

## DAVID J. COLLIS

### ADDRESS

**Business:** Harvard Business School  
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### EMPLOYMENT

**2002 – Present**

#### **HARVARD BUSINESS SCHOOL, Boston, MA**

**1986 – 1997**

Adjunct Professor. Previously Thomas Henry Carroll Ford Foundation Adjunct Professor of Business Administration within the Strategy unit (only the second full-time Adjunct Professor appointment at HBS), the MBA Class of 1958 Senior Lecturer, and Associate Professor of Business Administration within the Competition and Strategy faculty. Research and case writing focuses on corporate and international strategy, and industry analysis, particularly higher education. Developed elective MBA courses on “International Strategy” (rated 6.6/7.0) and “Corporate Strategy,” both of which were taken by over 250 students. Course head for capstone MBA “Competition and Strategy” course for two years. Developed doctoral course “Economics of International Business.” Chair and developer of “Global Strategic Management” and “Corporate Level Strategy” Executive Education courses. Chair of and participant in many customized Executive Education programs.

Current citation count over 14,000 in [Google Scholar](#).

**1997 – 2002**

#### **YALE SCHOOL OF MANAGEMENT, New Haven, CT**

Frederick Frank Adjunct Professor of International Business Administration. Research and case writing focused on corporate strategy and global competition. Developed “International Strategy and Competition” course which was the highest rated out of all 102 MBA courses in 1999. Introduced a new general management course, and co-developed a novel integrative course to conclude first year MBA curriculum. Chosen “Class Speaker” by Class of 1999.

**2003 – 2005**

#### **GRADUATE SCHOOL OF BUSINESS, COLUMBIA UNIVERSITY, New York, NY**

**1985 – 1986**

Professor in Management division (by contract). Developed and taught core strategy course for first year MBA and EMBA students (rated 4.9/5.0). In 2003, raised MBA teaching group ratings by one point. Previously Assistant Professor of Business Policy, Management of Organization. Co-developed and taught core “Business Policy” course. Research was in corporate strategy and industrial policy.

**1978 – 1982**

**THE BOSTON CONSULTING GROUP, London, UK**

Management consultant specializing in corporate strategy. Casework involved management of other professional staff according to seniority, and continuous interaction with the client at all levels of management to ensure conclusions and recommendations were supported and implemented. Assignments ranged from clients in banking and insurance to the printing and textile industries, and included a six month period in South Africa.

**Summer 1977**

**RICHARD J. BARBER ASSOCIATES, Washington, DC**

Staff analyst for economic consulting firm. Member of team preparing testimony before ICC on coal unit-train rates. Also assisted in antitrust cases.

**EDUCATION**

**PhD in Business Economics 1986**

**HARVARD UNIVERSITY  
Cambridge, MA**

Course of Study: Industrial organization and applied microeconomics, and business policy and corporate strategy. Thesis on *“The Value Added Structure and Competition Within Industries.”*

**MBA (with High Distinction) 1978**

**HARVARD BUSINESS SCHOOL  
Boston, MA**

Course of Study: General management with second year orientation towards corporate strategy.

**MA 1979**

**BA in Economics (with Double First) 1976**

**DOWNING COLLEGE  
UNIVERSITY OF CAMBRIDGE  
Cambridge, UK**

Course of Study: Economic theory with emphasis on applied economics. Special papers taken were in the theory of the firm, quantitative economics, monetary theory, and industrial sociology. Also studied economic history and politics.

