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Employment **Harvard Business School, Boston, MA**

C. Roland Christensen Professor of Business Administration, 2002 – present
Robert and Jane Cizik Professor of Business Administration, 1991 – 2001
Professor of Business Administration, 1989 – 1990
Associate Professor of Business Administration, 1984 – 1989
Assistant Professor of Business Administration, 1979 – 1984

Teaching responsibilities in the M.B.A. and Advanced Management programs. Courses have included:

General Management: Processes and Action
Leadership and Corporate Accountability
Operations Strategy
Production and Operations Management

Administrative responsibilities have included:

Chair, Elective Curriculum, MBA Program
Faculty Chair, C. Roland Christensen Teaching and Learning Center
Faculty Chair, Baker Library

Research interests in general management, business and management processes, organizational learning, strategic change, and the design and leadership of large, complex organizations.

Education Ph.D. in Economics, M.I.T, June 1979.

A.B. *summa cum laude* in Economics, Harvard College, June 1974.

Honors and Awards

Greenhill Service Award, Harvard Business School, 2016.

Rethinking the MBA: Business Education at a Crossroads (Datar, Garvin, Cullen, Harvard Business Press, 2010), selected by *Strategy + Business* as one of the Best Business Books of 2010.

Robert F. Greenhill Award for service, Harvard Business School, 2005.

Smith-Weld Prize for the best *Harvard Magazine* article about the University, 2003.

Richard Beckhard Memorial Prize for the best *Sloan Management Review* article on planned change and organizational development, 1998.

McKinsey Award, Second place for the best article in *Harvard Business Review*, 1993.

National University Continuing Education Association Frandson Award for Outstanding Publication in Higher Education, 1992.

International Film and TV Festival of New York, Finalist, Film, Video, Slide and A/V Productions Competition, 1991.

McKinsey Award, First place for the best article in *Harvard Business Review*, 1982.

McKinsey Award, First place for the best article in *Harvard Business Review*, 1981.

National Science Foundation Graduate Fellowship, 1975-77, 1979.

Sloan Foundation Fellowship, 1978.

Phi Beta Kappa, 1973.

Publications

Books

Rethinking the MBA: Business Education at a Crossroads (with Srikant Datar and Patrick Cullen), Harvard Business Press, 2010.

General Management: Processes and Action: Text and Cases and *Instructor's Manual*, Irwin/McGraw-Hill, 2002. (Translated into Chinese.)

Learning in Action: A Guide to Putting the Learning Organization to Work, Harvard Business School Press, 2000. (Translated into Chinese, Japanese, Korean, Portuguese, Russian, and Spanish.)

Operations Strategy: Text and Cases and *Instructor's Manual*, Prentice Hall, 1991.

Education for Judgment: The Artistry of Discussion Leadership (with C.R. Christensen and Ann Sweet), Harvard Business School Press, 1991. (Translated into French.)

Managing Quality: The Strategic and Competitive Edge. Free Press, 1988.

Cases in Business Decision-Making and Instructor's Manual (with Education Development Center, Inc.), Dryden Press, 1987.

Cases in Operations Management: Strategy and Structure and Instructor's Manual (with W. Earl Sasser *et al.*), Richard D. Irwin, Inc., 1982.

Cases in Operations Management: Analysis and Action and Instructor's Manual (with W. Earl Sasser *et al.*), Richard D. Irwin, Inc. 1982.

The Economics of University Behavior, Academic Press, 1980.

Articles

"The Art of Giving and Receiving Advice," (with Joshua D. Margolis), *Harvard Business Review* 93, nos. 1-2, January–February 2015.

"Can a Strong Culture Be Too Strong?" *Harvard Business Review* 92, nos. 1-2, January–February 2014.

"How Google Sold Its Engineers on Management," *Harvard Business Review* 91, no. 12, December 2013.

"Where Implementation Breaks Down: Why Can't Companies Get the Job Done?" *Conference Board Review* 50, no. 3, Summer 2013.

"Rethinking the MBA: Business Education at a Crossroads," (with Srikant Datar and Patrick Cullen), *Journal of Management Development* 30, no. 5, 2011.

"The Multiunit Enterprise," (with Lynne C. Levesque), *Harvard Business Review* 86, no. 6, June 2008.

"Is Yours a Learning Organization?" (with Amy C. Edmondson, and Francesca Gino), *Harvard Business Review* 86, no. 3, March 2008.

