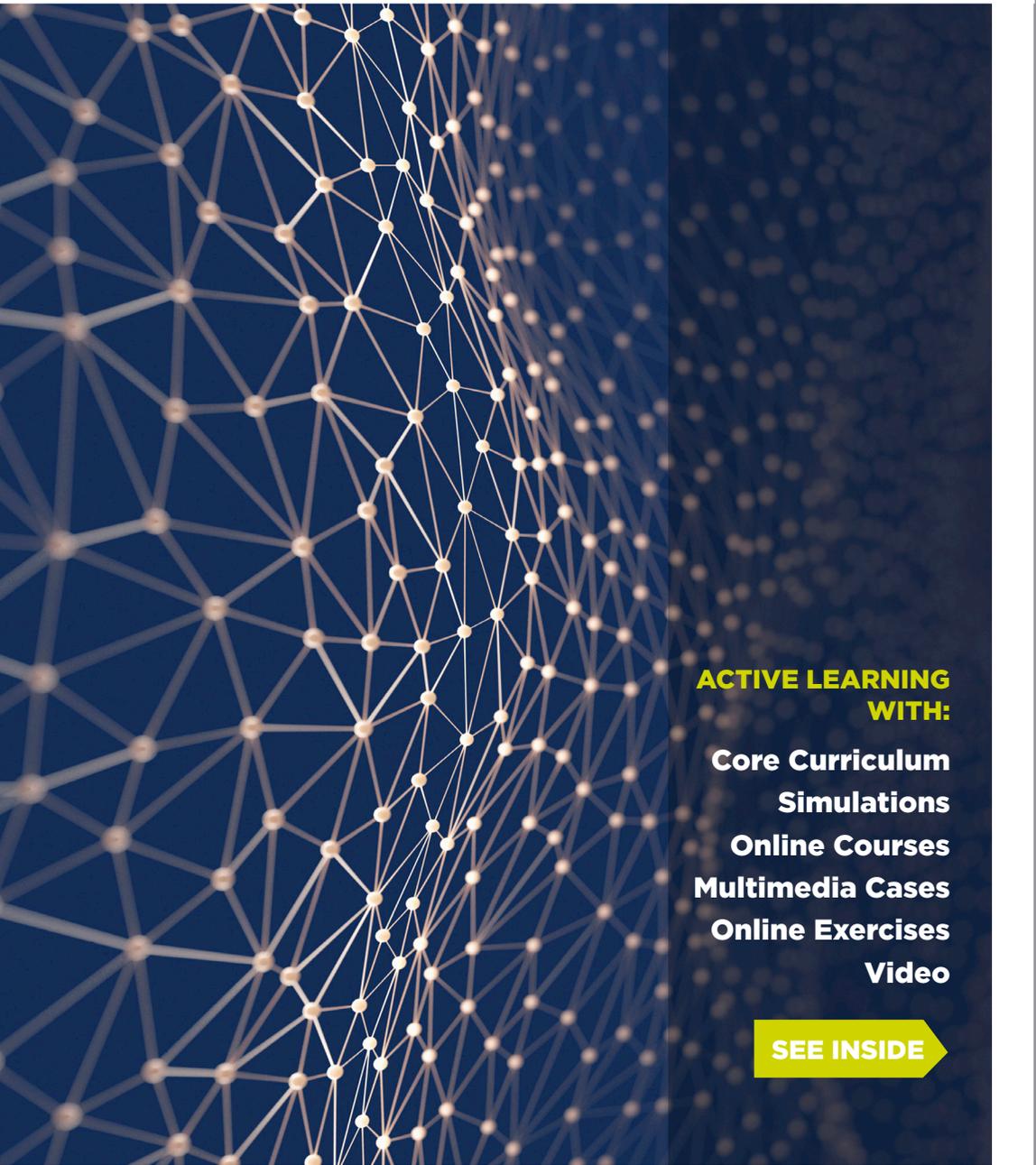


# eLearning Course Materials



**ACTIVE LEARNING  
WITH:**

**Core Curriculum  
Simulations  
Online Courses  
Multimedia Cases  
Online Exercises  
Video**

**SEE INSIDE** 

# Core Curriculum

Delivered entirely online, *Core Curriculum* covers essential concepts and frameworks that are vital to a business education. Many Readings include video clips and Interactive Illustrations that allow students to quickly master complex theories. Authored by faculty at Harvard Business School, each 20-35 page Reading comes with a Teaching Note (including a list of recommended cases and articles that pair well with the Reading), test banks, exhibit slides, and a glossary of key terms.

## NEW ENHANCEMENTS INCLUDE:

- **Test Banks:** A 30-question test bank accompanies each Reading
- **Mobile Access:** Most Readings are optimized for all devices—computers, tablets, and mobile phones
- **Online Note-Taking:** Students can highlight, take notes, and add comments to their Readings

## ENTREPRENEURSHIP

- **Attracting Talent and Building Ecosystems**  
Lynda M. Applegate; Carole Carlson | #8068
- **Becoming an Entrepreneurial Leader**  
Lynda M. Applegate | #8051
- **Developing Business Plans and Pitching Opportunities**  
Lynda M. Applegate; Carole Carlson | #8062
- **Experimenting in the Entrepreneurial Venture**  
Thomas R. Eisenmann; Eric Ries;  
Sarah Dillard | #8077
- **Financing Entrepreneurial Ventures**  
William R. Kerr; Ramana Nanda;  
James McQuade | #8072
- **Launching Global Ventures**  
William R. Kerr | #5277
- **Launching Ventures in Established Businesses**  
#5272 | AVAILABLE 2017
- **Leading High-Growth Ventures**  
Lynda M. Applegate | #8082
- **Partnering with Venture Capitalists**  
Jeffrey Bussgang; Michael J. Roberts | #8240
- **Recognizing and Shaping Opportunities**  
Lynda M. Applegate; Carole Carlson | #8056
- **Selling and Marketing in the Entrepreneurial Venture**  
Frank V. Cespedes | #8086

## MARKETING

- **Brands and Brand Equity**  
Rohit Deshpande; Anat Keinan | #8140
- **Brand Positioning**  
Jill Avery; Sunil Gupta | #8197
- **Business-to-Business Marketing**  
Frank V. Cespedes; Das Narayandas | #8145
- **Competitive Strategies**  
Jill Avery; Sunil Gupta | #8158
- **Consumer Behavior and the Buying Process**  
John T. Gourville; Michael I. Norton | #8167
- **Creating Customer Value**  
Sunil Gupta | #8176
- **Customer Centricity**  
Rohit Deshpande | #8171
- **Customer Management**  
Sunil Gupta | #8162
- **Developing and Managing Channels of Distribution**  
V. Kasturi Rangan | #8149
- **Digital Marketing**  
Sunil Gupta; Joseph Davin | #8224
- **Framework for Marketing Strategy Formation**  
Robert J. Dolan | #8153
- **Global Marketing**  
Rohit Deshpande | #8182

