internationalize, employees lose shared assumptions and norms. To avoid miscommunications and mistrust, Erin Meyer presents guidelines for companies: (1) identify the dimensions of difference, (2) give everyone a voice, (3) protect the most creative units, (4) train everyone in key norms, and (5) be heterogeneous everywhere.

*Harvard Business Review* #R1510C

## **Popular Articles**

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### **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 context different from the one in which it was acquired. *Harvard Business Review* #R1409C

### **Cracking the Next Growth Market: Africa**

Africa is the third-fastest-growing economic region in the world, but political instability and poverty have made it an unattractive market to develop. Citing a McKinsey study, the authors argue that despite the challenges, companies can no longer afford to ignore Africa.

*Harvard Business Review* #R1105J

### **Global Business Speaks English**

Using the Japanese firm Rakuten as an example, this article provides guidelines for proper English language implementation. Also see the related case “Language and Globalization: ‘Englishnization’ at Rakuten” (#412002). *Harvard Business Review* #R1205H

### **KFC’s Radical Approach to China**

Why has Kentucky Fried Chicken in China succeeded in a market that is notoriously challenging for Western fast-food chains? This article offers guidance on how much of an existing business model to keep when entering emerging markets.

*Harvard Business Review* #R1111K

### **L’Oreal Masters Multiculturalism**

As cosmetics company L’Oreal transformed itself into a global leader, it grappled with the tension between the need for integrated, uniform operations and the need to adapt to local conditions. L’Oreal Paris has addressed this issue by nurturing a pool of managers with mixed cultural backgrounds. *Harvard Business Review* #R1306J

### **Lost in Translation**

The authors of this article contend that any business with global aspirations must take cultural differences seriously, especially those that deal with failure. Drawing on an ongoing 30-year global survey, they describe how some companies reconcile cultural differences to create a powerful platform for innovation. *Harvard Business Review* #W1104A

### **Managing Multicultural Teams**

To overcome problems stemming from cultural differences, the most successful teams and managers use 1 of 4 methods of indirect intervention: adaptation, structural intervention, managerial intervention, or exit. *Harvard Business Review* #R0611D

### **Navigating the Cultural Minefield**

This article introduces a tool called the Culture Map, which is comprised of 8 scales representing the management behaviors where cultural gaps are most common. By comparing the position of one nationality relative to another on each scale, managers can decode how culture influences day-to-day collaboration.

*Harvard Business Review* #R1405K

### **The New Rules of Globalization**

To factor globalization’s new risks into strategy, executives must consider various approaches: striking alliances with local players, looking for new ways to add value abroad, entering multiple sectors—or not going global at all. *Harvard Business Review* #R1401J

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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

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#### **The \$10 Trillion Prize: Captivating the Newly Affluent in China and India**

This book explores the characteristics of Chinese and Indian consumers—what they buy and why, how they think and shop, and how their needs and tastes are changing. Companies must comprehend these categories of consumers in order to capitalize on the opportunities their buying power represents. *Available as an eBook. Harvard Business Review Press #11146*

#### **Can China Lead?: Reaching the Limits of Power and Growth**

This book examines the way forward for China amid difficult questions related to accountability, transparency, corruption, intellectual property, and the country's political future. *Available as an eBook. Harvard Business Review Press #10837*

#### **Conquering the Chaos: Win in India, Win Everywhere**

Ravi Venkatesan, the former chairman of Microsoft India, argues that complex India is an archetype for most emerging markets. Succeeding in India therefore becomes a litmus test for companies' ability to succeed in other emerging markets. *Available as an eBook. Harvard Business Review Press #10963*

#### **Global Dexterity: How to Adapt Your Behavior across Cultures without Losing Yourself in the Process**

This book introduces an essential new skill: "global dexterity." It offers managers the tools they need to adapt behavior to new cultural contexts while staying authentic and grounded in their own natural styles. *Available as an eBook. Harvard Business Review Press #11182*

