

ORGANIZATIONAL BEHAVIOR & LEADERSHIP

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PRODUCT UPDATE

2010

Academic Institutions around the world use course materials available from Harvard Business Publishing to add dynamic, real-life perspectives to their undergraduate, MBA, and executive education courses. Here is a selection of new and noteworthy course materials in Organizational Behavior & Leadership.

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- Darden School of Business
- Design Management Institute
- IESE Business School
- INSEAD
- International Institute for Management Development (IMD)
- Ivey School of Business
- Kellogg School of Management
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- Social Enterprise Knowledge Network
- Stanford Graduate School of Business
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New Cases

Cases, a slice of business life, focus on actual problems and decisions facing a company. Students are challenged to put themselves in the protagonist's place and suggest business strategies, tactics, and solutions.

Digital Chocolate

Trip Hawkins starts Digital Chocolate in 2003 to develop games for mobile devices. By 2009, Digital Chocolate is one of the top developers of solo-player games and Hawkins wonders how to guide his company into the new area of multi-player gaming without losing any of the firm's creative momentum. *Harvard Business School*. #410049

Executive Remuneration at Royal Dutch Shell (A)

The remuneration committee at Shell awards five top executives a bonus in 2008, even though they have not met the necessary performance measures under the compensation plan—and proxy advisors recommend that their clients vote against the plan at the upcoming shareholder's meeting. *Harvard Business School*. #409126

IronPort

IronPort, a leading Internet security company, is contemplating an acquisition offer from Cisco Systems. The CEO is concerned about the effects on the IronPort culture if it is absorbed under the Cisco umbrella. Students must think about these cultural issues and make a recommendation to the CEO outlining the factors they considered in making their decision. *Stanford Graduate School of Business*. #E334

Jones Lang LaSalle: Reorganizing Around the Customer

The CEO of Jones, Lang, LaSalle Americas division must expand the company's presence in its core geographic markets and also increase its corporate account business. Illustrates the tensions involved in structuring an organization around product, geography, and key customers. *Harvard Business School*. #410007

Managing Creativity at Shanghai Tang

Shanghai Tang is a luxury brand that focuses on Chinese-inspired fashion, accessories, and home decoration. In Fall 2008, during the growing global economic crisis, the creative director leaves the company. Should Shanghai Tang hire a new creative director or can the executive chairman take on the role himself? *Harvard Business School*. #410018

Mina O'Reilly at Logan Airport's TSA

Mina O'Reilly, an officer at Logan Airport's Transportation Security Administration in Boston, must discipline an employee responsible for a security breach that has caused a 45-minute terminal closure during peak hours, a potential threat to traveler safety, and travel delays across the U.S. O'Reilly must decide whether or not the employee can clock in as usual. *Harvard Business School*. #409116

Telegraph Media Group: The Newspaper Is Dead, Long Live the...

The new owners of the Telegraph Media Group, a respected U.K. newspaper brand, face the challenges of digitization, the Internet, a 24x7 news and information cycle, the advent of citizen journalism, and a centuries-old print-media business model. The leadership team must prepare the case for change. *Babson College*. #BAB147

VeeV on the Rocks?

Three pressing questions confront the founders of VeeV, the world's first alcoholic beverage infused with acai berries. How should they split the equity of the new company, how far should they go in their efforts to be a "green" brand, and how should they handle an unexpected product quality issue? *Harvard Business School*. #410006

Popular Cases

Charlotte Beers at Ogilvy & Mather Worldwide (A)

Charlotte Beers takes leadership of Ogilvy & Mather Worldwide during a period of rapid industry change and organizational crisis. Sixteen months later, turnaround has begun but organizational structures and systems are not yet aligned with the firm's new direction and Beers must decide how to move forward with her senior team. Revised in 1999.

