

# FACULTY SEMINAR SERIES

## Harvard Business School

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### **Crafting Business Strategy with Environmental Scanning**

Bharat N. Anand

How do companies position themselves to achieve and sustain success? How do they identify threats and seize opportunities? Professor Bharat Anand makes the case that scanning the environment is critical to creating a strategy that will establish sustainable competitive advantage.

*Topics covered: Organizational Development; Social Enterprise. **Product #8282C***



### **Jumpstarting Entrepreneurial Innovation**

Lynda M. Applegate

Do you consider marketplace disruptions a threat to your organization? Or an opportunity? How can you turn these disruptions into sustainable advantage? Professor Lynda Applegate defines entrepreneurial innovation and outlines the innovation process, from initial idea through product development and long-term sustainability. *Topics covered: Change; Innovation and Entrepreneurship; Leadership; Management; Strategy. **Product #1841C***



### **Strategic Alliances: The Power of Partnering Between Nonprofits and Businesses**

James Austin

City Year and Timberland, Conservation International and Starbucks—more and more leading institutions are discovering the power and mutual benefit of cross-sector collaborations. Professor James Austin defines the seven critical characteristics of strong collaborations as well as the barriers to successful partnering. He illustrates how “harnessing the power of collaboration” can promote higher achievement for both partners. *Topics covered: Organizational Development; Social Enterprise. **Product #8304C***



### **Defining Moments: A Framework for Moral Decisions**

Joseph L. Badaracco Jr.

When you make tough decisions—the ones that define you as a person and as a moral leader in your organization—you are at a defining moment in your life. What do you do when one clear right thing must be left undone in order to do another right thing, or when doing the right thing requires doing something wrong? Professor Joseph Badaracco sets the context for understanding these issues. *Topics covered: Ethics; Organizational Development. **Product #2861C***

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## Leading Quietly

Joseph L. Badaracco Jr.

Charismatic leaders inspire us all. But if we focus only on the heroes we put up on pedestals, we will miss the quiet leaders. It is the unglamorous, quiet leadership in the trenches that transforms organizations. Professor Joseph Badaracco looks beyond the heroic model to the people in organizations who care about and solve the small problems. *Topics covered: Ethics; Leadership. Product #2853C*



## Managing People for Competitive Advantage

Christopher A. Bartlett

Over the history of the corporation, many successful businesses have shifted from a culture focused on capital to a culture invested in people and ideas. Professor Christopher Bartlett argues that organizations are social as well as economic entities, and that by cultivating a culture based on a belief in people, they can stimulate employees to produce extraordinary results. *Topics covered: Management; Strategy. Product #4198C*



## The Revolution in Retailing

David E. Bell

A recent study suggests that much of the economic boom of the 1990s was not due to technology or to the Internet, but to efficiencies in the \$3 trillion retail industry. What does the future hold? In this presentation, Professor David E. Bell gives an overview of the industry, including its past and present, as he suggests how retailing will evolve. He describes the factors that lead to a successful retail concept and, in particular, explains how to compete against Wal-Mart. *Topic covered: Sales and Marketing. Product #1037C*



## Leadership is a Choice: The General Manager in the Middle

Joseph L. Bower

How does a general manager operate successfully when the responsibilities of the job are often in conflict? What does it mean to choose to be a leader? Stationed at the crossroads between the corporation and the operating units, middle managers are measured on their ability to motivate others to perform. In this presentation, Professor Joseph Bower provides practical guidelines for becoming a successful manager in the middle. *Topics covered: Leadership; Management. Product #8827C*



## Capturing the Value: Competitive Strategies that Work

Stephen P. Bradley

How can you create strategies that guarantee success for your organization? To be successful in today's changing world, organizations must form and implement strategies that allow them to find and sustain competitive advantage. In this insightful presentation, Professor Stephen Bradley discusses how to form competitive strategies that capture the value in your industry. *Topics covered: Leadership; Management; Strategy. Product #7529C*

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## Letting No Serious Crisis Go to Waste: Innovation and Entrepreneurship After the Great Recession

Bhaskar Chakravorti

Is an economic downturn a time for companies to lie low? Or could it be a great opportunity for innovation and entrepreneurship? Professor Bhaskar Chakravorti explores how companies like DuPont and Corning have thrived through past economic crises, and presents a framework for spotting and acting upon opportunities as they arise from crises of all kinds. *Topics covered: Change; Innovation and Entrepreneurship.*