**ACADEMIC AWARDS**

**2020**

- “Classic Case” award for best selling case by The Case Centre

**2016 - 2020**

- Recognized as one of the Top Twenty-five Best-selling Case Authors (out of over 8,000 authors) for The Case Centre in every year from 2016 to 2020

**2018**

- Recognized as one of the Top One Hundred Most Influential Textbook Authors by the *Academy of Management Learning and Education* in 2018

## 2013

- Elected a fellow of The International Academy of Management in recognition of an outstanding international contribution to the science and art of management
- “Can You Say What Your Strategy Is?” (with Michael G. Rukstad, April 2008) was selected by the editors at *Harvard Business Review* for the 2013 *HBR OnPoint* issue entitled, “Turn Smart Strategy into Winning Performance,” due to the article’s timely relevance in today’s workplace

## 2012

- “Competing on Resources,” ranked as one of the top twenty-five most cited *Harvard Business Review* articles of all time

## 2010

- *Harvard Business Review* “Best Selling Author” with over one quarter of a million reprints sold

## 2009

- 50<sup>th</sup> Anniversary McKinsey Award winner for best article in *Harvard Business Review*

## 2002-2005 and 2008

- “Outstanding Reviewer,” Business Policy and Strategy (BPS) division, *Academy of Management*

## 1996

- Rated top teacher among all Strategy faculty by both MBAs and executives

## 1986

- Dean’s Doctoral Fellow, Graduate School of Business Administration, Harvard University

## 1978

- Baker Scholar, Graduate School of Business Administration, Harvard University

## 1976

- Wrenbury Scholar, University of Cambridge (top academic economist of the class)
- Scholar, Downing College, University of Cambridge
- Platt Prize for “Outstanding Academic Achievement”

## 1974-1976

- College prize winner for academic work (three times)

## **OTHER ACADEMIC ACTIVITIES**

- Vice Chancellor for NAFTA, International Academy of Management **(2014)**
- Elected to Executive Board of Strategic Management Society Practice Interest Group **(2013)**
- Judge for McKinsey Award **(2010)**
- Editorial Board member, *Journal of International Business Studies* **(2003-2007)**
- Elected to “Linking Research & Practice Committee,” Business Policy and Strategy (BPS) division, *Academy of Management* **(2001-2003)**
- Second highest rated teacher among all faculty, School of Management, Yale University **(1998)**
- Igor Ansoff Award committee member, Coopers and Lybrand **(1997)**
- “Teaching Committee,” Business Policy and Strategy (BPS) division, *Academy of Management* **(1995-1997)**
- Advisory Board member, “Strategy Management: Annual Editions,” McGraw Hill

- Frequent presenter, discussant and session chair at *Academy of Management* and *Strategic Management Society* meetings, and at Higher Education conferences

**Referee for** *Strategy Science, Strategic Management Journal, California Management Review, Long Range Planning, Academy of Management Review, Academy of Management Journal, Organization Science, Sloan Management Review, Administrative Science Quarterly, Journal of Economic Behavior and Organization, Journal of Management Studies, Journal of Economics and Management Strategy, Journal of International Business Studies, Business and The Contemporary World, Columbia Journal of World Business, Journal of Marketing Research, Oxford University Press, Harvard Business School Press.*

## **OUTSIDE ACTIVITIES**

- Keynote speaker at higher education conferences NACUBO, UCEA, UNICON, Eduventures, and the Forum for the Future of Higher Education.
- Consultant to Transformation Capital, Third Point, Grant Thornton, BNY Mellon, Laureate Education, McGraw-Hill Education, Health Catalyst, PerfectServe, AmerisourceBergen, A.P. Møller-Maersk Group, Cabot, Inc., Monitor Co., United Healthcare, Triple S, Jose Cuervo, MetLife, Cargotec, Ernst and Young, Pyramis Global Advisors, Thomson, Indus, First Marblehead Corporation, Rite Aid, Sabre Holdings, Alliance Data Systems, EF, Alfa, Brinks Inc., Merck & Co., Edward Jones, Fortune Brands, Union Pacific, Deutsche Bank, PricewaterhouseCoopers, Fidelity Investments, Assurant Inc., Ocean Spray, Proeza, Timken, PICIS, SCT, SEDCO, University of North Carolina, Mercy College, Northwestern University, Weber State.
- Executive teaching at Citigroup, Argos Group, Constellation Brands, UPM, Breca Group, DLA Piper, Milbank, FedEx, Enel, A.P. Møller-Maersk, HSBC, Eon, IBM, Philip Morris, Merck & Co., GE, Unilever, PricewaterhouseCoopers, Saudi Leadership Development Consortium, Brookings Institute, Litton Industries, Edward Jones, Enterprise Rent-a-Car, UCEA.
- Member, board of directors of Cambridge in America.
- Member, representative body of the Ashridge Trust.
- Member, board of trustees of Hult International Business School and Brittin College.
- Member, advisory board of, Nuventive, Muzzy Lane, FolderWave, Vivaldi Partners, and formerly of Walter Scott & Partners, Ocean Spray and WebCT.
- Former board director (audit and governance committee member) of PICIS.
- Founding partner of e-learning company E-Edge, and advisory firm Ludlow Partners.