"Teaching Executives and Teaching MBAs: Reflections on the Case Method," *Academy of Management Learning & Education* 6, no. 3, September 2007.

"Meeting the Challenge of Corporate Entrepreneurship," (with Lynne C. Levesque), *Harvard Business Review* 84, no. 10, October 2006.

"All the Wrong Moves," *Harvard Business Review* 84, no. 1, January 2006.

"Change Through Persuasion," (with Michael A. Roberto), *Harvard Business Review* 83, no. 2, February 2005.

“What Every CEO Should Know About Creating New Businesses,” *Harvard Business Review* 82, nos. 7-8, July–August 2004.

“Making the Case: Professional Education for the World of Practice,” *Harvard Magazine*, September–October 2003.

“What You Don't Know About Making Decisions,” (with Michael A. Roberto), *Harvard Business Review* 79, no. 8, September 2001.

“The Processes of Organization and Management,” *MIT Sloan Management Review* 39, no. 4, Summer 1998.

“Understanding Self-Managing Work Systems,” *Technology and Operations Review* 1, no. 1, 1997.

“Leveraging Processes for Strategic Advantage,” *Harvard Business Review* 73, no. 5, September–October 1995.

“Building a Learning Organization,” *Harvard Business Review* 71, no. 4, July–August 1993.

“Manufacturing Strategic Planning,” *California Management Review* 35, no. 4, Summer 1993.

“How the Baldrige Award Really Works,” *Harvard Business Review* 69, no. 6, November–December 1991.

“The Service Factory,” (with Richard B. Chase), *Harvard Business Review* 67, no. 4, July–August 1989.

“Competing on the Eight Dimensions of Quality,” *Harvard Business Review* 65, no. 6, November–December 1987.

“Quality Problems, Policies, and Attitudes in the U.S. and Japan: An Exploratory Study,” *Academy of Management Journal*, December 1986.

“Product Quality: Profitable at Any Cost?” *New York Times*, March 3, 1985.

“What Does 'Product Quality' Really Mean?” *MIT Sloan Management Review* 26, no. 1, Fall 1984.

“Japanese Quality Management,” *Columbia Journal of World Business*, Fall 1984.

“Product Quality: An Important Strategic Weapon,” *Business Horizons*, March–April 1984.

“Made in America’ Prestige Fades,” *Los Angeles Times*, September 12, 1983.

“Quality on the Line,” *Harvard Business Review* 61, no. 5, September–October 1983.

“Can Industry Self-Regulation Work?” *California Management Review* 25, no. 4 Summer 1983.

“Spin-Offs and the New Firm Formation Process,” *California Management Review* 25, no. 2, January 1983.

“Managing as if Tomorrow Mattered,” (with Robert H. Hayes), *Harvard Business Review* 60, no. 3, May–June 1982.

“Regulatory Cost Analysis: An Overview,” (with Robert A. Leone), *Environmental Impact Assessment Review*, Summer 1981.

“Blockbusters: The Economics of Mass Entertainment,” *Journal of Cultural Economics*, Summer 1981.

“Deregulating and Self-Regulating,” *Wharton Magazine*, Spring 1981.

“Blockbusters,” *Wharton Magazine*, Winter 1980–81.

“Mergers and Competition in Book Publishing,” *Antitrust Bulletin*, Summer 1980.

**Cases and
Teaching
Notes**

“N12 Technologies: Building an Organization and Building a Business,” (with Aldo Sesia), Harvard Business School Case 316-002, March 2016.

“The National Geographic Society (B),” Harvard Business School Supplement 316-084, October 2015.

“A Note on Seeking, Receiving, and Giving Advice,” (with Joshua D. Margolis), Harvard Business School Technical Note 314-071, June 2014.

“Decision Making at the Top: The All-Star Sports eBusiness Division,” (with Michael A. Roberto), Harvard Business School Case 314-010, October 2013.

“Americhem: The Gaylord Division (A-1),” Harvard Business School Case 314-011, October 2013.

“Americhem: The Gaylord Division (B-1),” Harvard Business School Supplement 314-012, October 2013.

“Management Levels at Staples (A): Company and Organization (Abridged),” Harvard Business School Case 314-004, September 2013.

“Management Levels at Staples (B): General Manager & District Manager (Abridged (B) & (C)),” Harvard Business School Supplement 314-021, September 2013.

“Google's Project Oxygen: Do Managers Matter?” Harvard Business School Teaching Note 314-016, July 2013.