**Product #1488C**



## The Opportunity & Threat of Disruptive Technologies

Clayton M. Christensen

How do seemingly benign innovations disrupt entire industries? And why are industry leaders consistently losing out to the upstarts, even when the disruptive innovation came from the leader's own lab? Professor Clay Christensen shows why these destructive patterns occur and how your company can break out of them. *Topics covered: Innovation and Entrepreneurship; Strategy; Technology and Operations.*

**Product #1482C**



## The Power of Supporting Players in High-Performance Industries

Thomas J. DeLong

Do you spend too much time focusing on your "star" performers and your "C" players, at the expense of your supporting players? Do you underestimate the importance of these vital employees? In this presentation, Professor Thomas J. DeLong warns that you ignore these key players at your peril. He explains why keeping them motivated is crucial to your organization's success. *Topics covered: Leadership; Management; Organizational Development.* **Product #8258C**



## Creating Customer-Centric Cultures: Lessons from High-Performance Organizations

Rohit Deshpandé

What kinds of corporate cultures are common to best-performing organizations? Does being customer focused really matter? In this presentation, Professor Rohit Deshpandé describes revolutionary changes in marketing that lead to more customer-centric organizations, where customers are everybody's responsibility and the language of the customer is key. Approaching marketing as a cultural challenge is a hallmark of the most successful high-performance companies in the world. *Topics covered: Innovation and Entrepreneurship; Leadership; Sales and Marketing; Strategy.* **Product #107XC**



## Organizational Learning in the Face of Ambiguous Threats

Amy C. Edmondson, Michael A. Roberto, Richard M.J. Bohmer

Is there a disaster waiting to happen in your organization? Is your organization poised to react if you sense one looming? In this stimulating presentation, Professors Amy C. Edmondson, Michael A. Roberto, and Richard M.J. Bohmer use NASA and the *Columbia* space shuttle to look at the causes of organizational disasters. How does the makeup of an organization contribute? How does an institution

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allow accidents to occur? *Topics covered: Leadership; Management; Organizational Behavior; Organizational Development. Product #9297C*



### **The Life Sciences Revolution: Changing the Language of Business**

Juan Enriquez

From the earliest cave wall paintings to the 1s and 0s of the digital revolution, Juan Enriquez examines the historical impact of data transmission on the global economy. But looking forward there is a *new* language—the ATCGs of genomic code—that will fundamentally change companies, industries, and even nations. Professor Juan Enriquez helps you prepare for this revolution. *Topics covered: Change; Innovation and Entrepreneurship; Technology and Operations. Product #3523C*



### **Capitalizing on the Power of the Customer**

Frances X. Frei

How do you provide service that differentiates you from your competitors, provides great value for your customers, and yields large profits for your firm? Professor Frances Frei explains how, using examples from such companies as Commerce Bank, Progressive Insurance, and Intuit. Companies like these not only provide excellent customer service, but also influence their customers to act in ways beneficial to the firm. *Topics covered: Innovation and Entrepreneurship; Sales and Marketing. Product #824XC*



### **Creating Competitive Advantage Through Organizational Learning**

David A. Garvin

Any time your organization can do something faster and better than your competitors, you'll take the lead. But products, services, and even processes can be copied. What can you invest in to create and sustain a competitive lead? Organizational learning. Professor David Garvin explains how learning organizations apply knowledge for superior performance. *Topics covered: Management; Organizational Development. Product #418XC*



### **The Case Method in Professional Education**

David A. Garvin

More and more professional schools are incorporating case method teaching into their programs, and in a variety of ways. In this presentation, Professor David Garvin traces the development of the case method within the law, business, and medical schools at Harvard University. He outlines the differences between the types of cases used, the preparation and class process, and the emphasis, tone, and objective of the learning for each school. *Topic covered: The Case Method. Product #8290C*



### **Authentic Leadership**

William W. George

What is authentic leadership? How can you become and remain an authentic leader? In this timely presentation, Professor William George outlines what it means to be a leader. Leadership is not about style or emulating another leader. It's about responsibility and stewardship. A true leader appeals not only

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to people's minds, but to their hearts, as leaders demonstrate through their vision and values. *Topics covered: Leadership. Product #1483C*



## Getting Global Strategy Right

Pankaj Ghemawat

When setting a strategy for doing business across borders, do you look for similarities between countries? What about differences? Companies will operate at intermediate levels of cross-border integration for the foreseeable future. This state of "semiglobalization" offers enormous challenges and opportunities. *Topics covered: Global Business; Strategy. Product #5623C*