## **PUBLICATIONS**

### **BOOKS**

Collis, David J. *International Strategy: Context, Concepts and Implications*. United Kingdom: John Wiley & Sons, Ltd, September 2014.

Collis, David J., and Cynthia A. Montgomery. *Corporate Strategy: A Resource-Based Approach*. 2nd ed. Boston: Irwin/McGraw-Hill, 2005. (Available in Chinese, Korean, and Italian versions.)

Collis, David J., Michael Goold, David Young et al. *Corporate Headquarters: An International Analysis of their Roles and Staffing*. London: Financial Times Series/Prentice Hall, 2000.

Collis, David J., and Cynthia A. Montgomery. *Corporate Strategy: Resources and the Scope of the Firm*. Illinois: Irwin/McGraw-Hill, 1997. Instructor's Manual to accompany *Corporate Strategy: Resources and the Scope of the Firm*. Illinois: Irwin/McGraw-Hill, 1997.

### **ARTICLES**

Collis, David J. "The Case Study as an Academic Methodology." *Strategy Science* (forthcoming 2021).

Collis, David J., Julian Birkinshaw, Nicolai Foss, Robert E. Hoskisson, Sven Kunisch, Markus Menz, and John Prescott. "Corporate Strategy and the Theory of the Firm in the Digital Age." *Journal of Management Studies* (forthcoming 2021).

Collis, David J., and Bharat N. Anand. "The Virtues and Limitations of Dynamic Capabilities." *Strategic Management Review*, vol. 2, no. 1 (2021): 47-78.

Collis, David J. "Wither Strategy: The Complete Strategy Landscape." *Harvard Business Review* (forthcoming 2021).

Collis, David J., and William Collis. "How to Build a Digital Brand That Lasts." *Harvard Business Review Digital Articles* (October 29, 2020).

Collis, David J., Sven Kunisch, and Markus Menz. "Corporate Headquarters in the Twenty-first Century: An Organization Design Perspective." *Journal of Organization Design* 9, no. 22 (2020): 1-32.

Collis, David J. Comments on "Parenting Strategies for Multibusiness Companies," by Michael Goold (June 1996). *Long Range Planning* 50, no. 1 (February 2017): 22-23.

Collis, David J. "Accepting Risk and Rejecting the Status Quo: Fostering an Innovative Higher Ed Culture." *The EvolLLution* (August 3, 2016).

Collis, David J., and Angela Jameson. "The Culture Club." *Walter Scott Journal*, no. 4 (April-June 2016): 33-35.

Collis, David J. "Lean Strategy." *Harvard Business Review* 94, no. 3 (March 2016): 62-68.

Collis, David J., Markus Menz, and Sven Kunisch. "The Corporate Headquarters in the Contemporary Corporation: Advancing a Multimarket Firm Perspective." *The Academy of Management Annals* 9, no. 1 (2015): 633-714.

Collis, David J., David Young, and Michael Goold. "The Size and Composition of Corporate Headquarters in Multinational Companies: Empirical Evidence." *Journal of International Management* 18, no. 3 (September 2012): 260-275.

Collis, David J., and Chris Carr. "Should You Have a Global Strategy?" *MIT Sloan Management Review* 53, no. 1 (fall 2011): 21-24.

