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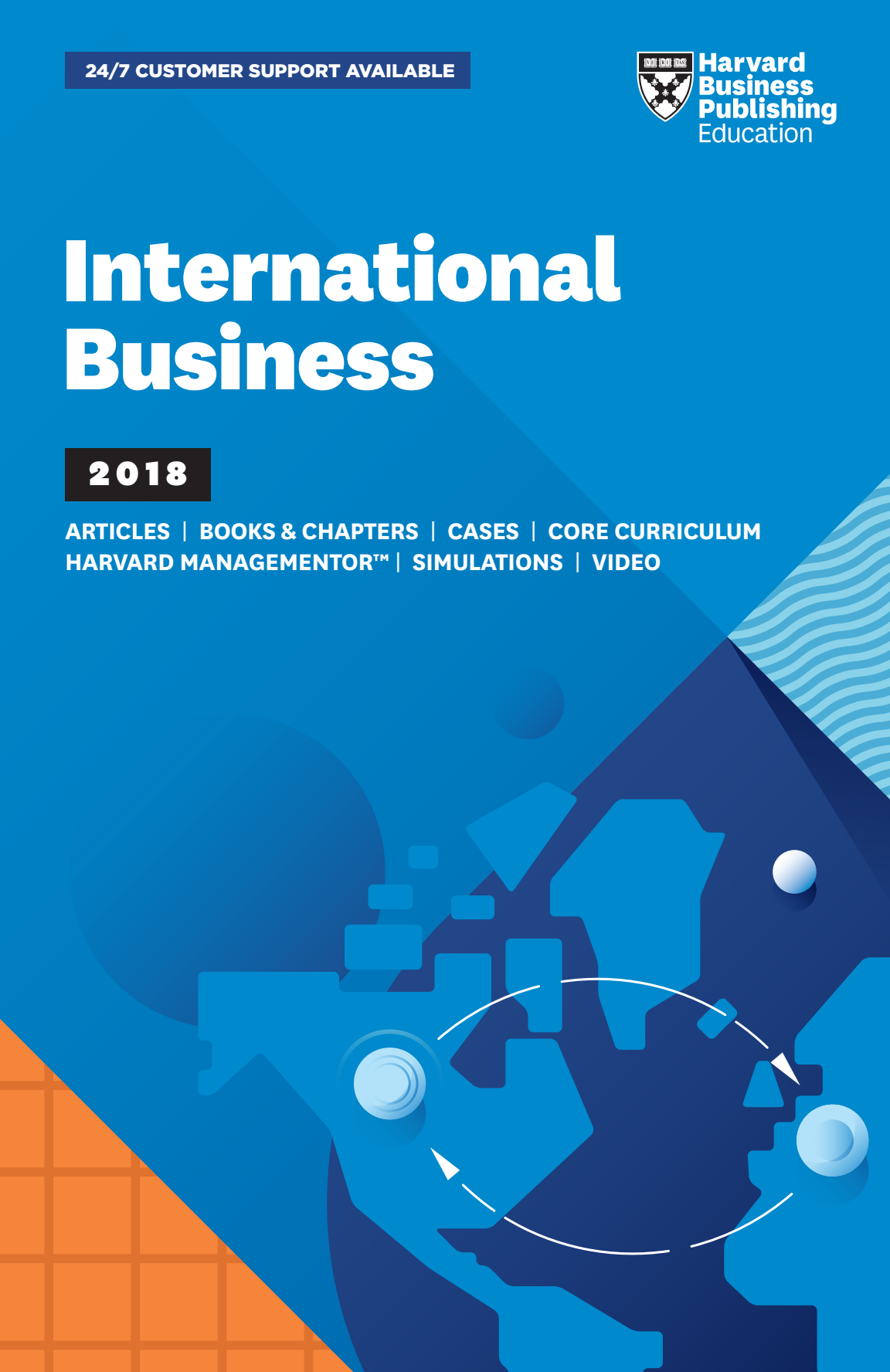


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2018

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CORE CURRICULUM

Core Curriculum Readings cover the fundamental concepts, theories, and frameworks that students must study. Authored by faculty at Harvard Business School, Readings are approximately 20-30 pages each, and many include video clips and Interactive Illustrations that allow students to experiment and quickly master complex theories. Teaching support includes a Teaching Note, test banks, and exhibit slides.