## Sustaining Competitive Advantage

Pankaj Ghemawat

How do successful organizations sustain their competitive advantage in the midst of rapid change and innovation in the marketplace? What are the key threats to sustainability and how can you respond to keep your organization competitive? In this presentation, Professor Pankaj Ghemawat outlines the key threats to sustainability: imitation, substitution, holdup, and slack. Successful companies like Wal-Mart and Intel have devised innovative responses to these threats and have outperformed their competition. *Topics covered: Organizational Behavior; Strategy. Product #9718C*



## New Media and Digital Marketing

Sunil Gupta

In the less than six years since its founding, Facebook has attracted 350 million active users who share more than 3.5 billion pieces of content every week. Within three years of its launch, Twitter reached over 60 million users worldwide. The increasing influence of new media and digital technology is reshaping marketing practices and offering new opportunities to engage with consumers. *Topic covered: Marketing. Product #1487C*



## Consumer-Driven Health Care: A Revolution for Employers, Consumers, and Providers

Regina E. Herzlinger

Consumer-driven health care is coming, and you need to know when, where, and how. Professor Regina E. Herzlinger, one of the nation's foremost experts on consumer-driven health care, will answer your questions and prepare you, the consumer or the employer, for this transformation. *Topics covered: Leadership; Strategy. Product #5992C*

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## Building Strategy-Focused Organizations with the Balanced Scorecard

Robert S. Kaplan

Is your organization strategically focused? If not, you may need to consider developing a Balanced Scorecard strategy map. Professor Robert S. Kaplan first outlines the development of a Balanced Scorecard and describes its use by many successful organizations. Then he uses case studies of successful for-profit and nonprofit organizations to describe how to take the process to the next level, into strategic implementation, using a Balanced Scorecard strategy map. *Topics covered: Finance and Accounting; Strategy. Product #5356C*



## Billions of Entrepreneurs: The Yin and Yang of China and India

Tarun Khanna

Two emerging nations, China and India, are on the move towards economic development. They are entering the world economy on their own terms. China's model has received greater attention. India's is a diametrically different model—yin to China's yang—with different pros and cons. While China welcomes foreign capital, India nurtures its own indigenous entrepreneurs. While China has an efficient single-party state, sometimes compromising individual rights and freedoms, India cherishes the latter even at the expense of state dysfunction. *Topics covered: Global Business; Innovation and Entrepreneurship; Strategy. Product #1480C*



## Scope and Global Strategy

Tarun Khanna

A viable global strategy configures and coordinates better than available alternative means for accomplishing comparable ends. Configuration is deciding what to do where. Coordination is the tying together of different activities in different locations. But when does a global strategy makes sense, and how do you decide when and where to centralize an activity? In this presentation, Professor Tarun Khanna addresses these questions and explores the potential for a global presence to create value for organizations. *Topics covered: Global Business; Strategy. Product #1576C*



## Irrational Succession: The Role of the Board in CEO Selection

Rakesh Khurana

How do successful organizations find the best chief executives? Is charisma the key qualification to becoming a successful CEO? Professor Rakesh Khurana explains that CEO selection has become an irrational process. Using an historical perspective, he describes how the role of the CEO has grown in the age of the celebrity CEO, as the CEO has come to personalize the firm and be credited with all of the firm's successes. *Topics covered: Governance; Leadership. Product #7553C*

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## International Entrepreneurial Finance

Walter Kuemmerle

How will a global perspective increase my organization's likelihood of financial success? What's most important to consider in local adaptation—economic, political, or social issues? In this presentation, Professor Walter Kuemmerle offers important insights for anyone thinking about starting up or expanding a business in an international context. *Topics covered: Finance and Accounting; Global Business; Innovation and Entrepreneurship. Product #581XC*



## Entrepreneurial Marketing

Joseph B. Lassiter III

Products, customers, people, and partners: How do they relate and why should you care? The right combination is critical for success in any venture—an established company or a start-up. Professor Joseph Lassiter combines the entrepreneur's pursuit of an idea with marketing's focus on the customer to create a process that can dramatically increase any organization's performance. *Topics covered: Innovation and Entrepreneurship; Management; Strategy. Product #4473C*