Collis, David J., and Cynthia A. Montgomery. "Competing on Resources." *Harvard Business Review* 86, no. 7/8 (July-August 2008): 140-150. (Best of *HBR*.)

Collis, David J., and Michael G. Rukstad. "Can You Say What Your Strategy Is?" *Harvard Business Review* 86, no. 4 (April 2008): 82-90. (50th Anniversary McKinsey Award Winner for Best Article in *Harvard Business Review*, 2009.)

Collis, David J., David Young, and Michael Goold. "The Size, Structure, and Performance of Corporate Headquarters." *Strategic Management Journal* 28, no. 4 (April 2007): 383-405.

Collis, David J., and Michael Goold. "Benchmarking Your Staff." *Harvard Business Review* 83, no. 9 (September 2005): 28-30. (Forethought Headquarters.)

Collis, David J. "When Industries Change: The Future of Higher Education." *Continuing Higher Education Review* 65 (fall 2001): 7-24.

Collis, David J., and Tomo Noda. "The Evolution of Intraindustry Firm Heterogeneity: Insights from a Process Study." *Academy of Management Journal* 44, no. 4 (August 2001): 897-925.

Collis, David J. "Entrepreneurship, Strategy and Creativity." *Comportamento Organizacional e Gestão* 4, no. 1 (April 1998): 61-79.

Collis, David J., and Cynthia A. Montgomery. "Creating Corporate Advantage." *Harvard Business Review* 76, no. 3 (May-June 1998): 70-83.

Collis, David J. "Corporate Strategy in Multibusiness Firms." *Long Range Planning Journal* 29, no. 3 (June 1996): 416-418.

Collis, David J. "The Pitfalls of Parenting Mature Companies." *Harvard Business Review* 74, no. 5 (September-October 1996): 28-32. (Commentary.)

Collis, David J., and Cynthia A. Montgomery. "Competing on Resources: Strategy in the 1990s." *Harvard Business Review* 73, no. 4 (July-August 1995): 118-128.

Collis, David J. "How Valuable are Organizational Capabilities?" *Strategic Management Journal* 15 (winter 1994): 143-152.

Collis, David J. "The Strategic Management of Uncertainty." *European Management Journal* 10, no. 2 (June 1992): 125-135.

Collis, David J. "A Resource-Based Analysis of Global Competition: The Case of the Bearings Industry." *Strategic Management Journal* 12 (summer 1991): 49-68.

### **BOOK CHAPTERS**

Collis, David J., Bharat N. Anand, and J. Yo-Jud Cheng. "Business Groups in the USA since 1960." In *Business Groups in the West*, edited by A. Colpan and T. Hikino. Oxford, UK: Oxford University Press, forthcoming, 2017.

Collis, David J. "The Value of Breadth and the Importance of Differences." In *Emerging Economies and Multinational Enterprises*, Vol. 28, edited by Laszlo Tihanyi, Elitsa R. Banalieva, Timothy M. Devinney, and Torben Pedersen, 29-33. Advances in International Management. UK: Emerald Group Publishing, 2016.

Collis, David J. "The Paradox of Scope: A Challenge to the Governance of Higher Education." In *Competing Conceptions of Academic Governance: Negotiating the Perfect Storm*, edited by William G. Tierney, 33-76. Baltimore, MD: The Johns Hopkins University Press, 2004.

Collis, David J. "New Business Models for Higher Education." In *The Future of the City of Intellect: The Changing American University*, edited by Steven Brint, 181-202. Stanford, CA: Stanford University Press, 2002.

Collis, David J. "'When Industries Change' Revisited: New Scenarios for Higher Education." In *Forum Futures: Exploring the Future of Higher Education, 2000 Papers*, edited by Maureen E. Devlin and Joel W. Meyerson, 103-126. San Francisco, CA: Jossey-Bass, 2001.

