

Hbr Guide To Finance Basics For Managers Hbr Guide Series

DON'T LET YOUR WRITING HOLD YOU BACK. When you're fumbling for words and pressed for time, you might be tempted to dismiss good business writing as a luxury. But it's a skill you must cultivate to succeed: You'll lose time, money, and influence if your e-mails, proposals, and other important documents fail to win people over. The HBR Guide to Better Business Writing, by writing expert Bryan A. Garner, gives you the tools you need to express your ideas clearly and persuasively so clients, colleagues, stakeholders, and partners will get behind them. This book will help you:

- Push past writer's block
- Grab—and keep—readers' attention
- Earn credibility with tough audiences
- Trim the fat from your writing
- Strike the right tone
- Brush up on grammar, punctuation, and usage

The Finance Book will help you think and manage like a financial strategist. Written specifically for non-finance professionals, it will give you all you need to know to manage your business more effectively and think more strategically. It will help you to:

- Have the confidence to read and interpret financial statements
- Ask the right questions about financial performance
- Apply important financial tools and ratios
- Learn how to think financially and make better strategic financial decisions

Covering business finance, accounting fundamentals, budgeting, profitability and cash management, you'll find the tools you need in order to make the best financial decisions for your business. 'Essential reading for any non-finance professional. This is an easy to read and practical guide to the world of finance.' —Paul Herman, Group CEO, Bluebox
'Corporate Finance' —A really helpful, well organised and easy to understand primer and reference book for those who aren't accountants but still need to understand the accounts.' —Roger Siddle, Chairman, Cordium Group
'A great book. At last, a guide that demystifies and encourages business owners to practically understand financial matters. A must read.' —Gordon Vater CEO, RiiG Limited

Corporate Finance: The Basics is a concise introduction to the inner workings of finance at the company level. It aims to take the fear out of corporate finance and add the fun in, presenting the subject in a way that is simple to grasp and easy to digest. Its aim is to explain – and demystify – the essential ideas of corporate finance, avoiding the heavy use of maths and formulae. The calculations and figures in the book are purely to illustrate fundamental concepts, appealing to readers' common sense, rather than stretch their ability to do "number-crunching". Topics covered include:

- Financial statements through the corporate finance lens
- How to make investment decisions
- Cash versus profit
- Net working capital management
- How to determine the value of a business

Through the use of a subject map, this book explains how the key components of the subject are connected with each other, strengthening the reader's understanding. This book is the ideal introduction for anyone looking for a short yet scholarly overview of corporate finance.

The one primer you need to develop your entrepreneurial skills. Whether you're imagining your new business to be the next big thing in Silicon Valley, a pivotal B2B provider, or an anchor in your local community, the HBR Entrepreneur's Handbook is your essential resource for getting your company off the ground. Starting an independent new business is rife with both opportunity and risk. And as an entrepreneur, you're the one in charge: your actions can make or break your business. You need to know the tried-and-true fundamentals—from writing a business plan to getting your first loan. You also need to know the latest thinking on how to create an irresistible pitch deck, mitigate risk through experimentation, and develop unique opportunities through business model innovation. The HBR Entrepreneur's Handbook addresses these challenges and more with practical advice and wisdom from Harvard Business Review's archive. Keep this comprehensive guide with you throughout your startup's life—and increase your business's odds for success. In the HBR Entrepreneur's Handbook you'll find:

- Step-by-step guidance through the entrepreneurial process
- Concise explanations of the latest research and thinking on entrepreneurship from Harvard Business Review contributors such as Marc Andreessen and Reid Hoffman
- Time-honed best practices
- Stories of real companies, from Airbnb to eBay

You'll learn:

- Which skills and characteristics make for the best entrepreneurs
- How to gauge potential opportunities
- The basics of business models and competitive strategy
- How to test your assumptions—before you build a whole business
- How to select the right legal structure for your company
- How to navigate funding options, from venture capital and angel investors to accelerators and crowdfunding
- How to develop sales and marketing programs for your venture
- What entrepreneurial leaders must do to build culture and set direction as the business keeps growing

HBR Handbooks provide ambitious professionals with the frameworks, advice, and tools they need to excel in their careers. With step-by-step guidance, time-honed best practices, real-life stories, and concise explanations of research published in Harvard Business Review, each comprehensive volume helps you to stand out from the pack—whatever your role.