**LEARN MORE:** [hbsp.harvard.edu/corecurriculum](https://hbsp.harvard.edu/corecurriculum)

- **Marketing Communications**  
Jill Avery; Thales S. Teixeira | #8186
- **Marketing Intelligence**  
Robert J. Dolan; Leslie John | #8191
- **Pricing Strategy**  
Robert J. Dolan | #8203
- **Product Policy**  
Robert J. Dolan | #8208
- **Sales Force Design and Management**  
Doug J. Chung; Das Narayandas | #8213
- **Segmentation and Targeting**  
Sunil Gupta | #8219

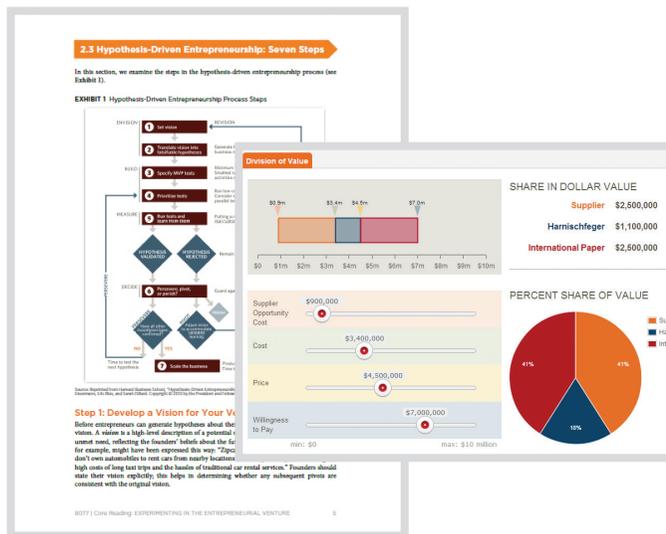
**OPERATIONS MANAGEMENT**

- **Designing, Managing, and Improving Operations**  
Roy D. Shapiro | #8012
- **Forecasting**  
Steven C. Wheelwright;  
Ann B. Winslow | #8042
- **Managing Inventory**  
Janice H. Hammond | #8016
- **Managing Quality**  
Roger E. Bohn | #8025
- **Managing Quality with Process Control**  
Roy D. Shapiro | #8020
- **Managing Queues**  
Elliott N. Weiss | #8047
- **Operations Strategy**  
Marco Iansiti; Alan Serels | #8000

- **Process Analysis**  
Roy D. Shapiro | #8007
- **Strategic Sourcing**  
Margaret Pierson; Willy Shih | #8037
- **Supply Chain Management**  
Vishal Gaur | #8031

**STRATEGY**

- **Competing Globally**  
Juan Alcacer | #8123
- **Competitive Advantage**  
Pankaj Ghemawat; Jan W. Rivkin | #8105
- **Competitive and Cooperative Dynamics**  
Ramon Casadesus-Masanell | #8131
- **Corporate Strategy**  
#8118 | AVAILABLE 2017
- **Executing Strategy**  
J. Bruce Harrelld | #8136
- **Industry Analysis**  
Ramon Casadesus-Masanell | #8101
- **Introduction to Strategy**  
Ramon Casadesus-Masanell | #8097
- **Setting Aspirations—Mission, Vision, and Values**  
Ramon Casadesus-Masanell | #8114
- **Sustaining Competitive Advantage**  
Felix Oberholzer-Gee | #8109
- **Technology Strategy**  
Pai-Ling Yin | #8127



# Simulations

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

## ALL SIMULATIONS INCLUDE:

- Teaching Notes for a comprehensive debrief
- Detailed guidance on running the simulation
- Administrative features and setup options
- Web-based, graphical results ready for class presentation

## ENTREPRENEURSHIP

### Entrepreneurship Simulation: The Startup Game

Ethan Mollick

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

*The Wharton School, University of Pennsylvania*

#WH0001 | Multi-player

Seat Time: 60 minutes

### Working Capital Simulation: Managing Growth V2

Sandeep Dahiya

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

#7070 | Single-player

Seat Time: 30–45 minutes

## FINANCE

### Finance Simulation: Blackstone/Celanese

Nabil N. El-Hage; Timothy A. Luehrman

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

#3712 | Multi-player: 2 roles

Seat Time: at least 120 minutes

### Finance Simulation: Capital Budgeting

Timothy A. Luehrman

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

#3357 | Single-player, Multiple-scenario

Seat Time: 60–90 minutes

### Finance Simulation: M&A in Wine Country V2

Timothy A. Luehrman; W. Carl Kester

Students play the role of a CEO at 1 of 3 wine producers. Two of the firms consider merging with each other while the third considers acquiring 1 of the other 2. Students must determine acquisition targets, set reservation prices, and negotiate deal terms. This simulation teaches the core principles of valuation, M&A strategy, and negotiation.

#4805 | Multi-player: 3 roles

Seat Time: 90 minutes

## MARKETING

### Marketing Simulation: Managing Segments and Customers V2

Das Narayandas

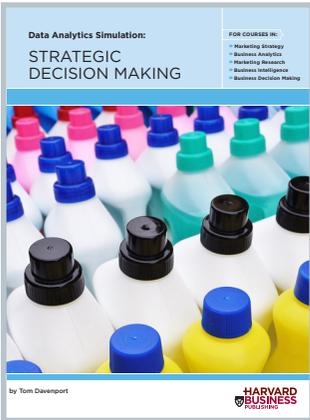
Acting as the CEO of a company that manufactures medical device motors, each student must define and execute a successful business-to-business marketing strategy. Students analyze the requirements of different market segments and decide which new customers to attract while considering the customers they must maintain. The second release of this simulation provides streamlined analysis tools for students and enhanced administrative features for instructors.

#7018 | Single-player

Seat Time: 150–180 minutes

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

— Online review of *Marketing Simulation: Managing Segments and Customers V2\**



### NEW! Data Analytics Simulation: Strategic Decision Making

Thomas H. Davenport

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 are asked to predict market demand, set the channel price, make formulation decisions, determine promotional spending strategy, and communicate their strategy to management. The simulation makes use of actual consumer data informed by a multinational consumer goods company.

#7050 | Single-player

Seat Time: 75 minutes

### Marketing Simulation: Using Conjoint Analysis for Business Decisions

Elie Ofek; Olivier Toubia

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

#515713 | Single-player

Seat Time: 60 minutes

### Pricing Simulation: Universal Rental Car V2

John T. Gourville; Tom Nagle; John Hogan

Students assume the role of a regional marketing manager responsible for pricing a fleet of rental cars across 3 cities in Florida. They must consider pricing strategies for leisure and business travel and react to the competitive responses to their decisions. Faculty can customize the simulation to meet a variety of learning objectives. The second release of this popular simulation streamlines the information available to students and offers new debrief tools for faculty.

#7005 | Single-player

Seat Time: 90 minutes

## NEGOTIATION

### Negotiation Simulation: OPEQ

Maurice E. Schweitzer

In this multi-player simulation, teams of students act as ministers of an oil production board tasked with setting petroleum production levels for 1 of 3 fictional countries. The simulation can be easily tailored to teach an array of negotiation and economic principles, and it incorporates a number of unexpected events to enhance the complexity of the situation. Included is a pedagogical toolkit for instructors to run an effective learning debrief.