Collis, David J., and Pankaj Ghemawat. "Mapping the Business Landscape." In *The Portable MBA in Strategy*. 2nd ed., edited by Liam Fahey and Robert M. Randall, pp. 171-188. New York, NY: John Wiley & Sons, 2001.

Collis, David J. "When Industries Change: Scenarios for Higher Education." In *Forum Futures: Exploring the Future of Higher Education, 1999 Papers*, edited by Maureen E. Devlin and Joel W. Meyerson, 47-70. New Haven, CT: Forum Publishing, 1999.

Collis, David J., Stephen P. Bradley, and P. William Bane. "The Converging Worlds of Telecommunication, Computing, and Entertainment." In *Sense and Respond: Capturing Value in the Network Era*, edited by Stephen P. Bradley and Richard L. Nolan, 31-62. Boston, MA: Harvard Business School Press, 1998.

Collis, David J., P. William Bane, and Stephen P. Bradley. "Winners and Losers--Industry Structure in the Converging World of Telecommunications, Computing, and Entertainment." In *Competing in the Age of Digital Convergence*, edited by David B. Yoffie, 159-200. Boston, MA: Harvard Business School Press, 1997.

Collis, David J. "Organizational Capability as a Source of Profit." In *Organizational Learning and Competitive Advantage*, edited by Bertrand Moingeon and Amy Edmondson, 139-163. London: Sage, 1996.

Collis, David J. "Related Corporate Portfolios." In *Managing the Multibusiness Company: Strategic Issues for Diversified Groups*, edited by Michael Goold and Kathleen Sommers Luchs, 122-142. London: Routledge, 1996.

Collis, David J., and Pankaj Ghemawat. "Industry Analysis: Understanding Industry Structure and Dynamics." In *The Portable MBA in Strategy*, edited by Liam Fahey and Robert M. Randall, 171-194. New York, NY: John Wiley & Sons, 1994.

Collis, David J. "Bearings: The Visible Hand of Global Firms." In *Beyond Free Trade: Firms, Governments, and Global Competition*, edited by David B. Yoffie, 251-310. Boston, MA: Harvard Business School Press, 1993.

Collis, David J. "The Machine Tool Industry and Industrial Policy 1955-82." In *International Competitiveness*, edited by A. Michael Spence and Heather A. Hazard, 75-114. Cambridge, MA: Ballinger Publishing Company, 1988.

### **OTHER PAPERS**

Collis, David J., and William Collis. "How to Build Enduring Brands in the Digital Age." Harvard Business School Working Paper, No. 21-013, October 2020.

Collis, David J., and Bharat N. Anand. "The Limitations of Dynamic Capabilities." Harvard Business School Working Paper, No. 20-029, September 2019.

Collis, David J. "The Value Potential of New Business Models." Harvard Business School Working Paper, No. 20-028, September 2019.

Collis, David J. "Why Has Strategy Become Irrelevant? Understanding the Complete Strategy Landscape." Harvard Business Working Paper, No. 02-027, September 2019.

Collis, David J. "The Strategic Management of Execution." Harvard Business School Working Paper, No. 20-026, September 2019.

Collis, David J., Markus Menz, and Sven Kunisch. "What Do We Know About Corporate Headquarters? A Review, Integration, and Research Agenda." Harvard Business School Working Paper, No. 14-016, August 2013.

Collis, David J., David Young, and Michael Goold. "International Differences in the Size and Roles of Corporate Headquarters: An Empirical Examination." Harvard Business School Working Paper, No. 10-044, December 2009.

### **HBS COURSE MATERIALS [over 1 million sold]**

"\$19B 4 txt app WhatsApp...wtf?" HBS Case 715-451.

"\$19B 4 txt app WhatsApp...omg!" HBS Case 715-441.

"\$19B 4 txt app WhatsApp...omg!" HBS Teaching Note 716-472.

"AOL/Time Warner: To Merge or Demerge?" HBS Compilation 707-556.



"Asahi Glass Co.: Diversification Strategy." HBS Case 794-113.

"Asahi Glass Company: Diversification Strategy." HBS Teaching Note 795-150.