READINGS RELEVANT TO TOPICS IN INTERNATIONAL BUSINESS:

- **Entrepreneurship Reading: Launching Global Ventures** #5277
- **Marketing Reading: Global Marketing** #8182
- **Strategy Reading: Competing Globally** #8123


🔗 Find more Core Curriculum Readings at hbsp.harvard.edu/corecurriculum

CASES

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

New Cases

Alibaba Group: Fostering an E-commerce Ecosystem


This case follows the Alibaba Group through its initial years of hardships and explains how its various business clusters formed and went on to dominate each market segment in the greater context of China's policy environment.  IVEY PUBLISHING #W16858

Brexit


After more than 40 years of membership, the United Kingdom voted to separate from the European Union in June 2016. This case explores the motivations behind and potential repercussions of Brexit.

 HARVARD BUSINESS SCHOOL #717028

Chalhoub Group: A Luxury Success Story in the Middle East

The Chalhoub Group, a local distributor in the Middle Eastern luxury goods market, has partnered extensively with western luxury brands. The case examines consumer characteristics in the region as well as the Chalhoub organization's unique business model, partnerships, and level of investment in employee training.  INSEAD #IN1336

Global Leadership in a Dynamic and Evolving Region: Molinas @ The Coca-Cola Company (A)

The president of Coca-Cola's Turkish business is unexpectedly asked to assume management of 8 additional territories in Central Asia. Amid company changes, an agitated workforce, and rapidly unfolding domestic and international events, Galya Frayman Molinas must make key decisions about her new unit's structure and the makeup of her leadership team.  HARVARD BUSINESS SCHOOL #417068

Google in Europe: Competition Policy in the Digital Era

In 2015, the European Union's Commissioner for Competition decided to bring charges against Google for violating EU competition laws. This case examines competition policy in Europe and beyond, the origins of the case against Google, Google's response, and the possible solutions for such cases.

HARVARD BUSINESS SCHOOL #717004

Kameda Seika: Cracking the U.S. Market

Kameda, the leading provider of Japanese rice crackers, had high hopes for its entry into the U.S. snack food market. But despite years of aggressive marketing and experimentation, sales remained well below expectations. Could Kameda turn things around or would it be forced to abandon the U.S. market?

TN HARVARD BUSINESS SCHOOL #517095

Netflix in India: The Way Ahead

In 2016, Netflix launched in India. Despite being a dominant global video streaming service, the company faced challenges such as the diverse needs of Indian consumers, infrastructure issues, and established competitors. How could Netflix compete and move forward in this new market? **TN** IVEY PUBLISHING #W17100

Nintendo: Game On!

In 2015, amid large-scale changes in the global gaming market, Nintendo considers what it can do to reverse its years-long decline. Students explore issues related to strategy formulation and strategic change amid changes in industry structure. **TN** IVEY PUBLISHING #W16600

Repsol and YPF (A): A Perfect Marriage?

When the Argentine government decides to expropriate its national oil company, YPF, the company's partner, Spain-based Repsol, considers how to respond. This case aims to build student understanding of political risk. **STANFORD UNIVERSITY #P90**

Uniqlo: A Supply Chain Going Global

Uniqlo was the leading fast-fashion retailer in Japan and a strong player in other Asian countries. Key to the company's success was an agile supply chain inspired by the fast-fashion model. The supply chain had proved effective in the Asia-Pacific region, but could the same model be scaled worldwide?

TN UNIVERSITY OF HONG KONG #HK1085

Wine in China: The Wild West of the Far East

This case explains why Napa Valley wine producers find it both irresistible and challenging to enter the growing Chinese wine market. Students learn about the logistical, regulatory, and cultural hurdles of this market and then decide which go-to-market strategy would maximize chances for success.