Forget about the hard bargain. Whether you're discussing the terms of a high-stakes deal, forming a key partnership, asking for a raise, or planning a family event, negotiating can be stressful. One person makes a demand, the other concedes a point. In the end, you settle on a subpar solution in the middle—if you come to any agreement at all. But these discussions don't need to be win-or-lose situations. Written by negotiation expert Jeff Weiss, the HBR Guide to Negotiating provides a disciplined approach to finding a solution that works for everyone involved. Using a seven-part framework, this book delivers tips and advice to move you from a game of concessions and compromises to one of collaboration and creativity, resulting in better outcomes and better working relationships. You'll learn how to:

- Prepare for your conversation
- Understand everyone's interests
- Craft the right message
- Work with multiple parties
- Disarm aggressive negotiators
- Choose the best solution

Bring strategy into your daily work. It's your responsibility as a manager to ensure that your work—and the work of your team—aligns with the overarching objectives of your organization. But when you're faced with competing projects and limited time, it's difficult to keep strategy front of mind. How do you keep your eye on the long term amid a sea of short-term demands? The HBR Guide to Thinking Strategically provides practical advice and tips to help you see the big-picture perspective in every aspect of your daily work, from making decisions to setting team priorities to attacking your own to-do list. You'll learn how to:

- Understand your organization's strategy
- Align your team around key objectives
- Focus on the priorities that matter most
- Spot trends in your company and in your industry
- Consider future outcomes when making decisions
- Manage trade-offs
- Embrace a leadership mindset

Harvard Business Essentials are comprehensive, solution-oriented paperbacks for business readers of all levels of experience. Calculating and assessing the overall financial health of the business is an important part of any managerial position. From reading and deciphering financial statements, to understanding net present value, to calculating return on investment, Finance

for Managers provides the fundamentals of financial literacy. Easy to use and nontechnical, this helpful guide gives managers the smart advice they need to increase their impact on financial planning, budgeting, and forecasting.

The perfect gift for aspiring leaders: 16 volumes of HBR Guide. This 16-volume, specially priced boxed set makes a perfect gift for aspiring leaders looking for trusted advice on such diverse topics as data analytics, negotiating, business writing, and coaching. This set includes Persuasive Presentations, Better Business Writing, Finance Basics, Data Analytics, Building Your Business Case, Making Every Meeting Matter, Project Management, Emotional Intelligence, Getting the Right Work Done, Negotiating, Leading Teams, Coaching Employees, Performance Management, Delivering Effective Feedback, Dealing with Conflict, and Managing Up and Across. Arm yourself with the advice you need to succeed on the job, from the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges Also available as an ebook set.

Financial reports speak their own language, and managers without a strong finance background often find themselves bewildered by what is being said. Finance for NonFinancial Managers helps managers become familiar with essential financial information, showing them how to "speak the language of numbers" and implement financial data in their daily business decisions. In addition, it clarifies how and why financial decisions impact business and operational objectives.

AN INTRODUCTION TO FINANCIAL REPORTS--WITH NEW TACTICS FOR BUDGETING AND PINPOINTING KEY FINANCIAL AREAS Financial decisions impact virtually every area of your company. As a manager, it's up to you to understand how and why. Finance for Nonfinancial Managers helps you understand the information in essential financial reports and then shows you how to use that understanding to make informed, intelligent decisions. It provides a solid working knowledge of: Basic Financial Reports--All about balance sheets, income statements, cash flow statements, and more Cost Accounting--Methods to assess which products or services are most profitable to your firm Operational Planning and Budgeting--Ways to use financial knowledge to strengthen your company Briefcase Books, written specifically for today's busy manager, feature eye-catching icons, checklists, and sidebars to guide managers step-by-step through everyday workplace situations. Look for these innovative design features to help you navigate through each page: Key Terms: Clear definitions of key terms and concepts Smart Managing: Tactics and strategies for managing change Tricks of the Trade: Tips for executing the tactics in the book Mistake Proofing: Practical advice for minimizing the possibility of error Caution: Warning signs for when things are about to go wrong For Example: Examples of successful change-management tactics Tools: Specific planning procedures, tactics, and hands-on techniques