*The Wharton School, University of Pennsylvania*

#WH0002 | Multi-player

Seat Time: 60 minutes

*Simulations continue on next page.*

# Simulations

(continued)

## OPERATIONS AND SERVICE MANAGEMENT

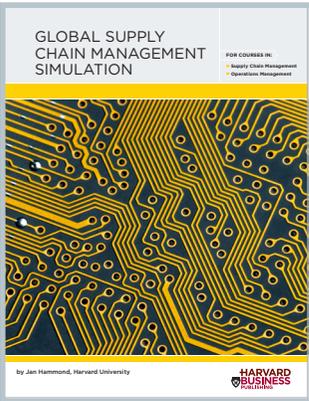
### UPDATED! Global Supply Chain Management Simulation V2

Janice H. Hammond

In this updated simulation, students set up a global supply chain to deliver 2 models of mobile phones. The simulation takes place over 4 simulation years and students visit 4 different “rooms” each year. Students choose new mobile phone features and forecast demand. They choose among a geographically diverse group of suppliers—all with different lead times—and contract for production. The goal is to understand how to balance competing priorities and a supply chain that is flexible enough to react quickly to unexpected shifts in demand while remaining profitable.

#8623 | Single-player

Seat Time: 75 minutes



### Operations Management Simulation: Benihana V2

W. Earl Sasser Jr.; Ricardo Ernst

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

#7003 | Single-player

Seat Time: 90 minutes

**“THE SIMULATION ELICITS THE STUDENTS’ COMPETITIVE SPIRIT ... IT TESTS [THEIR] INTUITION.”**

— Online review of *Operations Management Simulation: Benihana V2*\*

### Operations Management Simulation: Process Analytics

Roy D. Shapiro; Frances X. Frei

This simulation provides an engaging, interactive environment for students to explore and master the fundamental concepts behind creating an effective operating process. Each discrete process is brought to life through an animated model and paired with a problem set to guide students’ exploration. Students are encouraged to develop their intuition through experimentation.

#3291 | Single-player

Seat Time: 90 minutes

### Operations Management Simulation: Quality Analytics

Barbara B. Flynn

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

#4404 | Single-player

Seat Time: 60 minutes

### Project Management Simulation: Scope, Resources, Schedule V2

Robert D. Austin

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

#4700 | Single-player

Seat Time: 90–120 minutes

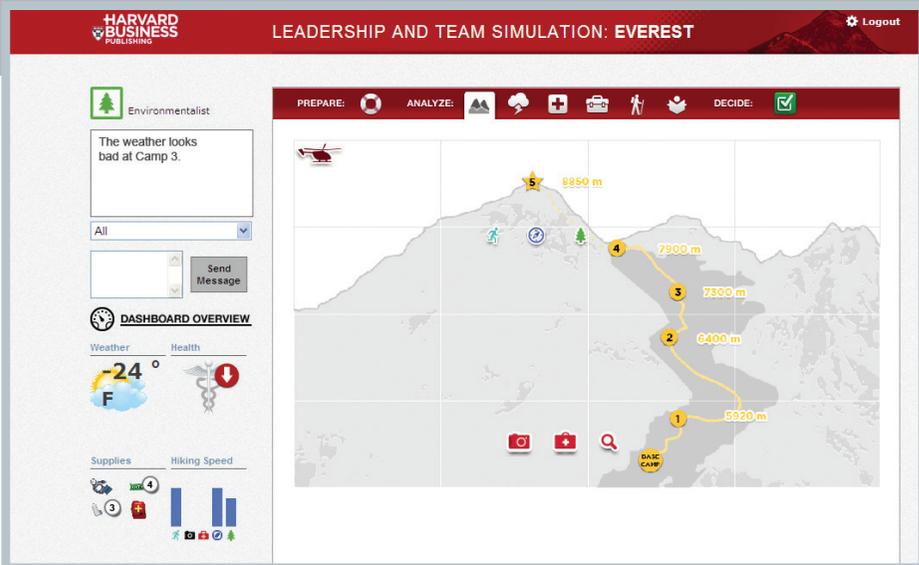
### Supply Chain Management Simulation: Root Beer Game V2

Harvard Business School Publishing

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

#6619 | Multi-player: 4 roles, Single-player option

Seat Time: 60 minutes



from Leadership and Team Simulation: Everest V2

## ORGANIZATIONAL BEHAVIOR

### Change Management Simulation: Power and Influence V2

William Q. Judge; Linda A. Hill

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

#4345 | Single-player, Multiple-scenario

Seat Time: 90-120 minutes

### Leadership and Team Simulation: Everest V2

Michael A. Roberto; Amy C. Edmondson

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

#7000 | Multi-player: 5 roles

Seat Time: 120 minutes

Now Available in Spanish

### Organizational Behavior Simulation: Judgment in a Crisis

Michael A. Roberto

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

#7077 | Single-player

Seat Time: 60 minutes

**“EXCELLENT! THE STUDENTS WERE ENGAGED. THE DISCUSSIONS WERE RICH. GREAT LESSONS ON LEADERSHIP.”**

— Online review of *Leadership and Team Simulation: Everest V2*\*

*Simulations continue on next page.*

# Simulations

(continued)

## STRATEGY

### Strategic Innovation Simulation: Back Bay Battery V2

Clayton M. Christensen; Willy Shih

Students play the role of a business unit manager responsible for balancing financial goals with the need to innovate. They seek to capitalize on new opportunities while guarding against disruptive technologies. Students must also evaluate resource requirements, product performance, and investment timing while making decisions with nebulous market information. This second release combines the engaging story line of the original with an enhanced user experience and improved administrative features.

#7015 | Single-player

Seat Time: 120 minutes

### Strategy Simulation: The Balanced Scorecard

V.G. Narayanan

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

#114701 | Multi-player

Seat Time: 75 minutes



### UPDATED! Strategy Simulation: Competitive Dynamics and Wintel V2

In this online simulation, students study the dynamics of cooperation and competition between 2 markedly different businesses that both rely on the flow of PC sales. Playing the role of Microsoft or Intel, students determine product release schedules and pricing, as well as consider whether or not to coordinate schedules and frequency of releases. Asymmetries in profit potential expose students to the multi-faceted problems of cooperating and competing simultaneously. This second release of the simulation combines the proven learning objectives of the original with an updated user experience and streamlined administrative features. Ideal for courses in Strategy and Negotiation.

#716801 | Multi-player

Seat Time: 90 minutes

## LEARN MORE: REVIEW A FREE TRIAL

Each simulation has a full Free Trial available to registered Premium Educators. See the student experience as well as the administrative tools available to instructors. Visit the web site for more information:

[hbsp.harvard.edu/simulations](https://hbsp.harvard.edu/simulations)

# Online Courses

Online Courses offer a comprehensive introduction to each subject area and allow students to build a solid foundation for business education. They can be used in advanced undergraduate business courses, used as pre-matriculation requirements for MBA candidates, or assigned as homework throughout a semester or year.