Harvard Business School. #495031

Erik Peterson (A)

Describes the problems facing a recent MBA graduate in his job as general manager of a mobile cellular company owned by a parent corporation. Raises issues of corporate divisional relationships and the difficulties facing an inexperienced manager who seems to be receiving little support. Revised in 1995. *Harvard Business School. #494005*

Karen Leary (A)

Ted Chung, a financial consultant, works for Karen Leary, a new manager of a Merrill Lynch retail branch. Leary has concerns about Chung's performance and when Chung makes what Leary perceives to be an unreasonable request for a private office, she must respond, while taking into account the implications of her decision on the branch office and her career. Revised in 1996. *Harvard Business School. #487020*

Meg Whitman at eBay, Inc. (A)

When Meg Whitman takes over as CEO of eBay from founder Pierre Omidyar, she must determine how to lead the company through a stage of phenomenal growth without compromising eBay's key success factors—its unique external customer culture and internal corporate culture. Revised in 2005. *Harvard Business School. #401024*

Mount Everest—1996

Describes the events that transpired during the May 1996 Mount Everest tragedy and examines the flawed decisions that climbing teams made before and during the ascent. Covers group dynamics and behavior, crisis communication, and crisis-influenced teamwork. Revised in 2003. *Harvard Business School. #303061*

Peter Browning and Continental White Cap (A)

Presents a new VP's entry into a well-established manufacturing organization that is facing an impending competitive crisis. Demonstrates his efforts to make changes in the organization's culture in order to better position it to face the crisis and includes several complex choices he must make as he considers whether or not to replace some key but problematic senior managers. Revised in 2000. *Harvard Business School. #486090*

Rob Parson at Morgan Stanley (A)

Rob Parson, a star producer in Morgan Stanley's Capital Markets division was recruited from a competitor and has generated substantial revenues since joining the firm. But his performance evaluation reveals that he's having difficulty adapting to the firm's culture. His manager, Paul Nasr, must decide whether to promote Parson to managing director. Revised in 1998. *Harvard Business School. #498054*

Taran Swan at Nickelodeon Latin America (A)

Eighteen months after launching Nickelodeon Latin America, general manager Taran Swan must leave the company's Miami headquarters for her New York home because of complications with her pregnancy. Unable to travel for at least the next six months, Swan must decide how she will continue to run the channel from New York. Revised in 2008. *Harvard Business School. #400036*

Wolfgang Keller at Konigsbrau-TAK (A)

Wolfgang Keller faces a managerial dilemma. His subordinate, Dmitri Brodsky, is a talented and experienced commercial director who is not meeting his goals expediently and whose style is causing conflict with clients, other staff members, and with Keller himself. What's the best course of action to take with this difficult employee? Revised in 2008.

Harvard Business School. #498045

Brief Cases

Harvard Business Publishing Brief Cases are rigorous, short cases that outline a compelling business dilemma and illustrate core learning objectives.

NEW! RL Wolfe: Implementing Self-Directed Teams

Plastic pipe manufacturer RL Wolfe introduces the concept of self-directed teams (SDTs) to its Corpus Christi plant in 2004. By 2007, Corpus Christi is outperforming the firm's other plants and the production director seeks to understand which aspects of SDTs are working, which are not, and whether the other plants might be persuaded to accept the SDT approach. #4063

NEW! MediSys Corp.: The IntensCare Product Development Team

Medical equipment maker MediSys is developing an innovative system for monitoring intensive care patients. Six months into the project, the product development team struggles through significant problems with design, schedule, a large competitive threat, and their own group dynamics. #4059

Campbell and Bailyn's Boston Office: Managing the Reorganization

Competitive pressures drive organizational changes at a securities brokerage firm, with serious potential consequences for customers, employees, and the firm as a whole. #2182

TerraCog Global Positioning Systems: Conflict and Communication on Project Aerial

When a new product launch is threatened by cost problems, the firm's units are unable to come together and make a critical decision and a young executive must lead them forward. #2184

Treadway Tire Company: Job Dissatisfaction and High Turnover at the Lima Plant

Line foremen in a manufacturing plant are caught in the middle of an adversarial relationship between workers and management. #2189

Stone Finch, Inc.: Young Division, Old Division

To stimulate innovation and hasten growth in a young technology solutions division, an aggressive CEO milks the firm's cash cow, an old manufacturing unit. That unit soon faces key employee departures and sinking morale—and the newer unit runs into similar difficulties. #3214

Multimedia Cases

Multimedia cases put students in the center of business dilemmas by bringing concepts to life with animated charts, audio, and video segments. Available on CD for Mac and PC.