MEET YOUR GOALS—ON TIME AND ON BUDGET. How do you rein in the scope of your project when you've got a group of demanding stakeholders breathing down your neck? And map out a schedule everyone can stick to? And motivate team members who have competing demands on their time and attention? Whether you're managing your first project or just tired of improvising, this guide will give you the tools and confidence you need to define smart goals, meet them, and capture lessons learned so future projects go even more smoothly. The HBR Guide to Project Management will help you: Build a strong, focused team Break major objectives into manageable tasks Create a schedule that keeps all the moving parts under control Monitor progress toward your goals Manage stakeholders' expectations Wrap up your project and gauge its success

"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"--

Don't let a fear of numbers hold you back. Today's business environment brings with it an onslaught of data. Now more than ever, managers must know how to tease insight from data--to understand where the numbers come from, make sense of them, and use them to inform tough decisions. How do you get started? Whether you're working with data experts or running your own tests, you'll find answers in the HBR Guide to Data Analytics Basics for Managers. This book describes three key steps in the data analysis process, so you can get the information you need, study the data, and communicate your findings to others. You'll learn how to: Identify the metrics you need to measure Run experiments and A/B tests Ask the right questions of your data experts Understand statistical terms and concepts Create effective charts and visualizations Avoid common mistakes

The perfect gift for aspiring leaders: 16 volumes of HBR 20-Minute Manager. This 16-volume, specially priced boxed set makes a perfect gift for aspiring leaders who are short on time but need advice fast, on topics from creating business plans and giving feedback to managing time and presentations. The set includes Creating Business Plans, Delegating Work, Difficult Conversations, Finance Basics, Getting Work Done, Giving Effective Feedback, Innovative Teams, Leading Virtual Teams, Managing Projects, Managing Time, Managing Up, Performance Reviews, Presentations, Running Meetings, Running Virtual Meetings, and Virtual Collaboration. Don't have much time? Get up to speed fast on the most essential business skills with HBR's 20-Minute Manager series. Whether you need a crash course or a brief refresher, each book in the series is a concise, practical primer that will help you brush up on a key management topic. Advice you can quickly read and apply, for ambitious professionals and aspiring executives--from the most trusted source in business. Also available as an ebook.

If you aren't working with a strategy, you're wasting your time. Strategy isn't just a set of plans handed down from the C-suite. To grow as a leader, you need to understand your company's strategy and align your thinking, projects, and team with organizational goals and vision. Master these abilities with the HBR Guides to Building Your Strategic Skills Collection. This three-book set, which includes the HBR Guide to Thinking Strategically, the HBR Guide to Managing Strategic Initiatives, and the HBR Guide to Setting Your Strategy, will help you change the way you think about your work, manage your most important priorities, and craft a strategy for long-term growth. You'll learn how to: Understand what strategy is--and what it isn't Define a clear strategy, whether you're in a start-up or in an established business Manage a portfolio of strategic projects Embed strategic thinking into your daily tasks and decision making Align your team around key objectives Let go of work that doesn't add value Communicate strategy throughout your organization Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Can blockchain solve your biggest business problem? While the world is transfixed by bitcoin mania, your competitors are tuning out the noise and making strategic bets on blockchain. Your rivals are effortlessly tracking every last link in their supply chains. They're making bureaucratic paper trails obsolete while keeping their customers' data safer and discovering new ways to use this next foundational technology to sustain their competitive advantage. What should you be doing with blockchain now to ensure that your business is poised for success? "Blockchain: The Insights You Need from Harvard Business Review" brings you today's most essential thinking on blockchain, explains how to get the right initiatives started at your company, and prepares you to seize the opportunity of the coming blockchain wave. Business is changing. Will you adapt or be left behind? Get up to speed and deepen your understanding of the topics that are shaping your company's future with the Insights You Need from Harvard Business Review series. Featuring HBR's smartest thinking on fast-moving issues--blockchain, cybersecurity, AI, and more--each book provides the foundational introduction and practical case studies your organization needs to compete today and collects the best research, interviews, and analysis to get it ready for tomorrow. You can't afford to ignore how these issues will transform the landscape of business and society. The Insights You Need series will help you grasp these critical ideas--and prepare you and your company for the future.