## ALL ONLINE COURSES INCLUDE:

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

### Finance Online Course

Timothy A. Luehrman

This course provides a fundamental understanding of the principles, analytical tools, and knowledge needed to make good investment and financing decisions. Students consider purchasing a small, family-owned canning business. Through a series of exercises, students determine the value of the investment, analyze current financial conditions, and forecast the firm's likely performance based on different variables. They must also consider options for funding the purchase of the company.

- Complete Course #208719 | Seat Time: 13–15 hours
- Introductory Section #6000 | Seat Time: 7–9 hours

**“I USE THIS COURSE AS A GREAT WAY TO REFRESH STUDENT BASIC ACCOUNTING KNOWLEDGE AND SKILL SETS. IT IS A GREAT TOOL FOR THIS PURPOSE AND THE TESTING SUITES WORK WELL TO GAUGE STUDENT PROGRESS.”**

— Online review of *Financial Accounting Online Course*\*

### Financial Accounting Online Course

David F. Hawkins; Paul M. Healy; Michael Sartor

This course provides an introduction to the fundamental concepts of financial accounting in a management context. It describes the key business activities for a small retail franchise specializing in gourmet foods and specialty kitchen implements. Students examine how accounting systems are used to record the day-to-day economic activities of a business. Throughout the course, students are presented with real-world challenges that require them to interpret financial data to find answers.

- Complete Course #105708 | Seat Time: 18–22 hours
- Introductory Section #6002 | Seat Time: 8–10 hours
- Advanced Section #6003 | Seat Time: 10–12 hours

### Management Communication Online Course

William Ellet

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

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

### Mathematics for Management Online Course

Wayne Winston; Sarah Fairchild Sherry

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

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

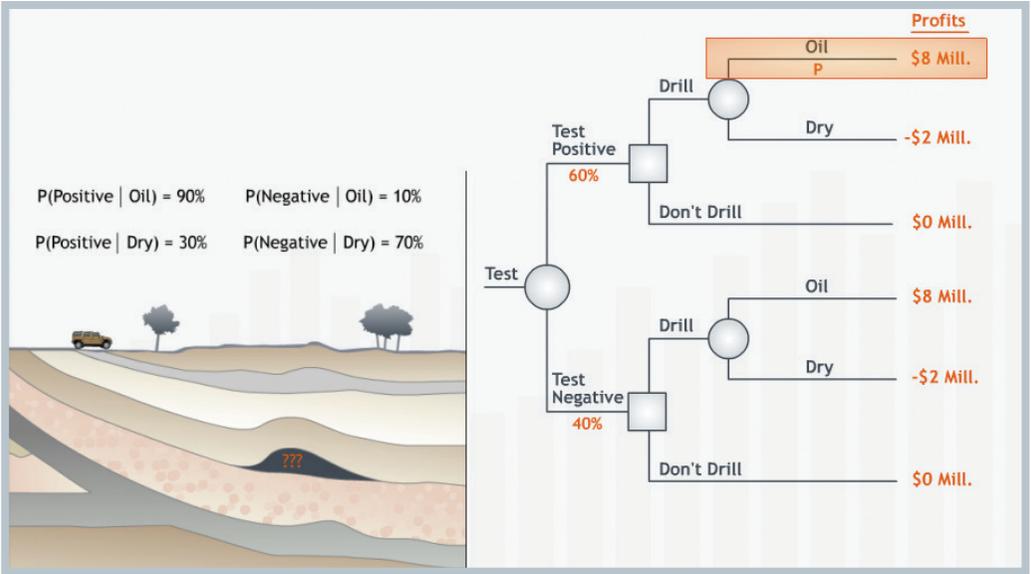
**“GOOD INSIGHT INTO THE STUDENTS’ STRENGTHS AND WEAKNESSES, AND GIVES VALUABLE INFORMATION ON THE KIND OF SUPPORT THEY NEED.”**

— Online review of the *Mathematics for Management Online Course*\*

*Online Courses continue on next page.*

# Online Courses

(continued)



from Quantitative Methods Online Course

## Quantitative Methods Online Course

Janice H. Hammond

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

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

## Spreadsheet Modeling Online Course: Excel 2013

Wayne Winston; Sarah Fairchild Sherry

This updated course shows students how to use Microsoft Excel 2013 as both a reporting tool and a modeling tool for solving business problems. It is appropriate for beginner and experienced users of Excel. The course takes place at a fictional French bakery, and students use the features and functions of Excel to study product costs, determine pricing, and track weekly payroll. The course concludes with the Monte Carlo simulation, a tool for understanding the effect of uncertainty on business decisions. Spreadsheet Modeling: Excel 2007 is also available.

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

**“AN EXCELLENT AND HIGHLY RECOMMENDABLE COURSE FOR PROFESSORS.”**

— Online review of *Spreadsheet Modeling Online Course\**

**LEARN MORE:** [hbsp.harvard.edu/onlinecourses](https://hbsp.harvard.edu/onlinecourses)

# Multimedia Cases

Multimedia cases bring text material to life with animation, audio, and video. All are available online. Some are available on CD-ROM for Windows.

## ACCOUNTING

### Enterprise Risk Management at Hydro One

Anette Mikes

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

Harvard Business School | #110707 **TN**

## BUSINESS ETHICS

### Fighting Corruption at Siemens

Paul M. Healy; Djordjija Petkoski

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

Harvard Business School | #112702 **TN**

## ENTREPRENEURSHIP

### The Atavist: Reinventing the Book

Mukti Khaire; Mary Tripsas

While the goal of Atavist was to publish digitally enhanced, long-form titles for use on mobile devices, the company also received favorable press for its innovative reader format that embeds story enhancements such as video and audio. Although this software was developed for internal use, it was attractive to other companies. A new and potentially large revenue stream through licensing fees became clear. How should Atavist balance the needs of its publishing venture with a software licensing business?

Harvard Business School | #812117 **TN**

## NEW! BIONX

William A. Sahlman, Robert White, Ruth Page, and Hunter Ashmore

This multimedia case introduces students to BionX Medical Technologies, a company that creates bionic solutions that restore normalized limb function and improve quality of life for people with amputations or other mobility impairments. Students will gain an appreciation of the hurdles faced when launching a new technology venture, the strategic complexities of multilayered distribution channels, difficulties attaining

reimbursement from third-party payers (particularly Medicare), and valuation issues when significant capital is needed and financial performance is inconsistent.