STANFORD UNIVERSITY #SM261

Working Cross Culturally: Forget "Business as Usual"

Sophia Tannis, a Europe-based manager at an American multinational, must solve a dispute with a local competitor in Moscow. To solve the issue, Tannis can use formal channels, as expected by her bosses, or employ a more informal, relationship-based approach, as her Russian counterpart recommends.

TN IVEY PUBLISHING #W17208

Xiaomi's Globalization Strategy and Challenges


Xiaomi, the Chinese smartphone company founded in 2010, quickly became an industry leader in the Chinese market. By 2016 it had started to expand internationally. This case lays out the company's globalization strategies and challenges moving forward. **STANFORD UNIVERSITY #SM262**

Yogo Game: Strategy in the United States

As it plans for rapid growth at its newly launched U.S. subsidiary, a Japanese gaming company must decide what policies and practices would help the company adapt to the U.S. culture without sacrificing what had made the parent company successful in Japan. **TN** IVEY PUBLISHING #W17311

Popular Cases

Amazon in Emerging Markets

This case allows for a discussion and comparative analysis of Amazon’s strategies across 3 major emerging markets: India, China, and Brazil. It concludes with speculation about Amazon’s move into other regions including Mexico, Russia, and the Middle East.  **WDI PUBLISHING AT THE UNIVERSITY OF MICHIGAN #W94C01**

Google in China (A)

In January 2010, Google threatened to stop censoring its search results on its google.cn website, as required by Chinese authorities. Should Google exit China or attempt a compromise with the Chinese government?  **HARVARD BUSINESS SCHOOL #510071**

“Very interesting case. It shows how little knowledge and understanding companies... have on the changing, complex, and secretive political context in China.”

REVIEW ON THE HBP EDUCATION WEB SITE*

IKEA’s Global Sourcing Challenge: Indian Rugs and Child Labor (A)

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

 **HARVARD BUSINESS SCHOOL #906414**

“Excellent teaching and learning experience for me and the students.”

REVIEW ON THE HBP EDUCATION WEB SITE*

Language and Globalization: “Englishnization” at Rakuten

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

 **HARVARD BUSINESS SCHOOL #412002**

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

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

 **HARVARD BUSINESS SCHOOL #409003**

“I liked the complexity of the case. It’s one of the best choices toward the end of the class.”

REVIEW ON THE HBP EDUCATION WEB SITE*

Uber and the Sharing Economy: Global Market Expansion and Reception

As Uber looks to scale its model in markets like India and China, it encounters an increasingly complex set of challenges. This case examines the sharing economy, the scalability of domestic business models into foreign markets, and the model and strategy differences between Uber and its competitors.

 **WDI PUBLISHING AT THE UNIVERSITY OF MICHIGAN #W04C79**

 **Find more cases at hbsp.harvard.edu**

Brief Cases

Rigorous and compact, Brief Cases from Harvard Business School present realistic management challenges for students to discuss. Audio versions are available for select Brief Cases to aid in student preparation.

Bella Healthcare India

Bella Healthcare India, originally a low-cost manufacturing facility for a U.S.-based cardiology equipment developer, has evolved into its own research and development center. After a failed joint product development effort with its parent company in the U.S., is the Bella Bangalore team ready to launch a new product, and if so, which project should it choose? [TN](#) [HARVARD BUSINESS SCHOOL #4440](#)

Clayton Industries: Peter Arnell, Country Manager for Italy

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

[TN](#) [HARVARD BUSINESS SCHOOL #4199](#)

“Good global perspective. Multifaceted management case. Challenges are realistic and timely.”

REVIEW ON THE HBP EDUCATION WEB SITE*

Cottle-Taylor: Expanding the Oral Care Group in India

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

Ethiopia: An Emerging Market Opportunity?