"Beatrice Companies--1985." HBS Case 391-191.

"Beatrice Companies--1985." HBS Teaching Note 391-282.

"Ben & Jerry's Homemade Ice Cream Inc.: A Period of Transition." HBS Spreadsheet Supplement 703-755.

"Ben & Jerry's Homemade Ice Cream, Inc.: A Period of Transition." HBS Case 796-109.

"Ben & Jerry's Homemade Ice Cream, Inc.: A Period of Transition" HBS Teaching Note 705-044.

"Berkshire Partners." HBS Teaching Note 796-113.

"Berkshire Partners." HBS Teaching Note 391-269.

"Birds Eye and the U.K. Frozen Food Industry (A)." HBS Case 792-074.

"Birds Eye and the U.K. Frozen Food Industry (A)." HBS Teaching Note 795-109.

"Birds Eye and the U.K. Frozen Food Industry (B)." HBS Case 792-078.

"Cabot Corporation's Liquefied Natural Gas Business." HBS Case 793-062.

"Cabot Corporation's Liquefied Natural Gas Business." HBS Teaching Note 795-161.

"Cadbury Schweppes: Capturing Confectionery (A)." HBS Case 708-453.

"Cadbury Schweppes: Capturing Confectionery (B)." HBS Supplement 708-454.

"Cadbury Schweppes: Capturing Confectionery (C)." HBS Supplement 708-455.

"Cadbury Schweppes: Capturing Confectionery (D)." HBS Supplement 708-491.

"Cadbury Schweppes: Capturing Confectionery (A, B, C, D)." HBS Teaching Note 713-413.

"Cat Fight in the Pet Food Industry (A)." HBS Case 391-189.

"Cat Fight in the Pet Food Industry (B)." HBS Supplement 391-195.

"Cat Fight in the Pet Food Industry (C)." HBS Supplement 391-196.

"Cat Fight in the Pet Food Industry (D)." HBS Supplement 391-197.

"Cat Fight in the Pet Food Industry (A), (B), (C), and (D)." HBS Teaching Note 391-276.

"Chain Saw Industry in 1978." HBS Case 379-176.

"Choosing the Right Esports Business Model." HBS Case 719-459.

"Cooper Industries Video." HBS Video Supplement 793-504.

"Cooper Industries' Corporate Strategy (A)." HBS Case 391-095.

"Cooper Industries' Corporate Strategy (B)." HBS Supplement 795-154.

"Cooper Industries' Corporate Strategy (A) and (B)." HBS Teaching Note 391-281.

"Corning Glass Works International (A), (B1), and (B2)." HBS Teaching Note 391-278.

"Corporate Advantage: Identifying and Exploiting Resources." HBS Note 391-285.

"Corporate Strategy: A Conceptual Framework." HBS Note 391-284.

"Corporate Strategy and Governance: The Clorox Company." HBS Case 721-458.

"Cree, Inc.: An Update." HBS Supplement 711-491.

"Cree, Inc.: Which Bright Future?" HBS Case 711-457.

"Cree, Inc.: Which Bright Future?" HBS Teaching Note 713-451.

"Danaher Corporation." HBS Case 708-445.

"Danaher Corporation." HBS Teaching Note 713-412.

"DeRemate.com: Building a Latin American Internet Auction Site," HBS Case 702-454.

"DeRemate.com: Building a Latin American Internet Auction Site," HBS Teaching Note 713-414.

"Digitalization at Siemens." HBS Case 717-428.

"Digitalization at Siemens." HBS Teaching Note 720-462.

"DreamWorks SKG Inc.: To Distribute or Not to Distribute?" HBS Case 709-488.

"edX: Strategies for Higher Education," HBS Case 715-413.

"Edward Jones: Implementing the Solutions Approach." HBS Case 719-411.

"Edward Jones: Implementing the Solutions Approach." HBS Teaching Note 720-456.

"Edward Jones in 2006: Confronting Success." HBS Case 707-497.