Harvard Business School | #816702 **TN**

### An Entrepreneur's Journey: Simi Nwogugu

John A. Davis; Shirley M. Spence

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

Harvard Business School | #810701 **TN**

### BOLT: Seed Venture Capital Firm

Robert F. White; William A. Sahlman

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

Harvard Business School | #815702 **TN**

### Entrepreneurial Insights

Joseph L. Bower; Sonja Ellingson Hout

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

Harvard Business School | #306703 **TN**

### West Coast Chill

William A. Sahlman; Robert F. White; Stephanie Puzio

2010 marked the 20th year that Mitchell Joseph had been developing the technology for a self-chilling can. Mitchell was at an impasse and had some important decisions to make. The latest versions of the self-chilling can technology were showing encouraging progress, cooling liquid in aluminum cans by approximately 30°F in less than 3 minutes. Would the can be attractive to beverage companies around the world despite their history with Joseph?

Harvard Business School | #815704 **TN**

*Multimedia cases continue on next page.*

# Multimedia Cases

(continued)

## GENERAL MANAGEMENT

### Columbia's Final Mission

Michael A. Roberto; Amy C. Edmondson; Richard Bohmer

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

Harvard Business School | #305032 **TN**

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

Christopher A. Bartlett; Meg Wozny

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

Harvard Business School | #301040

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

Joseph L. Bower; Sonja Ellingson Hout

Sam Palmisano explains the moves he made to transform IBM into a faster-growing, more profitable company focused on IT solutions to the problems of companies, cities, and nations. Instructor version available online.

Harvard Business School | #311701 **TN**

### Mibanco: Meeting the Mainstreaming of Microfinance

Michael Chu; Gustavo A. Herrero; Jean Steege Hazell

Facing an increasingly competitive microfinance market in Peru, Mibanco must continue to attract and retain clients, balance efficiency and risk management in its loan portfolio, and work to build an organization capable of sustaining rapid growth.

Harvard Business School | #310701

### Paul Levy: Taking Charge at Beth Israel Deaconess Medical Center

David A. Garvin; Michael A. Roberto

When Levy becomes CEO of Beth Israel Deaconess Medical Center (BIDMC), he takes over an organization experiencing serious difficulty. The case follows Levy's first 6 months on the job and includes video interviews and excerpts from his daily schedule.

Harvard Business School | #303058 **TN**

## HUMAN RESOURCE MANAGEMENT

### NEW! Rogers, Stirk, Harbour and Partners

This multimedia case tells the story of the redundancy (layoffs) process carried out by the architectural studio Rogers Stirk Harbour and Partners in 2009. The case focuses on how this studio, which was well-known for having a closely knit, employee-orientated culture, managed such a complicated process. The case includes an interactive exercise in which students must make key decisions about how the company should manage the process through its various complicated phases. Additional videos, designed to be shown in class, provide a reaction to the actual process through interviews with employees.

IE Business School | #10033E **TN**

## MARKETING

### Building Brand Community on the Harley-Davidson Posse Ride

Susan Fournier; Sylvia Sensiper; James McAlexander; John Schouten

Students get inside one of the world's strongest brands and consider issues of brand loyalty, a close-to-the-customer philosophy, and the day-to-day execution of relationship marketing programs.

Harvard Business School | #501009 **TN**

### The Coca-Cola Company's Case for Creative Transformation

Thales S. Teixeira; Elizabeth Anne Watkins

This case provides an opportunity to understand the principles of Content 2020—the new blueprint for how all of Coca-Cola's branding content is to be procured, built, tested, and distributed. Students “look under the hood” to see how Content 2020 led to an award-winning campaign.

Harvard Business School | #815714 **TN**

### Eataly: Reimagining the Grocery Store

Sunil Gupta; Michela Addis; Ruth Page

After just a few years in operation, the Italian-based supermarket Eataly created buzz and excitement among consumers and media. Eataly's initial success was even more impressive in an industry known for intense competition and low margins. How did Eataly manage to grow so quickly, and could it sustain its growth in the future?

Harvard Business School | #515708 **TN**

### Launching the New MINI

Douglas B. Holt; John A. Quelch

Students reverse engineer a variety of brand communications and creative materials developed and produced by MINI USA executives and their ad agency to support the MINI launch in the U.S.

Harvard Business School | #505020 **TN**

**Eataly: Reimagining the Grocery Store** 1 2 3 4



**3. Operations**

“Volevamo creare la possibilità per questi piccoli prodotti, questi piccoli produttori, di uscire dalla nicchia.” (“We wanted to create the possibility for these small-scale products to emerge from the niche market.”)

– Cristina Gorla, Chief Buyer

from Eataly: Reimagining the Grocery Store

### Lenovo: Building a Global Brand

John A. Quelch; Carin-Isabel Knoop

When Chinese company Lenovo acquires the PC division of IBM in 2004, it sets out to become a global technology giant by launching a high-risk product line for the small to midsize enterprise market.

Harvard Business School | #508703

### Marquee: Reinventing the Business of Nightlife

Anita Elberse

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

Harvard Business School | #515702 **TN**

### Mountain Dew: Selecting New Creative

Douglas B. Holt

Students consider the challenges of selecting creative in brand communications, extending an advertising campaign, and managing the company/agency relationship. Instructor version available online.

Harvard Business School | #503038 **TN**

### Real Madrid Club de Fútbol

John A. Quelch

Soccer team Real Madrid elects a new president and tasks him with improving club finances and extending the brand worldwide. The case examines the new president’s branding initiatives and the opportunities and challenges facing the club.

Harvard Business School | #505081 **TN**

### Terror at the Taj Bombay: Customer-Centric Leadership

Rohit Deshpande

In 2008, after a terrorist attack at the Taj Mahal Palace and Tower, the staff earns praise for placing the safety of the guests ahead of their own. This case addresses how leaders develop a customer-centric organization and how an organization saves its flagship brand after a crisis. Instructor version available online.

Harvard Business School | #511703 **TN**

### Tyra Banks: Personal Branding

Rohit Deshpande

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

Harvard Business School | #513703 **TN**

### NEW! Wynton Marsalis & Jazz at Lincoln Center

Rohit Deshpande

Under the leadership of artistic director Wynton Marsalis, Jazz at Lincoln Center (JALC) hosts performances and education events for audiences across the U.S. However, the U.S. audience for jazz is small and aging. This case asks students to apply marketing principles to the challenge that JALC faces in seeking to expand the reach of, and appreciation for, jazz music despite a shrinking audience.

Harvard Business School | #515701 **TN**

Multimedia cases continue on next page.

# Multimedia Cases

(continued)

## OPERATIONS MANAGEMENT

### Aedas, Research in Practice

Roberto Molinos; Juan Lago-Novas

Aedas, one of the largest architectural offices in the world, has developed a strong research culture that has led to the creation of specialist R&D groups. The case covers issues such as innovation, knowledge management, and business/IT alignment inside a professional services firm. The case details the situation of Aedas in the current economic and infrastructural development scenario, the accomplishments of the R&D group so far, and the main questions and challenges the company will face in the future.

IE Business School | #10004E **TN**

### Al-Kadi Commerce & Industry

Angel Diaz Matalobos; Fabrizio Salvador; Faisal Al-Kadi

The case tells the story of the Al-Kadi Truck & Trailer Parts Division and the dilemmas it faces related to operations and stock management. The division's situation is complicated by the fact that the auto parts sector in Saudi Arabia—the setting for the case—is changing. Students must replan the logistics strategy of the company, choosing either a centralized or a decentralized strategy.