This case provides an overview of the Ethiopian market and asks students to make recommendations about whether 3 multinational companies—CareCo, ShoeCo, and MedCo—should enter the market, and how. Spreadsheet Supplement included. [TN](#) [HARVARD BUSINESS SCHOOL #915501](#)

NEW! Harmonie Water: Refreshing the World Naturally

The marketing director at Harmonie Mineral Water must assess how to establish a global brand identity via television advertising. The director must decide what product attributes to focus on and what degree of customization should be allowed for local markets. [TN](#) [HARVARD BUSINESS SCHOOL #917527](#)

Kent Chemical: Organizing for International Growth

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



Legendary Cafe: The China Challenge

Legendary Cafe has grown from a small Colorado-based restaurant into a \$10 billion business with international expansion plans. Despite its solid track record, Wall Street is nervous about Legendary and its new CEO, Mia Foster. Her first order of business is to address concerns about the Legendary Chinese expansion plan. [TN](#) [HARVARD BUSINESS SCHOOL #4357](#)



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

REVIEW ON THE HBP EDUCATION WEB SITE*

Meli Marine

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

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

Andrea Torres leads her team through a market research program to support the development and launch of a new product. This is the first time Montreaux USA, an offshoot of a Swiss confectioner, has created a product specifically for U.S. chocolate consumers.   HARVARD BUSINESS SCHOOL #914501

NEW! RoboTech: Storming into the U.S. Market

This case describes the challenges facing a small, Singapore-based industrial robotics company that diversifies its business by moving into the medical devices industry. The case can be used in courses on international business, strategy, technology management, or general management.


 HARVARD BUSINESS SCHOOL #918501

United Cereal: Lora Brill's Eurobrand Challenge

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

  HARVARD BUSINESS SCHOOL #413S07

NEW! Yushan Bicycles: Learning to Ride Abroad


One of Taiwan's leading bicycle manufacturers is pursuing an international expansion strategy. Despite early success elsewhere, Yushan must decide how to address some recent unexpected poor results at its Australian subsidiary.  HARVARD BUSINESS SCHOOL #917539

 Find more brief cases at hbsp.harvard.edu/briefcases

Multimedia Cases

Available online, multimedia cases put students in the center of business dilemmas by bringing concepts to life with animated charts, audio, and video segments.

An Entrepreneur's Journey: Simi Nwogugu

Simi Nwogugu's life path has taken her from childhood in Lagos, Nigeria, to success on Wall Street through the founding of a business that addresses issues of career and motherhood. Her latest challenge is a move back to Nigeria with her children to accommodate her husband's career.  HARVARD BUSINESS SCHOOL #810701

Fighting Corruption at Siemens

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

 HARVARD BUSINESS SCHOOL #112702

Lenovo: Building a Global Brand

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

HARVARD BUSINESS SCHOOL #508703

Pura Vida Coffee

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

ZARA: Fast Fashion

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

HARVARD BUSINESS SCHOOL #703416

➔ **Find more multimedia cases at hbsp.harvard.edu/elearning**

ARTICLES

Articles from *Harvard Business Review*, HBR.org, and other renowned sources provide up-to-the-minute ideas from the best business thinkers.

New Articles

Being the Boss in Brussels, Boston, and Beijing

When misunderstandings arise among members of global teams, it's often because managers conflate attitudes toward authority and attitudes toward decision making. This article explains how to navigate these 2 distinct dimensions of leadership culture. **HARVARD BUSINESS REVIEW #R1704D**

Competing Through Joint Innovation

The Chinese telecommunications company Huawei recently has made significant inroads into European markets using a strategy of innovation partnerships with customers and governments.

MIT SLOAN MANAGEMENT REVIEW #SMR579

The Dos and Don'ts of Working with Emerging-Market Data

Emerging-market data can be challenging to work with due to significant data gaps, biased data, and outdated or incorrect numbers. This article explains how companies can avoid the pitfalls of evaluating emerging-market data and how to successfully use that data to support strategic decisions.