#### **HBR's 10 Must Reads on Managing Across Cultures**

The 10 *Harvard Business Review* articles in this collection help leaders manage culturally diverse employees. Including articles such as "Cultural Intelligence," "Managing Multicultural Teams," "Global Business Speaks English," and "10 Rules for Managing Global Innovation," this book helps managers tap into the strengths of their diverse teams. *Available as an eBook. Harvard Business Review Press #10016*

#### **World 3.0: Global Prosperity and How to Achieve It**

Author Pankaj Ghemawat examines how a wide range of stakeholders and organizations could help open the flow of ideas, people, and goods across borders in ways that maximize economic benefits for all. *Available as an eBook. Harvard Business Review Press #12314*

### Chapters

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#### **Differences Across Countries**

This chapter enumerates the reasons that borders still matter and classifies them in terms of the cultural, administrative, geographic, and economic distances between countries. From *Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter*, Harvard Business Review Press #2619BC

## Global Sourcing

This chapter explores a variety of topics that firms must consider when developing a global sourcing strategy, including the make-versus-buy decision, global versus local sourcing, and the total cost of ownership.

From *Global Supply Chain Management*, Business Expert Press #BEP090

## Global Value Creation: The ADDING Value Scorecard

This chapter discusses why firms should globalize in a world in which distance still matters, presenting a scorecard for tracking value creation that includes but goes beyond the familiar components of size and economies of size.

From *Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter*, Harvard Business Review Press #2620BC

## The Globalization of Companies and Industries

This chapter examines globalization at the industry level. Students learn what constitutes a global industry, what the driving forces are behind industry globalization, and the reasons behind the dominance of particular countries or regions in global industries.

From *Fundamentals of Global Strategy*, Business Expert Press #BEP040

## Target Markets and Modes of Entry

The author examines decisions regarding which foreign markets to enter and why, when, and how to enter them. Topics include measuring market attractiveness, the use of partnerships and alliances, and the issue of timing market entry.

From *Fundamentals of Global Strategy*, Business Expert Press #BEP043

## Tata Group: Driving for Multi-industry Global Leadership—A Profile of One of India's Pioneering Multinationals

How did a company that began with a textile mill in late 19th-century India become a global, \$63+ billion company associated with everything from cars and telephones to credit cards, coffee, tea, salt, clothing, and jewelry? The chapter profiles the Tata Group, including its history, business operations, and philanthropy.

From *India's Global Powerhouses: How They Are Taking on the World*, Harvard Business Review Press #6743BC

## 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.**

### Global Supply Chain Management

Students set up a global supply chain to deliver 2 models of mobile phones. They determine product features and forecast demand and then choose among a geographically diverse group of suppliers, all with different costs, production capacities, and lead times. New version forthcoming in Fall 2016 (#8623). **TN** Seat Time: 180 minutes #6107

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- Global Collaboration #9021

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- Genzyme's Gaucher Initiative: Global Risk and Responsibility #303048
- Globalization of Markets #83308
- Lenovo: Building a Global Brand #507014
- Shurgard Self-Storage: Expansion to Europe (Abridged) #810102

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## TEACHING GUIDES

### Case Startup Kit

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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 International Business include:

- Alpen Bank: Launching the Credit Card in Romania #4559
- Cottle-Taylor: Expanding the Oral Care Group in India #4350
- Google in China (A) #510071
- IKEA's Global Sourcing Challenge: Indian Rugs and Child Labor (A) #906414
- Language and Globalization: “Englishnization” at Rakuten (A) #412002
- Levendary Cafe: The China Challenge #4357
- Marketing Chateau Margaux #507033
- Managing a Global Team: Greg James at Sun Microsystems, Inc. (A) #409003
- Monitor's Opportunities in India (A) #708482
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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.

Education for Judgment:

Just Concluded Analysis Where to Go Next?

- Reorient Analysis?
- Revisit/Reframe Problem Statement?
- Additional Analysis A?
- Additional Analysis B?
- ...
- Additional Analysis n?
- Reflect?

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