IE Business School | #10005E **TN**

### Bioinspiration at San Diego Zoo

Karim R. Lakhani; Vish V. Krishnan; Ruth Page

Traditionally, human ingenuity has been considered the main source of innovation. However, recent research and the development of new products by firms as diverse as P&G, Speedo, and Nike have shown that nature can provide inspiration for innovative products. The San Diego Zoo, which has established the Center for Bioinspiration, defines bioinspiration as a methodology in which biological systems, processes, and elements are studied to draw analogies that can be applied to human design challenges in a sustainable manner.

Harvard Business School | #614703 **TN**

### Havas: Change Faster

Michael Tushman; Karim Lakhani

As of 2013, Havas was the sixth-largest global advertising, digital, and communications group in the world. Headquartered in Paris, the group was highly decentralized, with semi-independent agencies in more than 100 countries offering a variety of services. The largest unit of Havas was Havas Worldwide, an integrated marketing communications agency headquartered in New York. CEO David Jones was determined to make Havas Worldwide the most future-focused agency in the industry by becoming a leader in digital innovation.

Harvard Business School | #615702 **TN**

### Horizon Wind Energy

Lee Fleming; Thomas D. Perry IV

Horizon's ability to grow by building more wind farms hinges on its success in addressing the varied concerns of a broad group of constituents. Video interviews are paired with slides and templates, allowing students to develop their own presentations.

Harvard Business School | #609701 **TN**

### Threadless: The Business of Community

Karim R. Lakhani; Zahra Kanji

Threadless sets up an online community where customers can create and vote for T-shirt designs. Through this initiative, the company sells over 1 million T-shirts. Should Threadless accept a distribution offer from a major retailer or stick with its successful community model? Instructor version available online.

Harvard Business School | #608707 **TN**

## ORGANIZATIONAL BEHAVIOR

### Bridgewater Associates

Jeffrey T. Polzer; Heidi K. Gardner

The founder of one of the world's largest hedge funds believes in a culture of "radical transparency" for employees. To encourage high performance, the firm has many unusual practices, such as videotaping meetings, publicizing performance reviews, and providing individual feedback in front of colleagues.

Harvard Business School | #413702 **TN**

### Burt's Bees: Balancing Growth and Sustainability

Christopher Marquis

In 1984, Burt's Bees starts selling beeswax candles at craft fairs and grows into a national brand offering natural skin care, hair care, and bath products. Two years after being acquired by The Clorox Company, can the firm still be a leader in environmental innovation?

Harvard Business School | #410704 **TN**

### Leadership, Culture, and Transition at lululemon

Michael L. Tushman; Ruth Page; Tom Ryder

lululemon faces cultural and organizational challenges following a period of rapid growth. The CEO observes that cross-functional barriers are eroding the strong sense of teamwork that has been an important part of the company culture. Instructor version available online.

Harvard Business School | #410705 **TN**



from **Victors & Spoils: “Born Open”**

### Rosa Vañó and Castillo de Canena

Custodia Cabanas; Rosario Silva

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

IE Business School | #1007E **TN**

### Victors & Spoils: “Born Open”

Karim Lakhani; Michael Tushman

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

Harvard Business School | #415701 **TN**

### SERVICE MANAGEMENT

#### Zappos.com 2009: Clothing, Customer Service, and Company Culture

Frances X. Frei; Robin J. Ely

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

Harvard Business School | #612701 **TN**

### STRATEGY

#### Marks & Spencer: The Phoenix Rises

Joseph L. Bower

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

Harvard Business School | #304034

#### ZARA: Fast Fashion

Pankaj Ghemawat; Jose Luis Nueno

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

Harvard Business School | #703416 **TN**

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# Video Shorts

Deliverable through coursepacks, these free, streaming videos are all under 10 minutes long and illustrate a case's central learning objective. Cases with Video Shorts include:

## BUSINESS & GOVERNMENT RELATIONS

### Cracking Oyster: Shashi Verma & Transport for London Confront a Tough Contract (Cases A and B)

Cracking Oyster follows the director of fares and ticketing for London's superagency, Transport for London, as he copes with a frustrating contract at the heart of the agency's ticketing operation. Part B of this 2-part case set is accompanied by a 6 1/2-minute video that shows Verma in conversation with Harvard Kennedy School Professor Richard Zeckhauser as they reflect on Verma's use of game theory.

#HKS744

## ENTREPRENEURSHIP

### John and Andrea Rice: Entrepreneurship and Life

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

#808042

### Pixability: Bettina's Board Walk

Bettina Hein, founder and CEO of Pixability, is meeting with her board of directors to discuss her startup's fundraising prospects and recent strategic pivot. The company's current cash position gives them only a 4-month runway. While preparing for the meeting, Hein wonders what difficult questions the board members might pose and how she should answer them.

#814021 **TN**

## FINANCE

### Millegan Creek Apartments

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

#395118 **TN**

## GENERAL MANAGEMENT

### Children's Hospital and Clinics (A)

Describes an organizational change initiative designed to enhance patient safety and the firm's learning and problem-solving capabilities.

#302050 **TN**

### HCL Technologies (A)

The president of a struggling global IT services business attempts to rejuvenate the company. The change effort's tagline is "Employee First, Customer Second."

#408004 **TN**

### Liz Claiborne China

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

#301098

### McKinsey & Co.: Managing Knowledge and Learning

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

#396357 **TN**

## INFORMATION TECHNOLOGY

### Buckman Laboratories (A)

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

#800160 **TN**

### CareGroup

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

#303097 **TN**

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from Sir Alex Ferguson: Managing Manchester United

## MARKETING

### Aqualisa Quartz: Simply a Better Shower

The managing director of a shower manufacturing company must reconsider the positioning of a promising new product after early sales prove disappointing.

#502030 **TN**

### Dove: Evolution of a Brand

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

#508047 **TN**

### Starbucks: Delivering Customer Service

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

#504016 **TN**

### The American Express Card

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

#509027 **TN**

## OPERATIONS MANAGEMENT

### Big Bazaar

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

#606099

## ORGANIZATIONAL BEHAVIOR

### Charlotte Beers at Ogilvy & Mather Worldwide (B)

An update on CEO Beers' progress 2 years after she initiates a massive organizational change effort in the face of industry, organization, and implementation challenges.

#495032 **TN**

### King Arthur Flour

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

#407012 **TN**

### Leadership in Law: Amy Schulman at DLA Piper

Explores issues including the status of women in law, career planning, leading a team, networking, "portability" of star talent, and work/life balance decisions.

#407033 **TN**

### Sir Alex Ferguson: Managing Manchester United

Highlights the management and leadership of teams through the story of Sir Alex Ferguson, the most successful British football coach in history. Manchester United's players and staff discuss risk taking, motivating players, building the club's culture and longevity, setting high standards, and how finding the right staff to trust helped Ferguson evolve as a manager.