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

Chronicles the transformation of GE's business portfolio in the 1980s and focuses on the major strategic change, leadership, and growth initiatives that revitalized the company in the late 1980s and 1990s. #301040

Paul Levy: Taking Charge at Beth Israel Deaconess Medical Center

When Levy becomes CEO of Beth Israel Deaconess Medical Center, he takes over an organization in serious difficulty. Follows Levy's first six months on the job and includes video interviews and excerpts from his daily schedule. #303058

Role Plays

Role Plays enable students to “learn by doing” as they develop their decision-making skills under the guidance of an instructor and with their peers. Each Role Play is accompanied by a comprehensive Teaching Note.

Necessary Evils

Firing people, laying people off, delivering bad news or negative performance feedback—all are necessary evils that emerging leaders must prepare for. Takes students through a series of introspective questions, punctuated by small group discussions and concluding with a large group discussion of insights. #2215

Note: Role Planner, free with any Role Play adoption, is an online administrative platform for Role Plays, providing a seamless mechanism for delivering role-specific information to students, timing its delivery through multiple steps, and managing the debrief when play is complete.

→ [Find more cases, Brief Cases, multimedia cases, and role plays at hbbsp.harvard.edu](#)

New Articles

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

Organizational Ambidexterity: IBM and Emerging Business Opportunities

Illustrates how multi-level selection processes help organizations adapt in the face of technological and market changes. One deliberate and replicable version of this process enabled IBM to generate more than \$15 billion in growth between 2000 and 2005. *California Management Review*. #CMR435

Leadership in a (Permanent) Crisis

The current mix of urgency, high stakes, and uncertainty will likely continue even after the recession ends. Proposes that managers must become “adaptive leaders” who make the changes that will allow their organizations to thrive in turbulent environments.

Harvard Business Review. #R0907F

Popular Articles

Building Your Company's Vision

Companies that enjoy enduring success have a core purpose and values that remain fixed while their strategies and practices adapt to change. This ability to balance continuity and change is closely linked to the ability to develop a vision, which in turn provides guidance about what to preserve and what to transform. Provides a framework for creating vision statements that preserve core values while stimulating progress. *Harvard Business Review* #96501

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How Management Teams Can Have a Good Fight

Top managers know that conflict over issues is natural and even necessary. Management teams that challenge one another's thinking develop a more complete understanding of their choices, create a richer range of options, and make better decisions. Offers a set of tactics that keeps conflict focused on issues, fosters collaborative, rather than competitive, relations among team members, and creates a sense of fairness in the decision-making process. *Harvard Business Review*. #97402

Leadership That Gets Results

Despite leadership training programs and expert advice, effective leadership still eludes many managers. In this article, Daniel Goleman outlines six distinct leadership styles—coercive, authoritative, affiliative, democratic, pacesetter, and coaching. He also explores which leadership behaviors yield positive results and maintains that with practice leaders can switch styles to produce powerful results. *Harvard Business Review*. #R00204

Leading Change: Why Transformation Efforts Fail

Businesses hoping to survive over the long term will have to remake themselves into better competitors at least once along the way. In this article, author John P. Kotter outlines the eight key errors that can doom these efforts and explores the general lessons that encourage success. Realizing that change usually takes a long time, says Kotter, can improve the chances of success. *Harvard Business Review*. #R0701J

Necessary Art of Persuasion

Business today is largely run by teams and populated by authority-averse baby boomers and Generation Xers, making persuasion an important managerial tool. This article posits that persuasion consists of four essential elements—establishing credibility, finding common ground, providing vivid evidence, and connecting emotionally—and suggests that effective persuasion requires insight, planning, and compromise. *Harvard Business Review*. #98304

What Leaders Really Do

Leadership and management are two distinctive and complementary systems of action, according to author John Kotter, and both are necessary for success. Management is about coping with complexity; leadership, by contrast, is about coping with change. Many U.S. corporations today are over-managed and under-led, and firms must develop their leadership potential to achieve their strategic goals. *Harvard Business Review*. #R0111F

What Makes a Leader?

Author Daniel Goleman first brought the term “emotional intelligence” to a wide audience with his 1995 book of the same name and he first applied the concept to business with this 1998 classic *Harvard Business Review* article. The chief components of emotional intelligence—self-awareness, self-regulation, motivation, empathy, and social skills—can sound unbusinesslike but Goleman maintains there are direct ties between emotional intelligence and measurable business results. *Harvard Business Review*. #R0401H

Why Should Anyone Be Led By You?