## Strategy, Leadership, and Performance Management in the Social Enterprise Sector

Herman B. "Dutch" Leonard

Leaders in the social enterprise sector, whose mission is to advance the welfare of others, face challenges that neither the government nor the private sector is poised to handle. To help them achieve their goals, and to ensure that their organizations do not lose sight of their mission, as a host of constituencies demands their due attention, Professor Leonard suggests that leaders utilize a framework for decision making and a strategy for building support and capacity for those projects that they deem valuable. *Topics covered: Leadership; Management; Organizational Behavior; Organizational Development; Social Enterprise; Strategy. Product #3714C*



## Boom and Bust in Private Equity

Josh Lerner

What does the past tell us about the future of private equity? Are booms and busts a fact of life or a preventable anomaly? Professor Josh Lerner outlines three themes—rightsizing, structure and reach, and transparency—that may be dominant issues in private equity in the future. His conclusion: the business of private equity will look very different a decade from now. *Topic covered: Finance and Accounting. Product # 7561C*

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### **Corporate Governance in the U.S.: Scandals, Reforms, and the Future**

Jay W. Lorsch

Professor Jay W. Lorsch describes what went wrong in recent corporate scandals and explains the reforms that have been put into place to help avoid them in the future. He'll explore needed changes and outline a design for the boardroom of the future. If you interact with the key players in corporate governance, you'll gain valuable insights from this lecture. *Topics covered: Finance and Accounting; Governance; Leadership; Management.* **Product #5844C**



### **How Does IT Matter?**

Andrew McAfee

How does information technology provide competitive advantage? Are companies that invest heavily in IT getting their money's worth? Professor Andrew McAfee uses the examples of Ducati and BMW to illustrate ways in which technology is helping companies to improve performance and beat the competition. *Topics covered: Innovation and Entrepreneurship; Strategy; Technology and Operations.* **Product #2262C**



### **The New Strategic Weapon: Information Technology**

F. Warren McFarlan

Information technology is not just back-office technology; it is a strategic weapon in today's post-dot-com environment. IT makes companies survive, excel, and win. Professor F. Warren McFarlan expands on this theme amid IT's strands of stability and change, and his insights help you understand where IT is today and predict where it will go in the next forty years. *Topics covered: Management; Strategy; Technology and Operations.* **Product #5321C**



### **Resources and Corporate Strategy**

Cynthia A. Montgomery

The purpose of corporate strategy is value creation. Resources are critical to strategy because they determine not simply what a firm *wants* to do, but what it *can* do. In this presentation, Professor Cynthia A. Montgomery discusses the critical steps of identifying, evaluating, building, and deploying valuable resources. *Topic covered: Strategy.* **Product #1568C**

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## Brand Positioning

Youngme E. Moon

Have you positioned your brand to best engage the interest of potential customers? Professor Youngme E. Moon cites numerous examples of companies, such as JetBlue, IKEA, and Sony, whose unorthodox approaches have allowed them to steal share from all segments of the market. She presents four positioning strategies—iconic, reverse, breakaway, and stealth positioning—that such companies have used to dominate their product categories. Her insights and analyses can help you to position your product to its best advantage. *Topics covered: Innovation and Entrepreneurship; Sales and Marketing; Strategy. Product #2289C*



## The Ethics of Professionalism

Ashish Nanda

Who is a professional? What responsibility does a professional have to his or her organization and to society? In this lecture, Professor Ashish Nanda uses case examples like Enron, the American Medical Association, and the American Institute of Certified Public Accountants to show how the actions of a professional can make or break their profession. In his analysis, Professor Nanda explains the overarching principles that professionals and professional organizations must adhere to in order to do the right thing for the professions and for society. *Topics covered: Ethics; Leadership; Organizational Behavior. Product #5860C*



## Managing Markets, Segments, and Customers

Das Narayandas

Marketing is the management of markets, segments, and customers. Professor Das Narayandas asks you to examine how you manage each entity to produce a result that is beneficial to both you and the customer. He discusses visioning and market fit, and explains why it is important to communicate the benefits to your customer and to link those benefits to the members of the decision-making unit. *Topics covered: Sales and Marketing; Strategy. Product #8266C*



## What Really Matters

Nitin Nohria

Which corporate management practices really work? Managers have spent years guessing the answer to that crucial question—and usually guessing wrong. By conducting a massive research initiative, Professor Nitin Nohria found that it's not one practice, but a series of practices that lead to sustained success. *Topics covered: Leadership; Management; Strategy. Product #5984C*

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### Renewing Markets for Better Governance

Krishna G. Palepu

Recent headlines have rocked investor confidence and placed corporate governance squarely on the national agenda. How have capital market institutions had an impact on this situation? Have recent regulations done enough to reform it? Professor Krishna Palepu explores the links between corporate governance and American capital markets and the need to reform our market institutions. *Topics covered: Finance and Accounting; Governance. Product #4465C*