#513051 **TN**

## SOCIAL ENTERPRISE

### Starbucks and Conservation International

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

#303055 **TN**

## STRATEGY

### Tanishq: Positioning to Capture the Indian Woman's Heart

A firm going after the Indian plain gold jewelry market must choose between an established brand with baggage from its initial targeting of a Western audience and a new brand that is well positioned.

#507025

# Online Tutorials

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

## ACCOUNTING

### Accountsville: Impairment of Fixed Assets

Lucia Egea Ronda

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

IE Business School | I0001E **TN**

### Alternative Choice Decision Analysis

David F. Hawkins; V.G. Narayanan;  
Jacob Cohen; Michele Jurgens

Students learn how managers use information on costs and revenues to decide among possible future alternative courses of action. The tutorial presents 2 case examples of differential cost analysis.

Harvard Business School | #105706 **TN**

### Buying Time

Robert S. Kaplan

Covers the key concepts related to cash flows occurring in different time periods. Topics covered include present value, future value, compound interest, annuities, and net present value.

Harvard Business School | #104708

### Cost-Volume-Profit Models

David F. Hawkins; V.G. Narayanan; Jacob Cohen;  
Michele Jurgens

Covers fixed, variable, and semi-variable costs and their roles in building and interpreting cost-volume-profit (CVP) models. Students use the CVP model to determine profit at various levels of unit volume and how to calculate a break-even point.

Harvard Business School | #105705 **TN**



from Conjoint Analysis

### Depreciation

Nieves Carrera; Marco Trombetta

This interactive tutorial clarifies the key concepts of depreciation and takes an in-depth look at the effects of different depreciation methods on companies. Students calculate the depreciation schedule, visualize the results graphically, and then compare how changes in the useful life and residual value affect depreciation expense.

IE Business School | #10009E **TN**

### Internal Control Process

David F. Hawkins

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

Harvard Business School | #107705 **TN**

### Introduction to Cost Accounting Systems

David F. Hawkins; V.G. Narayanan; Jacob Cohen;  
Michele Jurgens

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

Harvard Business School | #105701 **TN**

### Introduction to Responsibility Accounting Systems

David F. Hawkins; V.G. Narayanan; Jacob Cohen;  
Michele Jurgens

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

Harvard Business School | #105703 **TN**

**LEARN MORE:** [hbsp.harvard.edu/elearning](https://hbsp.harvard.edu/elearning)

## ECONOMICS

### Graph of a Perfectly Competitive Market

Javier Carillo

This interactive tutorial helps students understand the short- and long-term adjustments in a company and marketplace under the assumption of perfect competition. The analysis is based on 2 graphs, 1 for the market and 1 for the company.

IE Business School | #I0011E | Available in Spanish **TN**

### Principles of Microeconomics for Strategists

Felix Oberholzer-Gee; Pai-Ling Yin; Elizabeth A. Raabe

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

Harvard Business School | #705801 **TN**

### International Macroeconomics

Laura Alfaro; Elizabeth A. Meyer

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

Harvard Business School | #715702 **TN**

## FINANCE

### Pre-Money/Post-Money Valuation

Richard G. Hamermesh; Nitin Nohria; Michael J. Roberts

Addresses issues surrounding entrepreneurial valuations. Topics include the difference between implied and “bottom up” valuations, pre-money and post-money valuations, and the creation and interpretation of a capitalization table.

Harvard Business School | #803703 **TN**

## MARKETING

### Conjoint Analysis

Elie Ofek; Olivier Toubia

This interactive tutorial facilitates the understanding of the popular market research method, conjoint analysis. The aim is to help students or executives appreciate the underlying characteristics of the method and to cover the steps involved in constructing, running, and using conjoint analysis in managerial decision making (such as segmentation, product design, and pricing). This online tutorial is part of a comprehensive Conjoint Analysis Toolkit that includes the Marketing Simulation: Using Conjoint Analysis for Business Decisions (#515713) and the Conjoint Analysis Do It Yourself Guide (#515024).

Harvard Business School | #514712 **TN**

### Customer Lifetime Value

Thomas Steenburgh; Jill Avery

Teaches students how to calculate a customer’s lifetime value, allowing them to prioritize marketing and product development resources on the customers who will provide the biggest returns. This tutorial allows students to manipulate the levers that determine a customer’s lifetime value—providing insight into how to maximize the value each type of customer delivers. Understanding the value of customer relationships is key to managing them well over time. But not all customers are created equal.

Harvard Business School | #7085 **TN**

### Market Sizing

Thomas Steenburgh; Jill Avery

Helps students turn raw market data into a clear analysis that can inform product development and marketing plans. It helps students gather the data needed to size the market, and then it helps students use that data to make confident projections and build a strategy.

Harvard Business School | #7080 **TN**

### Pricing for Profit

Thomas Steenburgh; Jill Avery

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

Harvard Business School | #7083 **TN**

## ORGANIZATIONAL BEHAVIOR

### Congruence Model

Nitin Nohria; Christopher Marquis

Using Beer and Tushman’s SMA: Microelectronic Products Division (A) case (#400084), this tutorial explores O’Reilly and Tushman’s congruence model. Students diagnose SMA’s problem and propose solutions.

Harvard Business School | #407703 **TN**

# Online Exercises

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

## Marketing Exercise: The Positioning Game

Paul W. Farris

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

Darden School of Business | #UV6715 **TN**

## Operations Management Exercise: Balancing Process Capacity

Ricardo Ernst

Students must maximize utilization and improve profitability by applying concepts of process analysis at a car wash. The first challenge assumes demand is constant and validates Little's Law. The second adds demand and process variability to reveal the complex and realistic challenges of running an efficient operation.

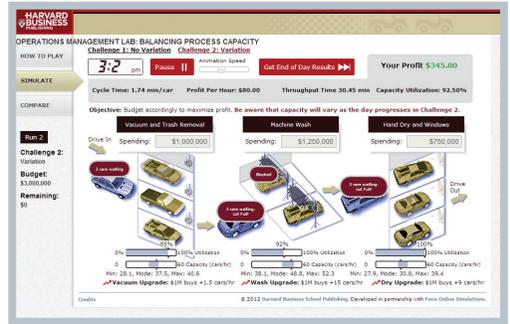
Harvard Business Publishing | #4301 **TN**

## Operations Management Exercise: Inventory Basics

Harvard Business School Publishing

Students are responsible for managing stock at a hardware store. They play 3 scenarios and experience a different demand pattern for each product: wrenches, paint, and rock salt. This exercise helps students develop intuition around the best way to balance holding costs against ordering costs in order to avoid running out of stock.

