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

**ENTREPRENEURSHIP**

**NEW! Entrepreneurship Simulation: The Startup Game**
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

**UPDATED! Working Capital Simulation: Managing Growth V2**
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: Capital Budgeting**
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: Blackstone/Celanese**
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: M&A in Wine Country V2**
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 one 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
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 also 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

Pricing Simulation: Universal Rental Car V2
Students assume the role of a regional marketing manager responsible for pricing a fleet of rental cars across three 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
NEW! Negotiation Simulation: OPEQ
In this multi-player simulation, teams of students act as ministers of an oil production board tasked with setting petroleum production levels for 1 of 3 fictional countries—Alba, Batia, and Capita. The simulation immerses students in the complex world of oligopolistic oil pricing as each team attempts to maximize cumulative profits for their country over a series of rounds. The Negotiation Simulation: OPEQ incorporates a number of unexpected events to enhance the complexity of the simulation and the competing worlds therein. The simulation is highly configurable and can be easily tailored to teach an array of negotiation and economic principles. The simulation also provides a pedagogical toolkit for instructors to run an effective learning debrief that covers key learning objectives. The Wharton School, University of Pennsylvania #WH0002 | Multi-player
Seat Time: 60 minutes

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

“THE COMPETITION AMONG STUDENTS WAS INTENSE AND THE CLASSROOM DISCUSSIONS LIVELY.”
— Review on the Harvard Business Publishing for Educators web site*

*Reviews available to registered Premium Educators

Simulations continue on next page.
Simulations

(continued)

**Operations Management Simulation: Benihana V2**

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

**NEW! Operations Management Simulation: Quality Analytics**

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

#4404 | Single-player
Seat Time: 60 minutes

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

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

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

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

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

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

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

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**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:

[hb.sp.harvard.edu/list/simulations](http://hb.sp.harvard.edu/list/simulations)
ORGANIZATIONAL BEHAVIOR

Change Management Simulation: Power and Influence V2
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.

Leadership and Team Simulation: Everest V2
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 bestselling simulation combines the proven learning objectives of the original with an updated user experience and enhanced administrative features.

STRATEGY

Strategy Simulation: Competitive Dynamics and Wintel
Students study the dynamics of cooperation and competition as they play the role of Microsoft or Intel and determine product release schedules and pricing. They must consider the risks and benefits of coordinating schedules and frequency of product releases, especially since asymmetries in profit potential are weighted in favor of Microsoft.

Strategic Innovation Simulation: Back Bay Battery V2
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.
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.

Financial Accounting Online Course
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

Finance Online Course
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

“WE HAVE USED THE ONLINE FINANCE COURSE SINCE 2009–2010 AS AN INTEGRAL PART OF OUR MASTERS-LEVEL FINANCE MODULES WITH REMARKABLE IMPROVEMENTS IN STUDENT CONCEPTUAL UNDERSTANDING, ANALYTICAL SKILLS, AND COMPETENCIES ... AN OUTSTANDING TEACHING AID.”

— Review on the Harvard Business Publishing for Educators web site, for Finance Online Course*

from IT for Management Online Course
MORE ABOUT ONLINE COURSES: hbsp.harvard.edu

IT for Management Online Course
This course outlines the 4 components of the IT framework: infrastructure, data, applications, and IT organization. Students follow staff at a fictional fitness company that is expanding its technology infrastructure and building applications to automate business processes. Special emphasis is given to understanding the vocabulary of technology management and operations. Includes a final assessment. Student progress and test scores can be viewed online or downloaded to Excel.
- Complete Course #4330 | Seat Time: 10-12 hours
- Introductory Section #4333 | Seat Time: 5-6 hours
- Advanced Section #4335 | Seat Time: 5-6 hours

Management Communication Online Course
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
Mathematics for Management covers the mathematical concepts students commonly use to solve quantitative problems in the MBA curriculum, including sections on algebra, calculus, statistics, probability, and finance. From determining maximum profits using calculus to calculating market demand using statistics, the course gives students a practical understanding of using math in a management context.
- Complete Course #3350 | Seat Time: 12-20 hours
- Algebra Section #6004 | Seat Time: 3-4 hours
- Calculus Section #6006 | Seat Time: 3-4 hours
- Statistics Section #6007 | Seat Time: 3-4 hours
- Probability Section #6008 | Seat Time: 3-4 hours
- Finance Section #6009 | Seat Time: 3-4 hours