"Written with enthusiasm and dedication, Analysis for Financial Management, 9th edition, presents Financial Management in a clear and conversational style that both business students and non-financial executives comprehend." --Book Jacket.

IS YOUR WORKLOAD SLOWING YOU—AND YOUR CAREER—DOWN? Your inbox is overflowing. You're paralyzed because you have too much to do but don't know where to start. Your to-do list never seems to get any shorter. You leave work exhausted but have little to show for it. It's time to learn how to get the right work done. In the HBR Guide to Getting the Right Work Done, you'll discover how to focus your time and energy where they will yield the greatest reward. Not only will you end each day knowing you made progress—your improved productivity will also set you apart from the pack. Whether you're a new professional or an experienced one, this guide will help you: Prioritize and stay focused Work less but accomplish more Stop bad habits and develop good ones Break overwhelming projects into manageable pieces Conquer e-mail overload Write to-do lists that really work

Stop running on empty. Every day you juggle the many components that fill your life. Between work and family commitments, volunteer work, hobbies, and managing your physical and mental health, it's easy to feel overwhelmed and that you're letting someone down or neglecting some aspect of your life. But you can find ways to honor all of your commitments without collapsing. The HBR Guide to Work-Life Balance will help you: Evaluate and adjust your priorities Manage expectations Set and spend your time budget Make plans--and backup plans Understand how to make trade-offs Prioritize self-care Discover what works for you

Are you looking for an alternative to a career path at a big firm? Does founding your own start-up seem too risky? There is a radical third path open to you: You can buy a small business and run it as CEO. Purchasing a small company offers significant financial rewards—as well as personal and professional fulfillment. Leading a firm means you can be your own boss, put your executive skills to work, fashion a company environment that meets your own needs, and profit directly from your success. But finding the right business to buy and closing the deal isn't always easy. In the HBR Guide to Buying a Small Business, Harvard Business School professors Richard Ruback and Royce Yudkoff help you: Determine if this path is right for you Raise capital for your acquisition Find and evaluate the right prospects Avoid the pitfalls that could derail your search Understand why a "dull" business might be the best investment Negotiate a potential deal with the seller Avoid deals that fall through at the last minute Take the stress out of giving feedback. To help your employees meet their goals and fulfill their potential, you need to provide them with regular feedback. But the prospect of sharing potentially negative news can be overwhelming. How do you construct your message so that it's not only well received but also expressed in a way that encourages change? Whether you're commending exemplary work or addressing problem behavior, the HBR Guide to Delivering Effective Feedback provides you with practical advice and tips to transform any performance discussion—from weekly check-ins to annual reviews—into an opportunity for growth and development. You'll learn to: Establish trust with your direct reports Assess their performance fairly Emphasize improvement, even in criticism React calmly to a defensive feedback recipient Recognize and motivate star performers Create individualized development plans Arm yourself with the advice you need to succeed on the job, from a source you trust. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

