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[worksheet_for_defining_an_opportunity_and_generating_alternatives-1](#) For more information on these steps, see HBR Guide to Building a Business Case. Adapted from "Business Case Development" in Harvard ManageMentor

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Introduction to Harvard ManageMentor Topic: Business Case Development
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This badge indicates a learner's completion of the Business Case Development topic. Learners who have earned it understand the process of creating a strong business case. They are able to apply a step-by-step process, by which they define the opportunity, explore options,

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analyze alternatives, assess risks, create an implementation plan, and, finally, present their case to stakeholders.

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"You've got a great idea that will increase revenue or productivity--but how do you get approval to make it happen? By building a business case that clearly shows its value. Maybe you struggle to win support for projects because you're not sure what kind of data your stakeholders will trust, or naysayers always seem to shoot your ideas down at the last minute. Or perhaps you're intimidated by analysis and number crunching, so you just take a stab at estimating costs and benefits, with little confidence in your accuracy. To get any idea off the ground at your company you'll have to make a strong case for it. This guide gives you the tools to do that"--

Case method teaching immerses students in realistic business situations--which include incomplete information, time constraints, and conflicting goals. The class discussion inherent in case teaching is well known for stimulating the development of students' critical thinking skills, yet instructors often need guidance on managing that class discussion to maximize learning. Teaching with Cases focuses on practical advice for instructors that can be easily implemented. It covers how to plan a course, how to teach it, and how to evaluate it. The book is organized by the three elements required for a great case-based course: 1) advance planning by the instructor, including implementation of a student contract; 2) how to make leading a vibrant case discussion easier and more systematic; and 3) planning for student evaluation after the course is complete. Teaching with Cases is ideal for anyone interested in case teaching, whether basing an entire course on cases, using cases as a supplement, or

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simply using discussion facilitation techniques. To learn more about the book, and to see resources available, visit teachingwithcases.hbsp.harvard.edu.

How do you decide on the best course of action for your company to take advantage of new opportunities? By building a business case. This book provides a framework for building a business case. You'll learn how to: Clearly define the opportunity you'll want to address in your business case Identify and analyze a range of alternatives Recommend one option and assess its risks Create a high-level implementation plan for your proposed alternative Communicate your case to key stakeholders

The Pocket Mentor series offers immediate solutions to the challenges managers face on the job every day. Each book in the series is packed with handy tools, self-tests, and real-life examples to help you identify strengths and weaknesses and hone critical skills. Whether you're at your desk, in a meeting, or on the road, these portable guides enable you to tackle the daily demands of your work with greater speed, savvy, and effectiveness. Managing employee growth is critical to your organization's success. But to develop your employees effectively, you must have certain skills, such as the ability to seek out opportunities, set goals, and provide feedback. This volume teaches you to:

- Assess developmental needs
- Understand and take into account differences between your employees
- Use a Performance and Potential grid to determine next steps
- Conduct a career development discussion

Judging by all the hoopla surrounding business plans, you'd think the only things standing

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between would-be entrepreneurs and spectacular success are glossy five-color charts, bundles of meticulous-looking spreadsheets, and decades of month-by-month financial projections. Yet nothing could be further from the truth. In fact, often the more elaborately crafted a business plan, the more likely the venture is to flop. Why? Most plans waste too much ink on numbers and devote too little to information that really matters to investors. The result? Investors discount them. In *How to Write a Great Business Plan*, William A. Sahlman shows how to avoid this all-too-common mistake by ensuring that your plan assesses the factors critical to every new venture: The people—the individuals launching and leading the venture and outside parties providing key services or important resources The opportunity—what the business will sell and to whom, and whether the venture can grow and how fast The context—the regulatory environment, interest rates, demographic trends, and other forces shaping the venture's fate Risk and reward—what can go wrong and right, and how the entrepreneurial team will respond Timely in this age of innovation, *How to Write a Great Business Plan* helps you give your new venture the best possible chances for success.