“Google's Project Oxygen: Do Managers Matter?” (with Alison Berkley Wagonfeld, and Liz Kind), Harvard Business School Case 313-110, April 2013. (Revised October 2013.)

“Growing Pains at Stroz Friedberg (Abridged),” (with Michael Norris), Harvard Business School Case 313-023, August 2012.

“Ctrip: Scientifically Managing Travel Services,” (with Nancy Hua Dai), Harvard Business School Case 312-092, January 2012. (Revised March 2013.)

“Ctrip: Scientifically Managing Travel Services,” Harvard Business School Teaching Note 313-018, July 2012.

“Bergerac Systems: The Challenge of Backward Integration,” (with Sunru Yong), Harvard Business School Brief Case 114-381, December 2011.

“Bergerac Systems: The Challenge of Backward Integration (Brief Case),” (with Sunru Yong), Harvard Business School Teaching Note 114-382, December 2011.

“Bergerac Systems: The Challenge of Backward Integration, Spreadsheet Supplement (Brief Case),” (with Sunru Yong), Harvard Business School Spreadsheet Supplement 114-383, December 2011.

“Bergerac Systems: The Challenge of Backward Integration, Instructor Spreadsheet (Brief Case),” (with Sunru Yong), Harvard Business School Spreadsheet Supplement 114-385, December 2011.

“Zensar: The Future of Vision Communities (A),” (with Rachna Tahilyani), Harvard Business School Case 311-024, June 2010. (Revised November 2011.)

“Zensar: The Future of Vision Communities (B),” (with Rachna Tahilyani), Harvard Business School Supplement 311-025, July 2010. (Revised November 2011.)

“Zensar: The Future of Vision Communities,” Harvard Business School Teaching Note 312-036, August 2011. (Revised September 2011.)

“MindTree: A Community of Communities,” (with Rachna Tahilyani), Harvard Business School Case 311-049, August 2010. (Revised November 2011.)

“MindTree: A Community of Communities,” Harvard Business School Teaching Note 312-023, July 2011.

“The National Geographic Society (Abridged),” (with Annelena Lobb), Harvard Business School Case 312-120, May 2012. (Revised October 2013.)

“The National Geographic Society,” (with Carin-Isabel Knoop), Harvard Business School Case 311-002, January 2011. (Revised November 2011.)

“The National Geographic Society,” Harvard Business School Teaching Note 312-017, July 2011.

“Growing Pains at Stroz Friedberg,” (with Carin-Isabel Knoop), Harvard Business School Case 311-008, December 2010. (Revised March 2013.)

“Growing Pains at Stroz Friedberg,” Harvard Business School Teaching Note 312-058, September 2011.

“The Center for Creative Leadership,” (with Srikant M. Datar), Harvard Business School Teaching Note 310-097, May 2010.

“Yale School of Management,” (with Srikant M. Datar), Harvard Business School Teaching Note 310-096, May 2010.

“Harvard Business School,” (with Srikant M. Datar), Harvard Business School Teaching Note 310-095, May 2010.

“INSEAD,” (with Srikant M. Datar), Harvard Business School Teaching Note 310-085, May 2010.

“INSEAD,” (with Srikant M. Datar, and Carin-Isabel Knoop), Harvard Business School Case 308-009, February 2008. (Revised May 2009.)

“University of Chicago Graduate School of Business,” (with Srikant M. Datar), Harvard Business School Teaching Note 310-084, May 2010.

“Stanford Graduate School of Business,” (with Srikant M. Datar), Harvard Business School Teaching Note 310-083, May 2010.

“TopCoder (A): Developing Software through Crowdsourcing,” (with Karim R. Lakhani, and Eric Lonstein. Harvard Business School Case 610-032, January 2010. (Revised May 2012.)

“RL Wolfe: Implementing Self-Directed Teams,” (with Elizabeth Collins), Harvard Business School Brief Case 094-063, November 2009. (Revised December 2009.)

“RL Wolfe: Implementing Self-Directed Teams (Brief Case),” (with Elizabeth Collins), Harvard Business School Teaching Note 094-064, November 2009.

“The Center for Creative Leadership,” (with Srikant M. Datar, and Carin-Isabel Knoop), Harvard Business School Case 308-013, February 2008. (Revised May 2009.)

“Paul Levy: Taking Charge of the Beth Israel Deaconess Medical Center,” (with Michael Roberto), Harvard Business School Video Case 303-058, April 2003. (Revised April 2009.)