### The Danger of Silencing Conflict at Work

Leslie A. Perlow

The best way to pacify workplace conflict is to keep quiet and not make any waves, right? Wrong. Professor Leslie A. Perlow uses three studies to show that silencing conflict can have devastating negative task and relationship consequences. Silencing conflict can cause tasks to take longer or never get done at all. *Topics covered: Communications; Management; Organizational Behavior. Product #5615C*



### Business at the Base of the Pyramid

V. Kasturi Rangan

In a world inhabited by about 6.2 billion people, there are 4 billion who exist at the base of the pyramid. These consumers, whose disposable income is typically less than \$2 per day, do not indulge in the kind of consumption at which most marketing is directed. Their needs are more basic and include healthcare, education, and even food and clothing. In this timely presentation, Professor V. Kasturi Rangan explores the challenges and opportunities of addressing this market. *Topics covered: Global Business; Innovation and Entrepreneurship; Social Enterprise. Product #1486C*



### Where Do Great Strategies Come From?

Jan W. Rivkin

Are your strategic planning processes successful? Do they provide strategies that allow you to attain and maintain excellence in your industry for the long run? Professor Jan W. Rivkin feels that the traditional strategic planning process is flawed, and he presents an alternative, complementary approach. Using three tests of good strategic consistency and employing the case of Ryanair as an example, Professor Rivkin provides concrete advice for successful strategic planning in today's dynamic environment. *Topics covered: Leadership; Strategy. Product #7544C*

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### Fatal Ascent: Leadership Lessons from the 1996 Everest Tragedy

Michael A. Roberto

May 10, 1996: Five people die attempting to summit the highest mountain peak on earth. Professor Michael Roberto examines the research findings and suggests that factors on three levels—individual, group, and organizational—interacted to cause the tragedy. His analysis offers important insights for managers making and implementing high-stakes decisions within organizations. *Topics covered: Communications; Leadership; Management. Product #497XC*



### Know Your Worth: Critical Valuation Errors to Avoid

Richard S. Ruback

Are you responsible for the accuracy of your company's valuation? Do you make crucial management decisions based on its value? If you are concerned about the accurate valuation of your company, you need to view Professor Richard Ruback's presentation. His collection, gathered during twenty years of teaching and consulting, includes real valuation errors caused by inaccurate cash-flow forecasting, distorted terminal values, erroneous discount rates, and misused multiples. *Topic covered: Finance and Accounting. Product #6433C*



### Why Customers Matter

W. Earl Sasser

Any company that thinks satisfying customers is enough to ensure loyalty had better think again. Customer satisfaction does not by itself ensure loyalty to a company. Professor Earl Sasser reveals how customers who are merely satisfied will defect to the competition if they can find better value elsewhere. Outstanding value is the crucial factor in achieving sustained customer loyalty, and companies need to find that critical link between profitability and customer satisfaction. *Topics covered: Sales and Marketing; Strategy. Product #1490C*



### Sprint Selling & Turbo-Charged Market Development

Benson P. Shapiro

The situation is tricky: \$10 million in hand, a burn rate of \$2 million per month, and it will take six months to close the first sale. The company can't survive unless it can close sales faster. Professor Ben Shapiro explores the development of new markets and offers ways to close sales more quickly. He explains how to balance scarce marketing and sales investments with faster returns. *Topics covered: Sales and Marketing; Strategy. Product #1504C*



### Return On Management

Robert Simons

Do your employees feel overwhelmed with new initiatives, task forces, and meetings that have been added to their regular responsibilities? Professor Bob Simons helps you detect these warning signs of a low *Return on Management*. He takes an unconventional look at five common management practices and

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explains how close monitoring of their application can yield a higher *Return on Management* ratio. *Topics covered: Communications; Management; Strategy. Product #385XC*



### The Baby Business

Debora L. Spar

In vitro fertilization and genetic screening are possible with the advent of biotechnology. And international adoptions, surrogacy, and other approaches to family planning are on the rise. But few rules govern these measures, medical costs can be prohibitive, and variations across national borders can be extreme. Professor Debora Spar examines the highly personal and controversial “baby business.” She recommends new regulations to ensure that parenting options will be safer and more equitable for all concerned. *Topics covered: Change; Ethics; Global Business; Innovation and Entrepreneurship; Technology and Operations. Product #1484C*