HARVARD BUSINESS REVIEW WEB ARTICLE #H02ZB7

Globalization in the Age of Trump

This article examines common misperceptions about what is—and isn't—changing about globalization and offers guidelines to help leaders decide where and how to compete in a complex world.

HARVARD BUSINESS REVIEW #R1704J

Harnessing the Best of Globalization

In this article, author William R. Kerr highlights best practices that can support managers in globalizing their businesses, ranging from tailoring the businesses for the local environment to leveraging global network effects. **MIT SLOAN MANAGEMENT REVIEW #SMR574**

How Amazon Adapted Its Business Model to India

From product to delivery, Amazon reinvented major components of its ecosystem to address the challenges of managing an e-commerce company in India. Amazon was making large investments in a market where, according to one study, online retailing was expected to triple in just a few years.

HARVARD BUSINESS REVIEW WEB ARTICLE #H030MP

How to Successfully Work across Countries, Languages, and Cultures

As the global competition for talent intensifies in the coming years, successful workers will require new skills, attitudes, and behaviors that help them work across cultures. A 5-year study of the Japanese e-commerce giant Rakuten helps reveal what will drive success for this new type of global worker.

HARVARD BUSINESS REVIEW WEB ARTICLE #H03VE3

Mapping Frontier Economies

Global players in search of double-digit growth are increasingly finding it in low-income, high-risk countries such as Myanmar, Mozambique, and Vietnam. This article offers a framework to help companies determine whether and where to enter these markets, and how to win once they do.

HARVARD BUSINESS REVIEW #R1612B

People Are Angry About Globalization. Here's What to Do About It.

Amid a rising tide of anti-globalization sentiment, experts have a responsibility to properly educate the public about the realities of the phenomenon. Author Pankaj Ghemawat lays out a series of initiatives to help manage and clarify anger about globalization.

HARVARD BUSINESS REVIEW WEB ARTICLE #H038Q6

SAP's CEO on Being the American Head of a German Multinational

In this article, SAP CEO Bill McDermott explains how "leading in any country is all about reading the room, respecting the culture, and understanding the nuances of how people perceive information."

HARVARD BUSINESS REVIEW #R1611A

Why Your Company Needs a Foreign Policy

In a time of increased geopolitical volatility, the most successful multinational companies will be those that make expertise in international affairs central to their operations. At the heart of these efforts are 2 components that author John Chipman refers to as geopolitical due diligence and corporate diplomacy.

HARVARD BUSINESS REVIEW #R1609B

The World's Next Great Manufacturing Center

Pushed out of China by rising costs, manufacturers are increasingly investing in Africa. If the trend continues, Africa could become the world's next great manufacturing center—potentially transforming the continent's economy and society.

HARVARD BUSINESS REVIEW #R1703J

Popular Articles

Contextual Intelligence

Best practices don't travel well across borders. Successfully applying management practices across geographies requires contextual intelligence: the ability to understand the limits of one's knowledge and adapt that knowledge to a different context from the one in which it was acquired.

HARVARD BUSINESS REVIEW #R1409C

Cracking the Next Growth Market: Africa

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

HARVARD BUSINESS REVIEW #R1105J

Global Business Speaks English

Using the Japanese firm Rakuten as an example, this article outlines guidelines for effective English language implementation. Also see the related case "Language and Globalization: 'Englishnization' at Rakuten" (#412002).

HARVARD BUSINESS REVIEW #R1205H

Global Teams That Work

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

HARVARD BUSINESS REVIEW #R1510D

Lost in Translation

Any business with global aspirations must take cultural differences seriously, especially those that deal with failure. Drawing on an ongoing 30-year global survey, the authors describe how some companies reconcile cultural differences to create a powerful platform for innovation.

HARVARD BUSINESS REVIEW #W1104A

The New, Improved “Keiretsu”

Some of Japan’s most dominant companies have been quietly turning supplier relationships into a tool that helps them innovate faster while radically cutting costs. This article explains Toyota’s experience with the new keiretsu—a modern version of the traditional system of close buyer-supplier partnerships.