“Management Levels at Staples (A) - (F),” Harvard Business School Teaching Note 309-026, August 2008. (Revised September 2013.)

“Harvard Business School,” (with Srikant M. Datar, and Carin-Isabel Knoop), Harvard Business School Case 308-012, February 2008. (Revised March 2008.)

“Yale School of Management,” (with Srikant M. Datar, and James Weber), Harvard Business School Case 308-011, February 2008. (Revised February 2008.)

“University of Chicago Graduate School of Business,” (with Srikant M. Datar, and James Weber), Harvard Business School Case 308-014, February 2008. (Revised February 2008.)

“Stanford Graduate School of Business,” (with Srikant M. Datar, and Carin-Isabel Knoop), Harvard Business School Case 308-010, February 2008. (Revised February 2008.)

“Management Levels at Staples (A): Company and Organization,” (with Lynne Levesque), Harvard Business School Case 307-037, August 2006. (Revised May 2007.)

“Management Levels at Staples (B): General Manager,” (with Lynne Levesque), Harvard Business School Supplement 307-038, August 2006. (Revised May 2007.)

“Management Levels at Staples (C): District Manager,” (with Lynne Levesque) Harvard Business School Supplement 307-039, August 2006. (Revised June 2007.)

“Management Levels at Staples (D): Regional Vice President,” (with Lynne Levesque), Harvard Business School Supplement 307-040, August 2006. (Revised May 2007.)

“Management Levels at Staples (E): Senior Vice President,” (with Lynne Levesque), Harvard Business School Supplement 307-041, August 2006. (Revised June 2007.)

“Management Levels at Staples (F): President, U.S. Stores,” (with Lynne Levesque), Harvard Business School Supplement 307-042, August 2006. (Revised May 2007.)

“A Note on Scenario Planning,” (with Lynne Levesque), Harvard Business School Background Note 306-003, November 2005. (Revised July 2006.)

“Strategic Planning at United Parcel Service,” Harvard Business School Teaching Note 307-003, July 2006.

“Strategic Planning at United Parcel Service,” (with Lynne Levesque), Harvard Business School Case 306-002, November 2005. (Revised June 2006.)

“Executive Decision Making at General Motors,” Harvard Business School Teaching Note 306-026, August 2005. (Revised January 2006.)

“Executive Decision Making at General Motors,” (with Lynne Levesque), Harvard Business School Case 305-026, December 2004. (Revised February 2006.)

“An Interview with Rick Wagoner, Chairman and CEO, General Motors Corporation,” Harvard Business School Video Supplement 306-707, February 2006.

“Emerging Business Opportunities at IBM (A), (B), and (C),” Harvard Business School Teaching Note 305-023, August 2004. (Revised August 2004.)

“Emerging Business Opportunities at IBM (A),” (with Lynne Levesque), Harvard Business School Case 304-075, March 2004. (Revised February 2005.)

“Emerging Business Opportunities at IBM (B),” (with Lynne Levesque), Harvard Business School Case 304-076, March 2004. (Revised February 2005.)

“Emerging Business Opportunities at IBM (C): Pervasive Computing,” (with Lynne Levesque), Harvard Business School Case 304-077, March 2004. (Revised February 2005.)

“The Case Method in Professional Education,” Harvard Business School Class Lecture 305-072, December 2004.

“Participant-Centered Learning and the Case Method: A Case Study Teacher in Action,” Harvard Business School Class Lecture 904-421, April 2004.

“Going Back to Work: AMP Re-Entry Module,” (with David Lane), Harvard Business School Video Case 304-054, March 2004.

“Creating Competitive Advantage Through Organizational Learning,” Harvard Business School Class Lecture 304-037, January 2003.

“Paul Levy: Taking Charge of the Beth Israel Deaconess Medical Center (A), (B), and (C),” (with Michael Roberto), Harvard Business School Teaching Note 303-126, June 2003.

“Paul Levy: Taking Charge of the Beth Israel Deaconess Medical Center (A),” (with Michael Roberto), Harvard Business School Case 303-008, October 2002. (Revised January 2003.)

“Paul Levy: Taking Charge of the Beth Israel Deaconess Medical Center (C),” (with Michael Roberto), Harvard Business School Supplement 303-081, December 2002.

“A Note on Corporate Venturing and New Business Creation,” Harvard Business School Background Note 302-091, March 2002. (Revised December 2002.)