### The Politics of Innovation

Debora L. Spar

During certain periods of time, technological innovation pushes at the frontiers of government and law and opens massive loopholes for entrepreneurs to exploit. During these critical junctures, rules disappear and markets flourish wildly. Professor Debora Spar outlines the common phases of technological change and examines our current digital revolution within this framework. *Topics covered: Change; Global Business; Innovation and Entrepreneurship; Management. Product #2268C*



### Just Enough: Defining Lifelong Success

Howard Stevenson

Happiness, significance, achievement, legacy—these are the four dimensions of success, according to Professor Howard Stevenson, co-author (with Laura Nash) of *Just Enough: Tools for Creating Success in Your Work and Life*. Whether you're just starting out in your career, or nearing retirement, Professor Stevenson offers strategies for defining and measuring success, as well as suggestions for how to achieve a sense of fulfillment and satisfaction with your accomplishments. *Topic covered: Change. Product #9300C*



### Experimentation Matters: New Opportunities for Innovation

Stefan Thomke

Does experimentation matter? Does your organization conduct frequent experiments to ensure that your products and services remain competitive? Amid the uncertainty in today's business climate, planning experiments and learning from results can be key to success. *Topics covered: Change; Innovation and Entrepreneurship; Technology and Operations. Product #3706C*



### How Countries Compete: National Strategies for Globalization

Richard Vietor

How do countries compete? In this presentation, Professor Richard Vietor examines the crucial role that governments play in the global economy through their management of important institutions. As a

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government builds and regulates the institutions that shape markets, it determines the economic health of its country. He notes that the relationship between strategy and structure applies as much to countries as it does to firms. *Topics covered: Global Business; Strategy. Product #1478C*



### **A Framework for Successful Leadership Transitions**

Michael Watkins

Leadership transitions can be risky for individuals and companies, and the cost of failure can be high. However, the rewards can also be great. Professor Michael Watkins presents a roadmap for success during a period of leadership transition. *Topics covered: Change; Leadership; Organizational Behavior. Product #4392C*



### **Strategic Agility**

John R. Wells

Why do companies fail? Why don't companies that are failing make changes? Inertia prevents some companies from exploring new ways to solve problems, and resisting change can be fatal. Professor John R. Wells explains that organizations that want to excel in an ever-changing marketplace need to foster and maintain strategic agility. Using examples from such organizations as Atari, Kodak, and Dell, he explores the importance of having agile strategies, agile structures, and agile people in today's complex environment. *Topics covered: Organizational Behavior; Organizational Development; Strategy. Product #8274C*



### **Judo Strategy**

David B. Yoffie

Why do some companies defeat stronger rivals, while others fail? This is a question that all ambitious businesses eventually face. Whether you're a start-up taking on industry giants or a giant moving into markets with powerful incumbents, the basic problem remains the same. Professor David Yoffie explains how to compete with opponents who have size, strength, and history on their side. *Topics covered: Management; Strategy. Product #1512C*

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### Competing in High-Velocity Industries

William P. Barnett

Why is it so difficult for firms to gain—and remain in—a position of competitive advantage? Professor William Barnett highlights the real, but unseen, dilemma facing executives who may be harming their organizations' competitiveness through well-intended strategies. Drawing on extensive research, Barnett reconsiders the founding premises of modern strategic management theory and proposes a very different approach. *Topics covered: Change, Strategy, Management, Organizational Behavior. Product #5852C*



### Accounting in the Wake of Scandal: Stock Options and Global Standards

Mary E. Barth

Significant changes are on the horizon within the accounting industry. How will these reforms impact your company? Recent accounting scandals have brought corporate governance and public disclosure under intense scrutiny. Professor Mary E. Barth discusses the board's efforts to create global accounting standards that produce credible and transparent results. *Topics covered: Finance and Accounting; Global Business; Governance. Product #4112C*



### Corporate Social Responsibility

David Brady

What is corporate social responsibility? What responsibilities do corporations have beyond maximizing value for their shareholders? In this presentation, Professor David Brady shares his perspective on what accounts for a corporation's social responsibility efforts. *Topics covered: Ethics; Global Business; Organizational Behavior; Social Enterprise. Product #4028C*



### Strategy is Destiny: A Perspective on Strategic Leadership

Robert A. Burgelman

What role does intuition play in leadership? What separates a great strategist from a great visionary? Professor Burgelman argues that a company's strategic leadership capability is critical for adaptation and high performance, especially in highly dynamic environments. *Topics covered: Leadership; Strategy. Product #5836C*