HARVARD BUSINESS REVIEW #R1309J

The New Rules of Globalization

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

HARVARD BUSINESS REVIEW #R1401J

L’Oreal Masters Multiculturalism

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

HARVARD BUSINESS REVIEW #R1306J

Unlocking the Wealth in Rural Markets

In India and other large emerging economies, rural markets hold great promise for boosting corporate earnings. But they also pose many challenges. In this article, the authors outline successful strategies for increasing revenues and profits in rural markets.

HARVARD BUSINESS REVIEW #R1406J

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BOOKS & CHAPTERS

Many academic titles from Harvard Business Review Press are now available as eBooks. Each eBook title is available as a PDF and comes with a full-text Educator Copy available to registered Premium Educators on the HBP for Educators web site.

Books

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

This book explores the characteristics of Chinese and Indian consumers—what they buy and why, how they think and shop, and how their needs and tastes are changing. Companies must comprehend these categories of consumers in order to capitalize on the opportunities their buying power represents.

AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #11146

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

This book examines the way forward for China amid difficult questions related to accountability, transparency, corruption, intellectual property, and the country's political future. **AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10837**

Conquering the Chaos: Win in India, Win Everywhere

Ravi Venkatesan, the former Chairman of Microsoft India, argues that complex India is an archetype for most emerging markets. Succeeding in India therefore becomes a litmus test for companies' ability to succeed in other emerging markets. **AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10963**

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

This book introduces an essential new skill: "global dexterity." It offers managers the tools they need to adapt behavior to new cultural contexts while staying authentic and grounded in their own natural styles. **AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #11182**

HBR's 10 Must Reads on Managing across Cultures

The 10 Harvard Business Review articles in this collection help leaders manage culturally diverse employees. Including articles such as "Cultural Intelligence," "Managing Multicultural Teams," "Global Business Speaks English," and "10 Rules for Managing Global Innovation," this book helps managers tap into the strengths of their diverse teams. **AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10016**

NEW! The Next Factory of the World: How Chinese Investment Is Reshaping Africa

China is Africa's largest trading partner, its largest infrastructure financier, and its fastest-growing source of foreign direct investment. In this book, author Irene Yuan Sun follows the Chinese entrepreneurs trying to transform Africa into a global manufacturing powerhouse. **AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #10120**

World 3.0: Global Prosperity and How to Achieve It

Author Pankaj Ghemawat examines how a wide range of stakeholders and organizations could help open the flow of ideas, people, and goods across borders in ways that maximize economic benefits for all. **AVAILABLE AS AN EBOOK. HARVARD BUSINESS REVIEW PRESS #12314**

Chapters

Differences Across Countries

This chapter enumerates the reasons that borders still matter and classifies them in terms of the cultural, administrative, geographic, and economic distances between countries.

FROM *Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter*, HARVARD BUSINESS REVIEW PRESS #2619BC

The Five Paths of Reverse Innovation: Creating a Strategy That Fosters Innovation Far from Home and Enables Your Company to Win Everywhere

Global strategies must account for innovation in the developing world and how those innovations can be brought back home. This chapter uses examples like GE Healthcare's Vscan ultrasound technology, originally created for the Chinese market and then brought to the U.S. as a low-cost scanner for physicians.

FROM *Reverse Innovation: Create Far from Home, Win Everywhere*, HARVARD BUSINESS REVIEW PRESS #9192BC

Global Sourcing

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

FROM *Global Supply Chain Management*, BUSINESS EXPERT PRESS #BEPO90

Global Value Creation: The ADDING Value Scorecard

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

FROM *Redefining Global Strategy: Crossing Borders in a World Where Differences Still Matter*, HARVARD BUSINESS REVIEW PRESS #2620BC

Multinationals in Emerging Markets: Making the Right Strategic Choices in the Face of Insufficient Institutional Support

Global companies face 2 major challenges in emerging markets: the prevalence of institutional voids and the new class of nimble, ambitious local competitors. This chapter describes how multinationals can adapt to and overcome these challenges.

