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To Give Your  
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statement is a key  
part of Mulago ' s  
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not the only part.  
Once the mission  
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introduces students  
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organizational  
aspirations and the  
link to strategy. The  
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framework for analyzing aspirations, discusses the differences between mission and vision, and uses industry examples to explore how mission and vision form a firm's strategy.

Strategy Reading:  
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as a professor at his alma mater, teaching and mentoring students who strive to do the same. A Harvard Business School graduate, Spain has served his country with distinction as an Army ranger and master parachutist, leading troops in Kosovo, Iraq, and

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program, you've probably encountered a powerful learning tool: the business case. But if you're like many people, you may find interpreting and writing about cases mystifying and time-consuming. In *The Case Study Handbook, Revised Edition*, William Ellet presents a potent new

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approach for efficiently analyzing, discussing, and writing about cases. Early chapters show how to classify cases according to the analytical task they require (making a decision, performing an evaluation, or diagnosing a problem) and quickly establish a base of

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Knowledge about a case. Strategies and templates, in addition to several sample Harvard Business School cases, help you apply the author's framework. Later in the book, Ellet shows how to write persuasive case-analytical essays based on the process laid out earlier.

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Examples of effective writing further reinforce the methods. The book also includes a chapter on how to talk about cases more effectively in class. Any current or prospective MBA or executive education student needs this guide.

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How to close the gap between strategy and execution Two-thirds of executives say their organizations don ' t have the capabilities to support their strategy. In Strategy That Works, Paul Leinwand and Cesare Mainardi explain why. They identify conventional business

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practices that unintentionally create a gap between strategy and execution. And they show how some of the best companies in the world consistently leap ahead of their competitors. Based on new research, the authors reveal five practices for connecting strategy

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and execution used by highly successful enterprises such as IKEA, Natura, Danaher, Haier, and Lego. These companies:

- Commit to what they do best instead of chasing multiple opportunities
- Build their own unique winning capabilities instead of copying



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- Put their culture to work instead of struggling to change it
- Invest where it matters instead of going lean across the board
- Shape the future instead of reacting to it

Packed with tools you can use for building these five practices into your organization and

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supported by in-depth profiles of companies that are known for making their strategy work, this is your guide for reconnecting strategy to execution.

In the spring of 2010, Harvard Business School 's graduating class asked HBS professor Clay

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Christensen to address them—but not on how to apply his principles and thinking to their post-HBS careers. The students wanted to know how to apply his wisdom to their personal lives. He shared with them a set of guidelines that have helped him find meaning in his own

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life, which led to this now-classic article. Although Christensen ' s thinking is rooted in his deep religious faith, these are strategies anyone can use. Since 1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice.

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managers around the  
world.

"This is not a book about charismatic visionary leaders. It is not about visionary product concepts or visionary products or visionary market insights. Nor is it about just having a corporate vision. This is a book about

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something far more important, enduring, and substantial. This is a book about visionary companies." So write Jim Collins and Jerry Porras in this groundbreaking book that shatters myths, provides new insights, and gives practical guidance to those who would like to build landmark

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Companies that stand the test of time.

Drawing upon a six-year research project at the Stanford University Graduate School of Business, Collins and Porras took eighteen truly exceptional and long-lasting companies -- they have an average age of nearly one hundred years and



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have outperformed the general stock market by a factor of fifteen since 1926 -- and studied each company in direct comparison to one of its top competitors. They examined the companies from their very beginnings to the present day -- as start-ups, as midsize companies, and as

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large corporations. Throughout, the authors asked: "What makes the truly exceptional companies different from other companies?" What separates General Electric, 3M, Merck, Wal-Mart, Hewlett-Packard, Walt Disney, and Philip Morris from their rivals?

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How, for example, did Procter & Gamble, which began life substantially behind rival Colgate, eventually prevail as the premier institution in its industry? How was Motorola able to move from a humble battery repair business into integrated circuits

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and cellular communications, while Zenith never became dominant in anything other than TVs? How did Boeing unseat McDonnell Douglas as the world's best commercial aircraft company -- what did Boeing have that McDonnell Douglas lacked? By answering

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Such questions, Collins and Porras go beyond the incessant barrage of management buzzwords and fads of the day to discover timeless qualities that have consistently distinguished outstanding companies. They also provide inspiration to all executives and

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Entrepreneurs by  
destroying the false  
but widely accepted  
idea that only  
charismatic visionary  
leaders can build  
visionary companies.  
Filled with hundreds  
of specific examples  
and organized into a  
coherent framework  
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that can be applied by  
managers and

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Entrepreneurs at all levels, *Built to Last* provides a master blueprint for building organizations that will prosper long into the twenty-first century and beyond.

You can change your company's culture. Organizational culture often feels like something that

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has a life of its own. But leaders are the stewards of a company's culture and have the power to shape and even change it. If you read nothing else on building a better organizational culture, read these 10 articles. We've combed through hundreds of Harvard



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articles and selected the most important ones to help you identify where your culture can be improved, communicate change, and anticipate and address implementation challenges. This book will inspire you to:

See what your

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Company culture is currently like--and what it could be

Explore your company's emotional culture Gather input on what needs to be fixed or initiated Improve collaboration Foster a culture of trust Articulate the new culture's mission, values, and expectations Deal

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with resistance and roadblocks This collection of articles includes "The Leader's Guide to Corporate Culture," by Boris Groysberg, Jeremiah Lee, Jesse Price, and J. Yo-Jud Cheng; "Manage Your Emotional Culture," by Sigal Barsade and Olivia A. O'Neill; "The Neuroscience of

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Trust," by Paul J. Zak;

"Creating a Purpose-Driven Organization,"

by Robert E. Quinn and Anjan V. Thakor;

"Creating the Best Workplace on Earth,"

by Rob Goffee and Gareth Jones;

"Cultural Change That Sticks," by Jon R.