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## **Strategy is Destiny Tool I: A Perspective on Strategic Leadership**

Robert A. Burgelman

What is strategic leadership? How can leaders capitalize on external and internal sources of change, stimulate debate, and motivate people to take action? In this presentation, Professor Robert A. Burgelman presents a perspective on strategic leadership and a tool for diagnosing the forces that drive evolution within a business. By focusing on the big picture, leaders will learn how to analyze and capitalize on external and internal sources of change. *Topics covered: Change; Leadership; Organizational Development; Strategy. Product #3250C*



## **Strategy is Destiny Tool II: An Evolutionary Framework of the Strategy-Making Process**

Robert A. Burgelman

How can leaders exploit current business opportunities while developing new ones? What organizational designs best facilitate this? How can leaders stimulate the strategic renewal process? In this presentation, Professor Robert A. Burgelman presents a framework for examining the alignment between strategy and action. The framework balances the exploitation of current opportunities with the exploration of opportunities in new environments. This session will provide leaders with an understanding of the fundamental strategy-making processes in established companies and the strategic leadership challenges associated with them. *Topics covered: Change; Leadership; Organizational Development; Strategy. Product #3269C*



## **Strategy is Destiny Tool III: Internal Corporate Venturing**

Robert A. Burgelman

How can leaders overcome managerial, strategic, and structural impediments to new business development? What are the interlocking strategic leadership activities that constitute the innovation process? In this presentation, Professor Robert A. Burgelman presents a framework for understanding how an organization's strategic leadership capability is critical to adaptation and high performance, especially in highly dynamic environments. Through this focus on the details of the strategic activities involved in new business development, Professor Burgelman examines the leadership activities of executives at different levels in the organization. He also explains how the strategy-making process can drive corporate innovation and entrepreneurship. *Topics covered: Change; Leadership; Organizational Development; Strategy. Product #3277C*



## **Sports Business Management**

George Foster

Are the principles of business management different for sports than for other industries? If you can run a bank, can you run the Boston Red Sox? In this presentation, Professor George Foster examines the commonalities and differences between sports business management and management in other industries. From the culture of entertainment and superstars to the business basics of creating and sharing value, Professor Foster helps us understand what it takes to win in the global sports industry. *Topics covered: Global Business; Innovation and Entrepreneurship; Management; Strategy; Sales and Marketing. Product #4575C*

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## **The Power of Paranoia**

Roderick M. Kramer

As crises such as the September 11th terrorist attacks and the collapse of Enron have shown, blindly abiding by the belief that trust is a strength now seems dangerously naïve. Professor Roderick M. Kramer presents results from two decades of research on trust and cooperation in organizations. His research findings have convinced him that distrust can indeed be a key ingredient in organizational effectiveness, contrary to the view espoused in most popular management literature. *Topics covered: Communications; Management; Organizational Behavior; Organizational Development. Product #6271C*



## **All Customers Are Not Created Equal**

James M. Lattin

How are customers unique? How can we determine customer value? What are the implications of these customer differences for marketers? In this presentation, Professor James M. Lattin presents his model for revealing the hidden dynamics of customer relationships over time. He applies this model to the donation behavior of university alumni, describes a logic for allocating marketing dollars across unequal customers, and reflects on the implications for marketing practice in general. *Topics covered: Management; Sales and Marketing; Strategy. Product #1839C*



## **Sales Force Compensation and Incentives**

Edward P. Lazear

By replacing hourly wages with commission pay, the new CEO of a windshield installation company increased sales force productivity by more than 40 percent. Starting with this compelling example, Professor Edward Lazear describes why sales force compensation is such a powerful lever and how managers can think creatively about pay structures while ensuring that these incentives are aligned with corporate goals. *Topics covered: Finance and Accounting; Organizational Behavior; Sales and Marketing. Product #1547C*



## **The Value of Hierarchies and How to Manage Them More Effectively**

Harold Leavitt

Are hierarchical, authoritarian structures dead or dying? Should they be? Are social networks and leadership skills substitutes for age-old hierarchical organizations? Do organizational democracies exist? In this presentation, Professor Harold J. Leavitt discusses the pros and cons of organizational hierarchies. *Topics covered: Innovation and Entrepreneurship; Leadership; Management; Organizational Behavior, Organizational Development. Product #4036C*