“A Thousand Days, Thirteen Days,” (with Jeffrey Berger), Harvard Business School Teaching Note 300-066, January 2000. (Revised June 2002.)

“Harvey Golub: Recharging American Express,” Harvard Business School Teaching Note 396-334, April 1996. (Revised October 2000.)

“Transition to General Management Website,” (with Jeffrey Berger), Harvard Business School Teaching Note 300-112, April 2000. (Revised August 2000.)

“Transition to General Management Website,” (with Jeffrey Berger), Harvard Business School Background Note 300-126, March 2000. (Revised August 2000.)

“Types of Learning Processes,” (with Jeffrey Berger), Harvard Business School Teaching Note 300-111, April 2000.

“Types of Learning Processes,” (with Jeffrey Berger), Harvard Business School Supplement 300-124, March 2000.

“R.R. Donnelley & Sons: The Digital Division,” (with Artemis March), Harvard Business School Case 396-154, January 1996. (Revised March 2000.)

“Decision-Making Exercise (A), (B), and (C),” (with Jeffrey Berger), Harvard Business School Teaching Note 398-100, February 1998. (Revised February 2000.)

“Decision-Making Exercise (A),” (with Michael Roberto), Harvard Business School Exercise 397-031, August 1996. (Revised February 2000.)

“Decision-Making Exercise (B),” (with Michael Roberto), Harvard Business School Exercise 397-032, August 1996. (Revised February 2000.)

“Decision-Making Exercise (C),” (with Michael Roberto), Harvard Business School Exercise 397-033, August 1996. (Revised February 2000.)

“Strategic Decision Processes & Making Fast Strategic Decisions in High-Velocity Environments,” (with Jeffrey Berger), Harvard Business School Teaching Note 300-068, February 2000.

“Soul of a New Machine,” (with Jeffrey Berger), Harvard Business School Teaching Note 300-092, February 2000.

“Peterson Industries: Louis Friedman,” (with Jeffrey Berger), Harvard Business School Teaching Note 300-047, December 1999.

“Ellis International Division: Patrick O'Brian,” (with Jeffrey Berger), Harvard Business School Teaching Note 300-046, December 1999.

“Emerson Electric: Consistent Profits, Consistently and Xerox Charts a New Strategic Direction - Excerpts,” (with Jeffrey Berger), Harvard Business School Teaching Note 300-033, November 1999.

“Pepsi’s Regeneration, 1990-1993,” Harvard Business School Teaching Note 399-019, July 1998.

“Decision Making at the Top: The All-Star Sports Catalog Division,” (with Michael Roberto), Harvard Business School Teaching Note 398-103, February 1998.

“Decision Making at the Top: The All-Star Sports Catalog Division,” (with Michael Roberto), Harvard Business School Case 398-061, October 1997. (Revised May 1998.)

“Note on Knowledge Management, A,” (with Artemis March), Harvard Business School Background Note 398-031, November 1997.

“Watermill Ventures,” Harvard Business School Teaching Note 398-062, November 1997.

“SAP America,” Harvard Business School Teaching Note 398-044, October 1997.

“Americhem: The Gaylord Division (A) and (B), Teaching Note,” Harvard Business School Teaching Note 397-091, February 1997.

“Americhem: The Gaylord Division (A),” Harvard Business School Case 396-180, January 1996. (Revised October 1997.)

“Americhem: The Gaylord Division (B),” Harvard Business School Supplement 396-181, January 1996. (Revised October 1997.)

“Harvard Business School Publishing,” (with Artemis March), Harvard Business School Teaching Note 398-025, July 1997. (Revised August 1997.)

“Harvard Business School Publishing,” (with Artemis March), Harvard Business School Case 397-028, November 1996. (Revised June 1997.)

“Arthur D. Little, Inc.,” Harvard Business School Teaching Note 397-053, January 1997.

“Digital Equipment Corp.: The Endpoint Model Series, Teaching Note,” (with Norman Klein), Harvard Business School Teaching Note 691-047, March 1991. (Revised January 1997.)

“Digital Equipment Corp.: The Endpoint Model (A),” Harvard Business School Case 688-059, January 1988. (Revised January 1997.)

“Digital Equipment Corp.: The Endpoint Model (B1),” Harvard Business School Supplement 688-060, January 1988. (Revised March 1995.)