"Entertaining and informative. Desai takes us on a journey through the fundamentals of finance, from asset pricing to risk and risk management, via options, mergers, debt, and bankruptcy."- John Lanchester, The New Yorker "A fascinating new perspective on modern finance," --Oliver Hart, 2016 Nobel Laureate in Economics "Lucid, witty and delightfully erudite...From the French revolution to film noir, from the history of probability to Jane Austen and The Simpsons, this is an astonishing intellectual feast." --Sebastian Mallaby, author of The Man Who Knew: The Life and Times of Alan Greenspan Longlisted for 2017 Financial Times/McKinsey Business Book of the Year A 2017 AMAZON PICK IN BUSINESS & LEADERSHIP A WealthManagement.com BEST BUSINESS BOOK OF 2017 In 1688, essayist Josef de la Vega described finance as both "the fairest and most deceitful business . . . the noblest and the most infamous in the world, the finest and most vulgar on earth." The characterization of finance as deceitful, infamous, and vulgar still rings true today – particularly in the wake of the 2008 financial crisis. But, what happened to the fairest, noblest, and finest profession that de la Vega saw? De la Vega hit on an essential truth that has been forgotten: finance can be just as principled, life-affirming, and worthy as it can be fraught with questionable practices. Today, finance is shrouded in mystery for outsiders, while many insiders are uneasy with the disrepute of their profession. How can finance become more accessible and also recover its nobility? Harvard Business School professor Mihir Desai, in his "last lecture" to the graduating Harvard MBA class of 2015, took up the cause of restoring humanity to finance. With incisive wit and irony, his lecture drew upon a rich knowledge of literature, film, history, and philosophy to explain the inner workings of finance in a manner that has never been seen before. This book captures Desai's lucid exploration of the ideas of finance as seen through the unusual prism of the humanities. Through this novel, creative approach, Desai shows that outsiders can access the underlying ideas easily and insiders can reacquaint themselves with the core humanity of their profession. The mix of finance and the humanities creates unusual pairings: Jane Austen and Anthony Trollope are guides to risk management; Jeff Koons becomes an advocate of leverage; and Mel Brooks's The Producers teaches us about fiduciary responsibility. In Desai's vision, the principles of finance also provide answers to critical questions in our lives. Among many surprising parallels, bankruptcy teaches us how to react to failure, the lessons of mergers apply to marriages, and the Capital Asset Pricing Model demonstrates the true value of relationships. THE WISDOM OF FINANCE is a wholly unique book, offering a refreshing new perspective on one of the world's most complex and misunderstood professions.

Discusses financial basics, introduces the language of finances, and describes decision making with data.

HBR Guide to Finance Basics for Managers Harvard Business Press

If you're not a numbers person, then balance sheets and financial jargon can be intimidating and easy to ignore. But if you want to advance in your career, it's crucial that you are able to make smart financial

decisions and develop the confidence to clearly communicate those decisions to others. In *How Finance Works*, Mihir Desai—a professor at Harvard Business School and author of the widely praised book *The Wisdom of Finance*—guides you into the complex but endlessly fascinating world of finance and demystifies it in the process. Through entertaining stories, interactive exercises, full-color visuals, and a conversational style that belies the topic, Desai tackles a broad range of subjects that will give you the skills and knowledge you need to finally understand how finance works. These include: The ins and outs of balance sheets, and how different financial levers can affect a company's performance How companies fund their operations and investments in different ways Why finance is concerned with cash flow versus profits How value is created, measured, and maximized The importance of capital markets in helping companies grow Whether you're a student or manager, an aspiring CFO or entrepreneur, *How Finance Works* is the colorful and interactive guide you need to help you start thinking more deeply about the numbers.--

A renowned thought-leader and a professor of statistics team up to provide the essential tools for enhancing thinking and decision-making in today's workplace in order to be more competitive and successful. 25,000 first printing.

Based on a popular class taught by a Harvard Business School professor. If you're not a numbers person, then finance can be intimidating and easy to ignore. But if you want to advance in your career, you'll need to make smart financial decisions and develop the confidence to clearly communicate those decisions to others. In *How Finance Works*, Mihir Desai—a professor at Harvard Business School and author of *The Wisdom of Finance*—guides you into the complex but endlessly fascinating world of finance, demystifying it in the process. Through entertaining case studies, interactive exercises, full-color visuals, and a conversational style that belies the topic, Professor Desai tackles a broad range of topics that will give you the knowledge and skills you need to finally understand how finance works. These include: How different financial levers can affect a company's performance The different ways in which companies fund their operations and investments Why finance is more concerned with cash flow than profits How value is created, measured, and maximized The importance of capital markets in helping companies grow Whether you're a student or a manager, an aspiring CFO or an entrepreneur, *How Finance Works* is the colorful and interactive guide you need to help you start thinking more deeply about the numbers.