"Edward Jones in 2006: Confronting Success." HBS Teaching Note 711-450.

"EnClean: Malcolm Waddell's Story (A)." HBS Case 794-115.

"EnClean: Malcolm Waddell's Story (A)." HBS Teaching Note 795-071.

"EnClean: Malcolm Waddell, CEO, Video." HBS Video Supplement 796-508.

"ENDNOTES for Strategy in the Twenty-First Century Pharmaceutical Industry: Merck & Co. and Pfizer Inc. (RC Strategy)." HBS Supplement 707-507.

"General Electric: Consumer Electronics Group." HBS Case 389-048.

"General Electric: Consumers Electronics Group." HBS Teaching Note 391-275.

"General Motors' Automotive Components Group (A)." HBS Case 391-176.

"General Motors' Automotive Components Group (A)." HBS Teaching Note 391-280.

"Group Functions at the Maersk Group." HBS Case 715-432.

"*The Guardian*: Transition to the Online World." HBS Case 709-464.

"*The Guardian*: Transition to the Online World and The Newspaper Industry in Crisis." HBS Teaching Note 713-416.

"Hitachi Rail Limited (A)." HBS Case 721-364.

"Hitachi Rail Limited (B)." HBS Case 721-365.

"The Heat Is On: Emerging Ecosystems in the Thermostat Industry." HBS Case 715-455.

"How to Crack a Strategy Case." HBS Note 707-549.

"IBP and the U.S. Meat Industry." HBS Case 391-006.

"IBP and the U.S. Meat Industry." HBS Teaching Note 391-268.

"Intel Corporation: 1968-1997." HBS Case 797-137.

"Intrapreneurship at DaVita HealthCare Partners." HBS Case 315-046.

"Introduction to International Strategy." HBS Module Note 706-481.

"Irene Rosenfeld at Mondelēz International: Crafting a Corporate Strategy." HBS Case 718-403.

"JPMorgan Chase after the Financial Crisis: What Is the Optimal Scope of the Largest Bank in the U.S.?" HBS Case 716-448.

"Kingsbury Machine Tool Corp." HBS Case 388-110.

"Komatsu and Smart Construction." HBS Case 521-042.

"Komatsu Smart Construction: Launch Video." HBS Case 521-707.

"Komatsu and Smart Construction: Video of Future Building Site." HBS Case #521-708.

"Kraft General Foods: The Merger (A)." HBS Case 391-139.

"Kraft General Foods: The Merger (B)." HBS Case 795-153.

"Kraft General Foods: The Merger (A) and (B)." HBS Teaching Note 391-279.

"Lighting the Future: LEDs and Your Living Room." HBS Case 710-435.

"Machine Tool Industry (A)." HBS Case 387-087.

"Machine Tool Industry (B): United Kingdom." HBS Case 387-088.

"Machine Tool Industry and Industrial Policy--1955-82." HBS Note 387-145.

"Major Home Appliance Industry in 1984 and Maytag in 1984." HBS Teaching Note 391-272.

"Major Home Appliance Industry in 1988." HBS Supplement 389-056.

"Managing the Multibusiness Corporation." HBS Note 391-286.

"Marks and Spencer Ltd. (A), (B), and (C)." HBS Teaching Note 391-271.

"Maytag in 1984." HBS Case 389-055.

"Merck in Poland." HBS Case 899-142.

"Merck Strategy: Breaking Away." HBS Case 901-050.

"Nasty Gals Do It Better." HBS Case 715-412.

"Nestle in Chocolate in 1990." HBS Case 391-203.

"Nestle in Chocolate in 1990." HBS Teaching Note 391-277.

"Newell Co.: Acquisition Strategy." HBS Case 794-066.

"Newell Company: Acquisition Strategy." HBS Teaching Note 795-132.

"The Newspaper Industry in Crisis." HBS Note 709-463.

"Note on Factory Automation." HBS Note 387-084.

"Novartis: A Transformative Deal." HBS Case 717-453.