Great leaders rely on vision and energy—and they also share four unexpected qualities: they selectively reveal their weaknesses, rely heavily on intuition to gauge the appropriate timing and course of their actions, manage employees with “tough empathy,” and capitalize on differences. All four qualities are necessary for inspirational leadership and must be blended to meet the demands of particular situations. *Harvard Business Review* #R00506

→ Find more articles at hbsp.harvard.edu

Simulations

Online simulations present real-world management challenges for students and encourage lively classroom interaction. Included with all simulations: video assets, debrief-ready results, and detailed Teaching Note guidance for comprehensive debrief.

Leadership and Team: Everest

The dramatic setting of a Mount Everest summit expedition teaches group dynamics and leadership. Students play one of five or more roles on a team of hikers. This high stakes simulation requires teammates to share information to maximize group achievement and avoid perils that include the possibility of rescue on the mountain. This simulation is ideal for Organizational Behavior, Group Dynamics, and Leadership courses. Revised for Fall 2009. #2650

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Online Courses

Online courses introduce complex subjects and can be used in advanced undergraduate business courses, as pre-matriculation requirements for MBAs, or assigned as homework over the course of a semester or year.

New! Online courses are now available in sections.

Financial Accounting

Introduces Financial Accounting in a management context.

- Complete Course #105708
- Introductory Section
- Advanced Section

Finance

Covers the core topics in Finance that a business student must master.

- Complete Course #208719
- Introductory Section
- Advanced Section

Mathematics for Management

Reviews key mathematics concepts and skills used in the MBA curriculum and in business.

- Complete Course #3350
- Algebra Section
- Calculus Section
- Statistics Section
- Probability Section
- Finance Section

Spreadsheet Modeling

Demonstrates how to use Excel functionality to solve business problems.

- **Complete Course #3252**
- **Introductory Section**
- **Advanced Section**

Quantitative Methods

Covers basic topics in statistical analysis required for MBA-level coursework.

- **Complete Course #504702**
- **Regression Section**

→ **For more information about online courses, visit hbsp.harvard.edu**

New Books & Chapters

Individual chapters may be integrated into course materials, while books may serve as primary class texts.

Crossing the Divide: Intergroup Leadership in a World of Difference

Bringing groups together is a central and unrelenting task of leadership. Leaders can no longer just “rally the troops.” They must find ways to span boundaries, affirm identity, cultivate trust, and collaborate productively. This multidisciplinary volume provides theoretical frameworks, practical tools, and case studies. *Available in chapters.* #1834

The Leadership Code: Five Rules to Lead By

Based on decades of third-party research and extensive interviews with a variety of respected CEOs, academics, executives, and consultants, this book explores five essential principles repeated again and again, a “leadership code” condensed into day-to-day guidelines for leadership excellence. *Available in chapters.* #1901

Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World

When change requires a leader to challenge and alter familiar reality, employees may feel threatened. This hands-on, practical guide contains stories, tools, diagrams, cases, and worksheets to help managers develop skills for meeting the demands of leadership in a complex world. *Available in chapters.* #5764

Your Next Move: The Leader’s Guide to Navigating Transitions

Moving into a new role is often a defining factor in a professional career. This book illustrates the hurdles associated with promotion, on-boarding to a new organization, and making an international move. Provides insights, strategies, and resources that can help maintain leadership momentum. *Available in chapters.* #12047

→ **Find more books and chapters at hbsp.harvard.edu**

Course Modules

Course modules offer a road map to the best teaching materials, with recommendations on how to organize them. Each module suggests 4–6 items, with alternates. Course Modules in Organizational Behavior and Leadership include:

- **Interpersonal Relations**
- **Organizational Change**
- **Teams and Groups**

→ Find more course modules at hbsp.harvard.edu

New Video Supplements

Video supplements give students insight into a case as they view a class visit from a CEO, a factory tour, or interviews with prominent business visionaries. Supplements can be viewed on DVD as well as in VHS format. Many video supplements are accompanied by a Teaching Note. Video supplements in Organizational Behavior and Leadership include:

Sun Hydraulics: Leading in Tough Times #409714

Rob Smith: Senior Partner of Davis Langdon #409708

Vineet Nayar at HCL Unstructure #609704

→ For a complete list of video supplements, visit hbsp.harvard.edu/list/video-supplements

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