Quantitative Methods Online Course
Statistical methods are often used to solve business problems. This course teaches statistics with a special emphasis on developing the skills and instincts needed to make good decisions and to become a more effective manager. The course is set at a Hawaiian resort that is interested in implementing a more rigorous and data-driven approach to making business decisions. Students develop statistical models and explore sampling and estimation techniques intended to increase the resort's profitability.
- Complete Course #504702 | Seat Time: 20-50 hours
- Regression Section #6012 | Seat Time: 5-6 hours

“IT FOR MANAGEMENT IS QUITE DETAILED YET SIMPLE. THE BEST PART WAS THAT IT IS RELEVANT AND IT HAS RELEVANT ANIMATIONS.”
— Review on the Harvard Business Publishing for Educators web site*
Online Courses

(continued)

**UPDATED! Spreadsheet Modeling Online Course: Excel 2013**

This updated course shows students how to use Microsoft Excel 2013 as both a reporting tool and a modeling tool for solving business problems. It is appropriate for 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

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"**AN EXCELLENT INTRODUCTORY EXCEL MODELING COURSE FOR THOSE WHO DO NOT HAVE EXPERIENCE IN EXCEL. THE VIDEOS AND CASE STUDIES PROVIDE STEP-BY-STEP DETAILS WHICH ALLOW THE STUDENT TO PRACTICE AS THEY LEARN.**"

— Review on the Harvard Business Publishing for Educators web site

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"**AN EXCELLENT AND HIGHLY RECOMMENDABLE COURSE FOR PROFESSORS ... TO OBTAIN DIFFERENT POINTS OF VIEW IN THE EDUCATION.**"

— Review on the Harvard Business Publishing for Educators web site, for Spreadsheet Modeling Online Course*
Multimedia cases bring text material to life with animated charts, audio, and video segments. Available online or on CD-ROM for Windows.

ACCOUNTING

Enterprise Risk Management at Hydro One
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.

#110707

BUSINESS ETHICS

Fighting Corruption at Siemens
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.

#112702

ENTREPRENEURSHIP

An Entrepreneur’s Journey: Simi Nwogugu
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.

#810701

Entrepreneurial Insights
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.

#306703

GENERAL MANAGEMENT

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

#305032

GE’s Two-Decade Transformation: Jack Welch’s Leadership
As Jack Welch prepares for retirement, many question the firm’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.

#301040

See more multimedia cases continued on next page.
Leaders Who Make a Difference: Sam Palmisano’s Smarter IBM: Day 1
Sam Palmisano explains the moves he made to transform IBM into a faster-growing, more profitable company focused on IT solutions to the problems of companies, cities, and nations. Instructor version available online.
#311701

Mibanco: Meeting the Mainstreaming of Microfinance
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.
#310701

Paul Levy: Taking Charge at Beth Israel Deaconess Medical Center
When Levy becomes CEO of BIDMC, he takes over an organization in serious difficulty. The case follows Levy’s first 6 months on the job and includes video interviews and excerpts from his daily schedule.
#303058

MARKETING
Building Brand Community on the Harley-Davidson Posse Ride
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.
#501009

Launching the New MINI
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.
#505020

Lenovo: Building a Global Brand
When Chinese company Lenovo acquires the PC division of IBM in 2004, it sets out to become a global technology giant by launching a high-risk product line for the small-to-medium enterprise market.
#508703

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

Real Madrid Club de Fútbol
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.
#505081

Terror at the Taj Bombay: Customer-Centric Leadership
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, as well as how an organization saves its flagship brand after a crisis. Instructor version available online.
#511703

(continued)
NEW! Tyra Banks: Personal Branding

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.

#513703 TN

OPERATIONS MANAGEMENT

Horizon Wind Energy

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.

#609701 TN

Threadless: The Business of Community

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.