The path to your professional success starts with a critical look in the mirror. If you read nothing else on managing yourself, read these 10 articles (plus the bonus article “How Will You Measure Your Life?” by Clayton M. Christensen). We've combed through hundreds of Harvard Business Review articles to select the most important ones to help you maximize yourself. HBR's 10 Must Reads on Managing Yourself will inspire you to: Stay engaged throughout your 50+-year work life Tap into your deepest values Solicit candid feedback Replenish physical and mental energy Balance work, home, community, and self Spread positive energy

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throughout your organization Rebound from tough times Decrease distractibility and frenzy Delegate and develop employees' initiative This collection of best-selling articles includes: bonus article "How Will You Measure Your Life?" by Clayton M. Christensen, "Managing Oneself," "Management Time: Who's Got the Monkey?" "How Resilience Works," "Manage Your Energy, Not Your Time," "Overloaded Circuits: Why Smart People Underperform," "Be a Better Leader, Have a Richer Life," "Reclaim Your Job," "Moments of Greatness: Entering the Fundamental State of Leadership," "What to Ask the Person in the Mirror," and "Primal Leadership: The Hidden Driver of Great Performance."

Business Games for Management and Economics: Learning by Playing presents board and video business games which combine teamwork with individual decisions based on computer models. Business games support integration of learning experience for different levels of education and between different disciplines: economics, management, technological, environmental and social studies. The work is based on experience in adaptation, design and conducting of field, and board and video games played in college settings within standard schedules. Most of the games are played in Modeling and Simulation, Microeconomics, Logistics and Supply Chain Management courses. Game boards are 2- or 3-dimensional displays of subsystems, their components and phases of technological and business processes, which allow customization of games of the same type for different missions in schools, universities, and corporate training centers. The range of games applied to economics and management classes spreads from 2-person games for kid's "Aquarium" up to the REACTOR games for several teams of executives.

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How smart companies are opening up strategic initiatives to involve front-line employees, experts, suppliers, customers, entrepreneurs, and even competitors. Why are some of the world's most successful companies able to stay ahead of disruption, adopting and implementing innovative strategies, while others struggle? It's not because they hire a new CEO or expensive consultants but rather because these pioneering companies have adopted a new way of strategizing. Instead of keeping strategic deliberations within the C-Suite, they open up strategic initiatives to a diverse group of stakeholders—front-line employees, experts, suppliers, customers, entrepreneurs, and even competitors. Open Strategy presents a new philosophy, key tools, step-by-step advice, and fascinating case studies—from companies that range from Barclays to Adidas—to guide business leaders in this groundbreaking approach to strategy. The authors—business-strategy experts from both academia and management consulting—introduce tools for each of the three stages of strategy-making: idea generation, plan formulation, and implementation. These are digital tools (including strategy contests), which allow the widest participation; hybrid digital/in-person tools (including a “nightmare competitor challenge”); a workshop tool that gamifies the business model development process; and tools that help companies implement and sustain open strategy efforts. Open strategy has an astonishing track record: a survey of 200 business leaders shows that although open-strategy techniques were deployed for only 30 percent of their initiatives, those same initiatives generated 50 percent of their revenues and profits. This book offers a roadmap for this kind of success.

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An action-oriented approach for businesses to solve the world's most urgent social problems and benefit from doing so. More than a year into a global pandemic, profit and shareholder value are no longer the primary metric of business success. Customers, shareholders, and communities are demanding that companies do good, do more, and do better. In *Change for Good*, Paul Klein shows how companies must move beyond what he calls "corporate social responsibility light" and demonstrate how they can help solve social problems that have been defined as UN Sustainable Development Goals. *Change for Good* is a new system for making social change through business that reflects Paul's experience over the last 35 years. One of the core principles of *Change for Good* is including people with lived experience of social problems in identifying promising solutions and collaborating to bring these solutions to life. This methodology can create impactful and sustainable social change in society in ways that aren't possible when executives make decisions in their boardrooms that are intended to impact the lives of vulnerable people. Through personal experiences, case studies, and practical tools, *Change for Good* will inspire readers and their organizations to make the shift from a passive social responsibility to taking action to help solve the world's most pressing social problems.

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