“Digital Equipment Corp.: The Endpoint Model (B2),” Harvard Business School Supplement 688-061, January 1988. (Revised March 1995.)

“Digital Equipment Corp.: The Endpoint Model (C1),” Harvard Business School Supplement 688-062, January 1988. (Revised March 1995.)

“Digital Equipment Corp.: The Endpoint Model (C2),” Harvard Business School Supplement 688-063, January 1988. (Revised March 1995.)

“Serengeti Eyewear: Entrepreneurship Within Corning, Inc.,” (with Jonathan West), Harvard Business School Case 394-033, September 1993. (Revised January 1997.)

“SAP America,” (with Artemis March), Harvard Business School Case 397-057, November 1996. (Revised December 1996.)

“Watermill Ventures,” (with Artemis March), Harvard Business School Case 397-010, August 1996.

“R.R. Donnelley & Sons: The Digital Division,” Harvard Business School Teaching Note 396-377, May 1996.

“Pepsi’s Regeneration, 1990-1993,” (with Donald N. Sull), Harvard Business School Case 395-048, November 1994. (Revised March 1996.)

“Harvey Golub: Recharging American Express,” (with Artemis March), Harvard Business School Case 396-212, February 1996. (Revised March 1996.)

“Ellis International Division: Patrick O’Brian,” Harvard Business School Case 396-184, January 1996. (Revised March 1996.)

“Arthur D. Little, Inc.,” (with Sanjay Bhatnagar), Harvard Business School Case 396-060, November 1995. (Revised February 1996.)

“Allstate Chemical Company: The Commercialization of Dynarim,” Harvard Business School Case 687-010, November 1986. (Revised February 1996.)

“Peterson Industries: Louis Friedman,” Harvard Business School Case 396-182, January 1996. (Revised February 1996.)

“Time Life Inc. (A) and (B),” (with Artemis March), Harvard Business School Teaching Note 395-248, June 1995.

“Time Life, Inc.: An Interview with John Fahey, Videotape,” Harvard Business School Video Supplement 395-516, June 1995.

“Time Life, Inc. (A),” (with Jonathan West), Harvard Business School Case 395-012, September 1994. (Revised May 1995.)

“Time Life, Inc. (B),” (with Jonathan West), Harvard Business School Supplement 395-013, September 1994.

“Vought Aero Products: Factory of the Future,” Harvard Business School Case 687-008, November 1986. (Revised March 1995.)

“Allegheny Ludlum Steel Corporation (Abridged),” (with Norman Klein), Harvard Business School Teaching Note 695-055, March 1995.

“Serengeti Eyewear: Entrepreneurship within Corning Inc.,” (with Artemis March), Harvard Business School Teaching Note 395-191, April 1995.

“Serengeti Eyewear: An Interview with Zaki Mustafa, Video,” Harvard Business School Video Supplement 394-525, June 1994.

“Note on High-Commitment Work Systems,” (with Norman Klein), Harvard Business School Background Note 693-080, April 1993.

“PPG: Developing a Self-Directed Work Force (A),” (with Norman Klein), Harvard Business School Case 693-020, November 1992.

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“Liberty Bank Exercise (A),” Harvard Business School Exercise 692-038, October 1991. (Revised February 1992.)

“Liberty Bank Exercise (Abridged),” Harvard Business School Exercise 692-057, November 1991. (Revised February 1992.)

“Types of Processes,” Harvard Business School Teaching Note 682-043, November 1991.

“Liberty Bank Exercise (B),” (with Norman Klein), Harvard Business School Exercise 692-039, October 1991.

“Boeing 767: From Concept to Production (A),” Harvard Business School Case 688-040, April 1988. (Revised April 1991.)

“Allstate Chemical Co.: The Commercialization of Dynarim,” (with Norman Klein), Harvard Business School Teaching Note 691-052, March 1991.

“Hewlett-Packard: Corporate, Group, and Divisional Manufacturing (A),” Harvard Business School Case 691-001, January 1991. (Revised March 1991.)

“Hewlett-Packard: Corporate, Group, and Divisional Manufacturing (B),” Harvard Business School Supplement 691-002, January 1991. (Revised March 1991.)

“Boeing 767: From Concept to Production (B),” Harvard Business School Supplement 688-041, April 1988. (Revised March 1991.)

“Note on the Aerospace Industry and Industrial Modernization,” (with Norman Klein), Harvard Business School Teaching Note 691-027, December 1990. (Revised February 1991.)