# FACULTY SEMINAR SERIES



## Triple-A Supply Chain Performance

Hau L. Lee

How can supply chains stay competitive in today's rapidly changing and highly uncertain environment? In this presentation, Professor Hau L. Lee explains that while speed and efficiency are the foundation, an expanded set of capabilities is required. Supply chains need to be agile and flexible to respond to the uncertain market, adaptable to systemic changes in demand and supply patterns, and have the incentives of supply chain partners properly aligned. *Topics covered: Global Business; Innovation and Entrepreneurship; Management; Strategy; Technology and Operations.* **Product #401XC**



## Winners (Don't) Take All

Margaret A. Neale

Despite all we've heard about win-win deals, very few managers are really skilled at creating value or expanding the pie in negotiation settings. In this presentation, Professor Margaret Neale explores the psychological barriers to successful negotiation, providing a variety of interpersonal and organizational examples. *Topics covered: Communications; Ethics; Management.* **Product #368XC**



## Women Negotiating Well: The Effects of Gender and Expectations on Negotiating Performance

Margaret A. Neale

Why are women so reluctant to negotiate? What is the cost of not asking? Women don't like to negotiate, which probably isn't that surprising. What is surprising is how much that reticence hurts women. In this presentation, Professor Margaret A. Neale discusses the effects of gender and expectations on negotiating performance. *Topics covered: Communications; Leadership; Organizational Behavior; Strategy.* **Product #4567C**



## Building Effective and Efficient Personal Networks

Joel M. Podolny

Once considered subversive, personal networks are now recognized as important drivers of performance and influence in organizations. In this presentation, Professor Joel Podolny reviews the history and research on networks and argues that while networks have enormous potential, creating an effective, efficient network is a complex endeavor. *Topics covered: Management; Organizational Behavior.* **Product #2071C**

# FACULTY SEMINAR SERIES



## **Built to Last: Beyond Charismatic Visionary Leaders**

Jerry I. Porras

What does it takes to be a great leader? And what if I don't fit the mold of the charismatic visionary... am I doomed to mediocrity? In this lecture, Professor Jerry I. Porras focuses on a different model of leadership, one that has served leaders of enduringly great organizations quite well for generations. *Topics covered: Change; Leadership; Organizational Behavior. Product #5879C*



## **Assessing Your Creativity: Overcoming the Challenges of Time and Stress**

Michael L. Ray

Most of us believe that the only constant is change. But, in fact, there is another constant: our own inner resource. In these times of change, continuous innovation is required for competitive advantage in business. And in order to promote constant innovation, it is imperative to tap into people's inner creative resources so as to fully leverage the rest of their skills, thus making their work more meaningful and allowing them to contribute to the best of their abilities. *Topics covered: Change; Innovation and Entrepreneurship; Organizational Behavior. Product #5313C*



## **Organizational Design for Performance and Growth**

John Roberts

It is one thing to have a great strategy; it's another thing to make it work. Strategy is implemented through the organization of the firm. Thus, one of the fundamental responsibilities of general managers is to design the organization of their businesses. In this presentation, Professor John Roberts outlines some fundamental concepts and tools useful in putting together a winning organization that can deliver on the strategy. *Topics covered: Innovation and Entrepreneurship; Management; Organizational Behavior; Organizational Development. Product #1088C*



## **Brand Equity: Measuring, Analyzing, and Predicting**

V. Seenu Srinivasan

What is brand equity? How do we understand its value and its sources? How can we predict changes in profit, based on investment in brand? In this presentation, Professor V. Seenu Srinivasan shares his research on measuring, analyzing, and predicting a brand's equity in a product market. *Topics covered: Communications; Sales and Marketing; Strategy. Product #1053C*

# FACULTY SEMINAR SERIES



## **Fostering Innovation: 11½ Weird Ideas that Work**

Robert I. Sutton

Most managers try to develop new ideas by relying on the practices and perspectives that made them successful today. In this presentation, Professor Bob Sutton argues that those approaches that help a company succeed now are exactly what limits innovation and creativity. *Topics covered: Innovation and Entrepreneurship; Management; Organizational Behavior; Organizational Development.* **Product #1555C**



## **Super Bowl Science: Sports Betting and Behavioral Science**

Justin Wolfers

Is there any science to sports betting? Can you beat the line consistently? In this lecture celebrating and debunking sports trivia, Stanford professor Justin Wolfers examines the sports-betting industry as a metaphor to better understand human psychology and the broader financial markets. *Topics covered: Finance and Accounting; Organizational Behavior.* **Product #4104C**