Katzenbach, Ilona

Steffen, and Caroline

Kronley; "How to

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Build a Culture of Originality," by Adam Grant; "When Culture Doesn't Translate," by Erin Meyer; "Culture Is Not the Culprit," by Jay W. Lorsch and Emily Gandhi; "Conquering a Culture of Indecision," by Ram Charan; and "Radical Change, the Quiet Way," by Debra E. Meyerson.

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Brands on a Mission explores the importance of creating a performance culture that is built on driving impact through purpose, and the type of talent

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required to drive these transformational changes within companies – from CEO to brand developers. Using evidence from interviews and stories from over 100 CEOs, thought leaders and brand managers, the book presents an emergent model that



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Organisations can follow to build purpose into their growth strategy – and shows how to bridge the gap between Brand Say and Brand Do. Readers will learn from the real experts in the field: how Paul Polman, former CEO of Unilever, built purpose into the DNA

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of his company; what keeps Alan Jope (new CEO, Unilever) and Emmanuel Faber (CEO, Danone) awake at night; and how brand developers from Durex, Dove, Discovery and LIXIL have made choices and the reasons behind them. In this book you will learn how a soap brand

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Lifebuoy taught one billion people about hygiene, how a beer is tackling gender-based violence, and how a toothpaste is tackling school absenteeism amongst many others.

Renowned experts like Peter Piot (Director, London School of Health and Tropical Medicine),

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Michael Porter

(Professor, Harvard School of Business),

Jane Nelson (Director, Corporate

Responsibility

Initiative, Harvard

Kennedy School) and

Susie Orbach (leading feminist and formerly

professor, London

School of Economics)

also share examples,

data and their

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everyday experiences of helping corporates create a culture of purpose. And leading NGOs and UN experts like Lawrence Haddad (Executive Director, GAIN) and Natalia Kanem (Executive Director of UNFPA) will recount how the public and private sector have worked together to create an

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Accelerated path to  
reaching the  
Sustainable

Development Goals  
by 2030. The book  
provides a clear  
pathway of how to  
take brands through  
the journey of  
developing impactful  
social missions and  
driving business  
growth, and is an  
essential guide for

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Both managers and students alike.

A Washington Post  
Bestseller Three  
Principles for  
Managing—and  
Avoiding—the  
Problems of Growth  
Why is profitable  
growth so hard to  
achieve and sustain?  
Most executives  
manage their

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Business as if the solution to that problem lies in the external environment: find an attractive market, formulate the right strategy, win new customers. But when Bain & Company 's Chris Zook and James Allen, authors of the bestselling Profit from the Core,



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researched this question, they found that when companies fail to achieve their growth targets, 90 percent of the time the root causes are internal, not external—increasing distance from the front lines, loss of accountability, proliferating processes and

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bureaucracy, to name only a few. What ' s more, companies experience a set of predictable internal crises, at predictable stages, as they grow. Even for healthy companies, these crises, if not managed properly, stifle the ability to grow further—and can actively lead to

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decline. The key insight from Zook and Allen ' s research is that managing these choke points requires a “ founder ’ s mentality ” —behaviors typically embodied by a bold, ambitious founder—to restore speed, focus, and connection to customers: • An insurgent ’ s clear

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- An unambiguous owner mindset
- A relentless obsession with the front line

Based on the authors' decade-long study of companies in more than forty countries, *The Founder's Mentality* demonstrates the strong relationship

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Between these three traits in companies of all kinds—not just start-ups—and their ability to sustain performance.

Through rich analysis and inspiring examples, this book shows how any leader—not only a founder—can instill and leverage a founder ' s mentality

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throughout their organization and find lasting, profitable growth.

What I Didn't Learn in Business School is a compelling read---whether you're a recent business school grad struggling to apply your new knowledge or an experienced

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leader who already  
knows that no  
strategy is created in  
a vacuum. --Book  
Jacket.

Do you have the right  
strategy to lead your  
company into the  
future? Get more of  
the management  
ideas you want, from  
the authors you trust,  
with HBR's 10 Must

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Reads on Strategy  
(Vol. 2). We've  
combed through  
hundreds of Harvard  
Business Review  
articles and selected  
the most important  
ones to help you  
combat new  
competitors and  
define the best  
strategy for your  
company. With  
insights from leading



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experts including  
Michael E. Porter, A.G.  
Lafley, and Clayton  
M. Christensen, this  
book will inspire you  
to: Choose a strategy  
that meets the  
demands of your  
competitive  
environment Identify  
the signals of  
disruption and take  
steps to avoid it  
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methodology and  
how it is changing  
business Transform  
your products and  
services into  
platforms Instill your  
strategy with  
creativity and  
purpose Generate  
value for your  
company, while also  
contributing to  
society This collection  
of articles includes

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Tillmanns; "Transient Advantage," by Rita Gunther McGrath;

"Bringing Science to the Art of Strategy," by A.G. Lafley, Roger L. Martin, Jan W.

Rivkin, and Nicolaj Siggelkow; "Managing Risks: A New

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Allen; 'Pipelines,  
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New Rules of

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Strategy," by Marshall W. Van Alstyne, Geoffrey G. Parker, and Sangeet Paul Choudary; "Why the Lean Start-Up Changes Everything," by Steve Blank; "Strategy Needs Creativity," by Adam Brandenburger; "Put Purpose at the Core of Your Strategy," by Thomas W. Malnight,

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Ivy Buche, and  
Charles Dhanaraj;  
"Creating Shared  
Value," by Michael E.  
Porter and Mark R.  
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