FROM *Winning in Emerging Markets: A Road Map for Strategy and Execution*, HARVARD BUSINESS REVIEW PRESS #5907BC

Target Markets and Modes of Entry

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

FROM *Fundamentals of Global Strategy*, BUSINESS EXPERT PRESS #BEPO43

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

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

FROM *India's Global Powerhouses: How They Are Taking on the World*, HARVARD BUSINESS REVIEW PRESS #6743BC

Understanding Exchange Rates

Author David A. Moss identifies critical factors that have both long- and short-term impacts on exchange rates. He describes how a country's current account balance, inflation rate, and interest rates affect its currency. He also argues that, despite these theories, the currency market is unpredictable, and he shares overall guidelines for understanding global currency.


FROM *A Concise Guide to Macro Economics, Second Edition*, HARVARD BUSINESS REVIEW PRESS #0019BC

➔ Find more books and chapters at hbsp.harvard.edu/ebooks


SIMULATIONS

Online simulations present real-world management challenges for students and encourage classroom interaction and discussion. Results are available immediately for a comprehensive debrief session. All simulations include a detailed Teaching Note.

NEW! Global Collaboration Simulation: Tip of the Iceberg

This online simulation teaches students about the difficulties in cross-cultural communication and managing global teams. Communicating via chat, teams of 4 or 5 students race against the clock to prepare a VC presentation. Students are assigned the role of a native English speaker or a nonnative English speaker at their organization. The simulation constrains the ways in which the native and nonnative speakers can interact. As their team struggles to collaborate, students experience firsthand how communication challenges can interfere with work goals.  SEAT TIME: 60 MINUTES #7101

UPDATED! Global Supply Chain Management V2

Students set up a global supply chain to deliver 2 models of mobile phones. They determine product features and forecast demand and then choose among a geographically diverse group of suppliers, all with different costs, production capacity, and lead times. This updated version has an improved interface and user experience, and more facilitator reporting features.  SEAT TIME: 180 MINUTES #8623

➔ Find more simulations at hbsp.harvard.edu/simulations

CASE STARTUP KIT

The Case Startup Kit recommends cases ideal for teaching as a “first case” for aspiring case teachers, with cases selected for their brevity, ease of use, and teachability. Each case comes with a Teaching Note.

CASES FOR INTERNATIONAL BUSINESS INCLUDE:

- **Alpen Bank: Launching the Credit Card in Romania** #4559
- **Cottle-Taylor: Expanding the Oral Care Group in India** #4350
- **Google in China (A)** #510071
- **IKEA’s Global Sourcing Challenge: Indian Rugs and Child Labor (A)** #906414
- **Language and Globalization: “Englishnization” at Rakuten (A)** #412002
- **Levendary Cafe: The China Challenge** #4357
- **Managing a Global Team: Greg James at Sun Microsystems, Inc. (A)** #409003
- **Marketing Chateau Margaux** #507033
- **Monitor’s Opportunities in India (A)** #708482
- **United Cereal: Lora Brill’s Eurobrand Challenge** #4269

➔ Find more Case Startup Kit cases at hbsp.harvard.edu/casestartupkit

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MODULES IN INTERNATIONAL BUSINESS INCLUDE:

- **Global Collaboration** #9021

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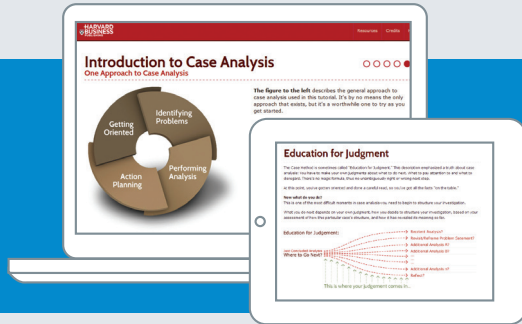
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- Requires interpretation of both qualitative and quantitative data

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