“Teradyne: The Foundry,” (with Norman Klein), Harvard Business School Teaching Note 691-045, February 1991.

“Day at Midwest Equipment Corp.,” (with Norman Klein), Harvard Business School Teaching Note 691-044, January 1991.

“North American Rockwell: Draper Division,” Harvard Business School Teaching Note 691-046, January 1991.

“Indalex Ltd.,” (with Norman Klein), Harvard Business School Teaching Note 691-034, January 1991.

“Intercon International (B),” (with Norman Klein), Harvard Business School Teaching Note 691-038, January 1991.

“Allegheny Ludlum Steel Corp.,” (with Norman Klein), Harvard Business School Teaching Note 691-026, January 1991.

“Vought Aero Products: Factory of the Future,” (with Norman Klein), Harvard Business School Teaching Note 691-031, December 1990.

“American Food and Grains: Commodity and Ingredient Procurement,” (with Norman Klein), Harvard Business School Teaching Note 691-024, December 1990.

“Sanyo Manufacturing Corp.--Forrest City, Arkansas,” (with Norman Klein), Harvard Business School Teaching Note 691-023, November 1990. (Revised November 1990.)

“Note on Quality: The Views of Deming, Juran, and Crosby,” (with Norman Klein), Harvard Business School Teaching Note 691-022, November 1990.

“Operations Strategy, Module Overview: Planning and Implementing Operations Strategies Over Time,” Harvard Business School Teaching Note 690-090, June 1990.

“Chandler Home Products (B),” Harvard Business School Teaching Note 690-096, June 1990.

“Note on Manufacturing Strategic Planning,” Harvard Business School Background Note 690-092, June 1990.

“Frito-Lay, Inc.: From Manufacturing to Operations Strategy,” Harvard Business School Case 690-064, May 1990.

“Operations Strategy, Course Overview,” Harvard Business School Teaching Note 688-002, July 1987. (Revised April 1990.)

“Steinway & Sons,” Harvard Business School Teaching Note 682-073, February 1982. (Revised April 1990.)

“Operations Strategy, Module Overview: Competing on Quality,” Harvard Business School Teaching Note 688-044, November 1987. (Revised April 1990.)

“Operations Strategy, Module Overview: Competing on New Products and Processes,” Harvard Business School Teaching Note 690-058, March 1990.

“Copeland Corp.: Evolution of a Manufacturing Strategy--1975-82 (A), (B), (C), and (D),” Harvard Business School Teaching Note 688-074, February 1988.

“Copeland Corp.: Evolution of a Manufacturing Strategy--1975-82 (A),” Harvard Business School Case 686-088, February 1986. (Revised November 1989.)

“Copeland Corp.: Evolution of a Manufacturing Strategy--1975-82 (B),” Harvard Business School Supplement 686-089, February 1986. (Revised March 1990.)

“Copeland Corp.: Evolution of a Manufacturing Strategy--1975-82 (C),” Harvard Business School Supplement 686-090, February 1986. (Revised March 1990.)

“Copeland Corp.: Evolution of a Manufacturing Strategy--1975-82 (D),” Harvard Business School Supplement 686-091, February 1986. (Revised March 1990.)

“American Food and Grains: Commodity and Ingredient Procurement,” Harvard Business School Case 685-095, May 1985. (Revised February 1990.)

“A Note on Quality: The Views of Deming, Juran, and Crosby,” Harvard Business School Background Note 687-011, September 1986. (Revised February 1990.)

“Rogers Corp.: Electroluminescent Lamps (A), (B), and (C),” Harvard Business School Teaching Note 688-058, January 1988. (Revised January 1990.)

“Teradyne: The Foundry,” Harvard Business School Case 686-001, October 1985. (Revised December 1989.)

“Operations Strategy, Module Overview: Competing on Productivity,” Harvard Business School Teaching Note 688-057, January 1988. (Revised November 1989.)

“Operations Strategy, Module Overview: Manufacturing as a Competitive Weapon,” Harvard Business School Teaching Note 689-060, February 1989.

“General Motors Corp.: Modernizing the Wilmington Plant, Video,” Harvard Business School Video Supplement 889-509, November 1988.

“Boeing 767: From Concept to Production (A) and (B),” Harvard Business School Teaching Note 689-027, October 1988.

“General Electric--Thermocouple Manufacturing (A),” Harvard Business School Case 684-040, December 1983. (Revised July 1988.)