#608707 TN

ORGANIZATIONAL BEHAVIOR

NEW! Bridgewater Associates

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.

#413702 TN

Burt’s Bees: Balancing Growth and Sustainability

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?

Leadership, Culture, and Transition at lululemon

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.

#410705 TN

SERVICE MANAGEMENT


The founders of online retailer Zappos 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.

#612701 TN

STRATEGY

Marks & Spencer: The Phoenix Rises

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.

#304034

ZARA: Fast Fashion

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.

#703416 TN
Now deliverable through coursepacks, these free, streaming videos are all under 10 minutes long and illustrate a case's central learning objective. Cases with Video Shorts include:

**BUSINESS & GOVERNMENT RELATIONS**

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

Cracking Oyster follows the Director of Fares and Ticketing for London’s super agency, 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 HKS Professor Richard Zeckhauser, as they reflect on Verma’s use of game theory.

#HKS744

**ENTREPRENEURSHIP**

**John and Andrea Rice: Entrepreneurship and Life**

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

#808042

**FINANCE**

**Millegan Creek Apartments**

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

#395118

**GENERAL MANAGEMENT**

**Children’s Hospital and Clinics (A)**

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

#302050

**HCL Technologies (A)**

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

#408004

**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

**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

**INFORMATION TECHNOLOGY**

**CareGroup**

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

#303097

**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

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**From Starbucks: Delivering Customer Service**

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**Teaching Note Available**
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

**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

**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

**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

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

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

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

See all Video Shorts: hbsp.harvard.edu/list/videoshorts

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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**

**ABC Pen Factory Tutorial**
An introduction to activity-based cost systems. Part 1 reveals the problems created by a traditional labor-based cost system when a company adds variety to its product line. Part 2 focuses on constructing a simple activity-based cost system.
#103704

**Alternative Choice Decision Analysis**
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.
#105706 TN

**Buying Time**
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.
#104708

**Cost-Volume-Profit Models**
Covers fixed, variable, and semi-variable costs and their role in building and interpreting cost-volume-profit models. Students use the CVP model to determine profit at various levels of unit volume and how to calculate a breakeven point.
#105705 TN

**Internal Control Process**
Introduces the internal control process by detailing its 5 components: the internal control environment, risk assessment, internal control activities, information and communications, and monitoring.
#107705 TN

**Introduction to Cost Accounting Systems**
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.
#105701 TN

**Introduction to Responsibility Accounting Systems**
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.
#105703 TN

**ECONOMICS**

**Principles of Microeconomics for Strategists**
Reviews microeconomic principles from a business strategy perspective—including supply, demand, and equilibrium—using the digital music industry as context.
#705801 TN

**FINANCE**

**Pre-Money/Post-Money Valuation**
Addresses issues surrounding entrepreneurial valuations. Topics include the difference between an implied and a “bottom up” valuation, pre-money and post-money valuations, and the creation and interpretation of a capitalization table.
#803703 TN

**Yield Curves and Bond Ratings**
This tutorial examines what drives the shape of the yield curve for traded debt securities. Covers the metrics used by rating agencies to evaluate corporate and sovereign debt and presents data that show median values for a number of key rating metrics.
#204712 TN

**ORGANIZATIONAL BEHAVIOR**

**Congruence Model**
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.
#407703 TN
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.

Full Suite #9001

Modules in Harvard ManageMentor include:

- **Accounting**
  - Budgeting #9000

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

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

- **Finance**
  - Finance Essentials #9020

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

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

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

- **Negotiation**
  - Negotiating #9031

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

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

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

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APPLY NOW educatoraccess.hbsp.harvard.edu
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.

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

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

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

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 tradeoffs between cost, patient experience, and clinical quality that arise from queuing systems.

#4386

Operations Management Exercise: Push vs. Pull Production

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

#4402

NEW! Operations Management Exercise: System Utilization in Service Management

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 one class meeting or less for students to run the exercise and discuss the results.

#4391
Online Role Play

Negotiating Equity Splits at UpDown
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 as well as agreement terms for each team member. Instructors can use the online tools to track progress, examine responses, and review results for use in a classroom debrief session.

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

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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.

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

#4380

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