"Omron Tateisi Electronics Co." HBS Case 387-077.

"Omron Tateisi Electronics Co." HBS Teaching Note 391-274.

"PepsiCo's Restaurants." HBS Teaching Note 795-134.

"Portfolio Planning at CIBA-GEIGY and the Newport Investment Proposal." HBS Case 795-040.

"Portfolio Planning at Ciba-Geigy and the Newport Investment Proposal." HBS Teaching Note 795-107.

"Process of Strategy Making." HBS Module Note 709-500.

"Quantitative Analysis of Competitive Position: Customer Demand and Willingness to Pay." HBS Module Note 711-495.

"RC Strategy – Global Strategy Module." HBS Module Note 712-489.

"Reawakening the Magic: Bob Iger and the Walt Disney Company." HBS Case 717-483.

"Reawakening the Magic: Bob Iger and the Walt Disney Company." HBS Teaching Note 720-450.

"Saatchi & Saatchi Co. PLC." HBS Case 387-170.

"Saatchi & Saatchi Co. PLC: Corporate Strategy." HBS Case 792-056.

"Saatchi and Saatchi Company PLC: Corporate Strategy." HBS Teaching Note 795-094.

"The Scope of the Corporation." HBS Note 795-139.

"Shareholder Activists and Corporate Strategy." HBS Case 721-437.

"Shareholder Activists and Corporate Strategy." HBS Case 716-403.

"Sharp Corporation 2004." HBS Case 706-508.

"Sharp Corporation: Technology Strategy." HBS Case 793-064.

"Sharp Corporation: Technology Strategy." HBS Teaching Note 794-025.

"Silver Lake." HBS Case 711-420.

"Silver Lake." HBS Teaching Note 713-448.

"Smashing the Cube: Corporate Transformation at CIBA-GEIGY, Ltd." HBS Case 795-041.

"Smashing the Cube: Corporate Transformation at CIBA-GEIGY, Ltd." HBS Teaching Note 795-140.

"Some Strategy Building Blocks: Scale and Learning." HBS Case 717-447.

"SoulCycle's Spin in the Fast Lane." HBS Case 717-454.

"Strategic Decline." HBS Note 708-497.

"Strategic Renewal." HBS Module Note 708-503.

"Strategy in the Twenty-First Century Pharmaceutical Industry: Merck & Co. and Pfizer Inc." HBS Case 707-509.

"Strategy in the Twenty-First Century Pharmaceutical Industry: Merck & Co. and Pfizer Inc." HBS Teaching Note 713-450.

"Strategy in the Twenty-First Century Pharmaceutical Industry: Merck & Co. and Pfizer Inc. (RC Strategy)." HBS Case 707-487.

"Takeda Pharmaceutical Company Limited (A)." HBS Case 721-373.

"Takeda Pharmaceutical Company Limited (B)." HBS Case 721-374.

"Taking Dell Private." HBS Case 714-421.

"Tokio Marine Group (A)." HBS Case 721-417.

"Tokio Marine Group (B)." HBS Case 721-418.

"Textron, Inc." HBS Teaching Note 795-135.

"Time Inc. and New Magazine Development." HBS Case 391-110.

"Time Inc. and New Magazine Development (A)." HBS Case 792-043.

"Time Inc. and New Magazine Development (A)." HBS Teaching Note 795-108.

"Time Inc. and New Magazine Development (B)." HBS Case 792-044.

"Tomographic Equipment, Inc. (TEQ)." HBS Case 717-448.

"The Transformation of NCR." HBS Case 715-438.

"The Transformation of Thomson." HBS Case 708-428.

"UNext: Business Education and e-Learning." HBS Case 701-014.

"Walmart Inc. takes on Amazon.com." HBS Case 718-481.

"Walmart Inc. takes on Amazon.com." HBS Teaching Note 720-437.

"The Walt Disney Company: The 21<sup>st</sup> Century Fox Acquisition and Digital Distribution." HBS Case 721-408.

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