Harvard Business Publishing | #4388 **TN**



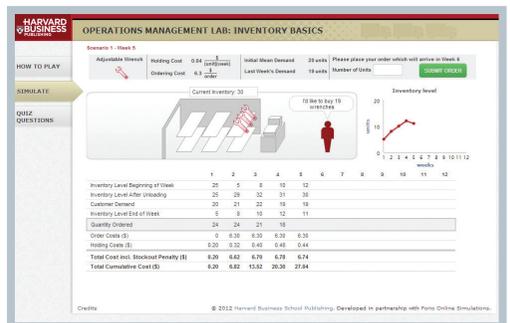
from Operations Management Exercise: Balancing Process Capacity

## Operations Management Exercise: Multiple-Server Queues

Anita Tucker

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

Harvard Business Publishing | #4386 **TN**



from Operations Management Exercise: Inventory Basics

**“THE MESSAGE FOR THE STUDENTS WAS VERY POWERFUL AND CLEAR! STUDENTS NEED TO ‘TOUCH’ THESE CONCEPTS ... THESE EXERCISES ARE THE BEST WAY ... SHORT AND TO THE POINT. I AM PLANNING TO USE IT AGAIN IN FUTURE PROGRAMS.”**

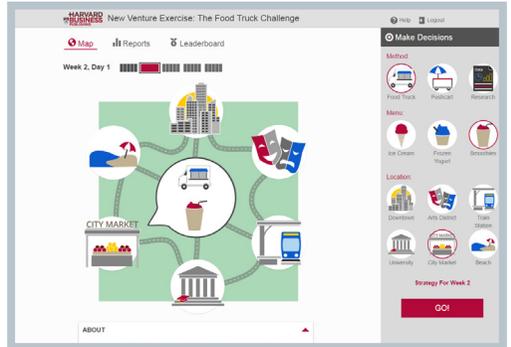
— Online review of *Balancing Process Capacity Exercise\**

### Operations Management Exercise: Push vs. Pull Production

Roy D. Shapiro

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

Harvard Business Publishing | #4402 **TN**



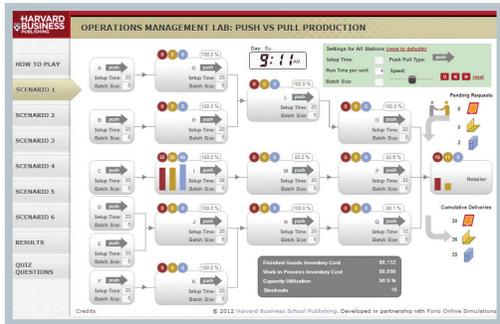
from New Venture Exercise: The Food Truck Challenge

### NEW! New Venture Exercise: The Food Truck Challenge

Michael A. Roberto

Students compete to win a food truck competition while learning about prototyping, learning by doing, and willingness to fail. Ideal for discussions of entrepreneurship, design thinking, innovation, and product development. The exercise can be played in 20 to 30 minutes on a computer, tablet, or mobile phone.

Harvard Business Publishing | #7201 **TN**



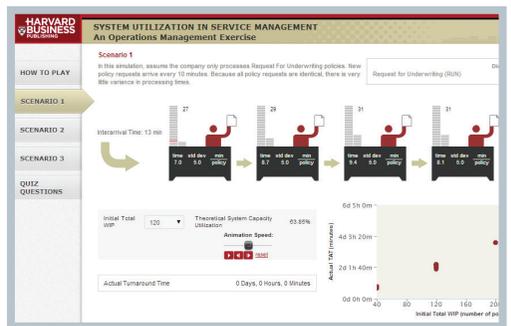
from Operations Management Exercise: Push vs. Pull Production

### Operations Management Exercise: System Utilization in Service Management

Roy D. Shapiro

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

Harvard Business Publishing | #4391 **TN**



from Operations Management Exercise: System Utilization in Service Management

# Harvard ManageMentor®

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

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### Entrepreneurship

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Innovation and Creativity #9024

Innovation Implementation #9025

### Finance

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Retaining Employees #9042

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Customer Focus #9010

Marketing Essentials #9029

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Difficult Interactions #9014

Diversity #9017

Feedback Essentials #9019

Global Collaboration #9021

Leading and Motivating #9027

Persuading Others #9036

Stress Management #9045

Team Leadership #9046

Team Management #9048

Virtual Teams #9050

### Strategy

Strategic Thinking #9043

Strategy Execution #9044

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# Leader 360

Each Leader 360 provides an overview of the leadership style for a particular business leader discussed in related case studies. Delivered entirely online, Leader 360 compiles publicly available content about each leader prepared by an experienced editor.

**Industry Peers**

"Mark was a blank slate in some respects. Looking at the context of this digitally interconnected world, the world that he grew up in, he was able to see... Ah, folks in the way the world... out of us online, all of us with connecting with each other... from this is how Facebook should be." *Our First Interview CEO*

"He hires the right people [...] and gives them the opportunity to showcase their skills and knowledge, whether it's developing new features, building experiences or sales initiatives." *What Every Founder-Founder Can Learn From Mark Zuckerberg's Success*

"When I want to remind myself about staying true to one's vision, I look to Mark Zuckerberg, one of the founders of Facebook, who has kept firm to his principles throughout his career as the CEO of Facebook." *Branson Is Enough*

"If you're 18, you don't know what can be done... [I] the knowledge that comes from experience in the way that that person can learn from their own experiences." *The Facebook Billionaire*

**No One Is More Excited For Google Glass Than Facebook CEO Mark Zuckerberg**

Publication: *Forbes*  
Date: 2012-02-21  
Article

The article discusses the informal meeting between Facebook chief executive officer (CEO) and co-founder Mark Zuckerberg and Google co-founder and chief analyst Brad Garlinghouse. At the event, Zuckerberg and Google's engineer-in-charge, the Google Glass.

**The Maturation of the Billionaire Boy-Man**

Publication: *News-Magazine*  
Date: 2012-09-06

## Available Now:

Indra Nooyi #6077

Tony Hsieh #6078

Mark Zuckerberg #6079

Anita Roddick #6073

Jack Welch #6074

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Reed Hastings #6076

Sergey Brin; Larry Page; Eric Schmidt #6081

from Leader 360: Mark Zuckerberg

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# Online Role Play

## Negotiating Equity Splits at UpDown

Noam Wasserman; Deepak Malhotra

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

#812701 | Multi-player: 3 roles **TN**

Seat Time: 120 minutes

**Negotiating Equity Splits at UpDown**

class summary | negotiation status | deal summary | additional terms | poll results | deal results

Graphs

Compare Pre and Post-Negotiation Polls

I like the other two founders.

I look forward to working closely with the other two founders on the venture.

I trust the other two founders.

I respect the other two founders.

I think our team will be able to help the venture reach its full potential.

The venture will be very successful.

The template that Michael sent as part of his proposal will be very useful in organizing our discussion.

The agreement should be considered a binding contract.

The agreement should be considered a live, working document, to be updated as things change.

Pre/Post-Negotiation - Agreement should be a binding contract.

Participant	Pre-Negotiation	Post-Negotiation
Michael	2	6
Georg	4	5
Phil	3	6

from Online Role Play: Negotiating Equity Splits at UpDown

**LEARN MORE:** [hbsp.harvard.edu/roleplays](http://hbsp.harvard.edu/roleplays)

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