“Lehrer McGovern Bovis, Inc.,” Harvard Business School Case 687-089, April 1987. (Revised June 1987.)

“Note on Manufacturing Resource Planning (MRP II),” Harvard Business School Background Note 687-097, May 1987. (Revised June 1987.)

“Copeland Corp.: The Focused Factory, Video,” Harvard Business School Video Supplement 887-527, May 1987.

“Note on Value Analysis: Its History and Methodology,” Harvard Business School Background Note 687-066, February 1987.

“Sensormatic Electronics Corp.,” Harvard Business School Case 681-095, May 1981. (Revised January 1987.)

“Note on the Aerospace Industry and Industrial Modernization,” Harvard Business School Background Note 687-009, August 1986. (Revised January 1987.)

“Westinghouse Electric Corp.: Steam Turbine Division (A),” Harvard Business School Case 687-036, December 1986.

“Westinghouse Electric Corp.: Steam Turbine Division (B),” Harvard Business School Case 687-037, December 1986.

“Steinway & Sons,” Harvard Business School Case 682-025, September 1981. (Revised September 1986.)

“Quality Problems, Policies and Attitudes in the U.S. and Japan: An Exploratory Study,” (with Janice A. Klein), Harvard Business School Background Note 687-003, July 1986.

“Rogers Corp.: Electroluminescent Lamps (A),” Harvard Business School Case 686-060, November 1985. (Revised June 1986.)

“Rogers Corp.: Electroluminescent Lamps (B),” Harvard Business School Supplement 686-061, November 1985. (Revised June 1986.)

“Rogers Corp.: Electroluminescent Lamps (C),” Harvard Business School Supplement 686-062, November 1985. (Revised June 1986.)

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Select Media Coverage

The New York Times, The Wall Street Journal, The Boston Globe, The Economist, Financial Times (UK), Newsweek, Business Week, Fortune, The Economic Times (India), Los Angeles Times, Fast Company, The Atlantic, The Chronicle of Higher Education, U.S. News & World Report.

Other Professional Experience

Instructor, Executive Education Programs, and Consultant, 1980 – present. Clients have included AACSB, Abbey National Bank, American Healthways, American Tower, Amyris, Andersen Center, Arthur D. Little, AT&T, Baillie Gifford, Banco Santander, Barilla, Baxter Healthcare, Bayer, Biogen Idec, Boeing, Booz-Allen & Hamilton, Boston Financial Group, BP, Chemical Bank, CIA, CIT Group, Citibank, Comsat, Cooper Industries, Digital Equipment Corporation, EDP, Frito-Lay, Gemini Consulting, General Foods, Gillette, GTE, Harvard Medical School, Holcim, Intercontinental Energy Corporation, J.M. Huber, Kaiser Aluminum, KeySpan, L.L. Bean, Lockheed Martin, Mahindra & Mahindra, Management Centre Europe, Mayo Clinic, McKesson, 3M, Mitsubishi, Morgan Stanley, Motorola, Mueller, National Association of Purchasing Managers, Novartis, Oxford Shirts, P&G, PPG, Prudential, Radio Shack, Reed Elsevier, Seagate, SCM Chemicals, Stanhome, Steelcase, Stroz Friedberg, Stryker, Supermarkets General, Tennant, Texas Instruments, Time Life, Unocal, UNUM, U.S. Forest Service, VHA, Warner-Lambert, and Whirlpool.

Member, Board of Directors, Emerson Hospital, 2002-2006.

Member, Manufacturing Studies Board, National Research Council, 1991-1992.

Member, Board of Overseers, Malcolm Baldrige National Quality Award, 1988-1990, and Executive Committee of the National Committee for the United States Quality Award, 1986-1987.

Director, Business Literacy Project, Education Development Center, Inc., 1983-1986. Initiated and directed a project to develop case study materials, including videotapes, for teaching business at high schools and community colleges. Received grants from both the Exxon Educational Fund and the Fund for the Improvement of Post-Secondary Education (FIPSE).

Consultant, National Commission on Air Quality, 1979-1980 (with Robert A. Leone). Prepared a methodology for assessing the costs of air pollution control.

Researcher, Sloan Commission on Government and Higher Education, 1977. Studied the impact of federal regulation on higher education.

Economist, Energy Study Unit, Bureau of Competition, Federal Trade Commission, 1974-1975. Studied federal leasing policy and the solar energy and natural gas industries.