Take the risk out of financial risk management Written by bestselling author and past winner of the GARP Award's Risk Manager of the Year, Aaron Brown, *Financial Risk Management For Dummies* offers thorough and accessible guidance on successfully managing and controlling financial risk within your company. Through easy-to-follow instruction, you'll find out how to manage risk, firstly by understanding it, and then by taking control of it. Plus, you'll discover how to measure and value financial risk, set limits, stop losses, control drawdowns and hedge bets. Financial risk management uses financial instruments to manage exposure to risk within firms, large and small—particularly credit risk and market risk. From managing and measuring risk to working in financial institutions and knowing how to communicate risk to your company and clients, *Financial Risk Management For Dummies* makes it easy to make sense of the management of risk when working in various different financial institutions and concludes by covering the topic of how to communicate risk — how to report it properly and how to deal with and comply with all of the regulations. Covers managing risk and working as a financial risk manager Provides everything you need to know about measuring financial risk Walks you through working in financial institutions Demonstrates how to communicate risk If you work in the financial sector and want to make financial risk management your mission, you've come to the right place!

Discusses how readers can make persuasive presentations that inspire action, engage the audience, and sell ideas.

Don't let your fear of finance get in the way of your success. This digital collection, curated by Harvard Business Review, brings together everything a manager needs to know about financial intelligence. It includes *Financial Intelligence*, called a "must-read" for decision makers without expertise in finance; *A Concise Guide to Macroeconomics*, which covers the essentials of macroeconomics and examines the core ideas of output, money, and expectations; *Essentials of Finance and Budgeting*, which explains everything HR professionals need to know to make wise financial decisions; *Ahead of the Curve*, Joseph H. Ellis's forecasting method to help managers and investors understand and predict the economic cycles that control their businesses and financial fates; *Beyond Budgeting*; which offers a coherent management model that overcomes the limitations of traditional budgeting; *Preparing a Budget*, packed with handy tools, self-tests, and real life examples to help you hone critical skills; and *HBR Guide to Finance Basics for Managers*, which will give you the tools and confidence you need to master the fundamentals of finance.

Every organization has its share of political drama: Personalities clash. Agendas compete. Turf wars erupt. But you need to work productively with your colleagues—even the challenging ones—for the good of your organization and your career. How can you do that without compromising your integrity? By acknowledging that power dynamics and unwritten rules exist—and constructively navigating them. Whether you're a new professional or an experienced one, this guide will teach you how to: (1) Build relationships with difficult people, (2) gain allies and increase your sphere of influence, (3) wrangle resources, (4) move up without alienating your colleagues, (5) avoid power games and petty rivalries, and (6) claim credit when it's due.

Investment Banking WORKBOOK is the ideal complement to *Investment Banking, Valuation, Leveraged Buyouts, and Mergers & Acquisitions, Second Edition*, enabling you to truly master and refine the core skills at the center of the world of finance. This comprehensive study guide provides an invaluable opportunity to explore your understanding of the strategies and techniques covered in the main text, before putting them to work in real-world situations. The *WORKBOOK*—which parallels the main book chapter by chapter—contains over 400 problem-solving exercises and multiple-choice questions. Topics reviewed include: Valuation and its various forms of analysis, including comparable companies, precedent transactions and discounted cash flow analysis Leveraged buyouts—from the fundamentals of LBO economics and structure to detailed modeling and valuation M&A sell-side tools and techniques, including an overview of an organized M&A sale process M&A buy-side strategy and analysis, including a comprehensive merger consequences analysis that includes accretion/(dilution) and balance sheet effects The lessons found within will help you successfully navigate the dynamic world of investment banking and professional investing. *Investment Banking WORKBOOK* will enable you to take your learning to the next level in terms of understanding and applying the critical financial tools necessary to be an effective finance professional.

Learn how to make better; faster decisions. You make decisions every day—from prioritizing your to-do list to choosing which long-term innovation projects to pursue. But most decisions don't have a clear-cut answer, and assessing the alternatives and the risks involved can be overwhelming. You need a smarter approach to making the best choice possible. The *HBR Guide to Making Better Decisions* provides practical tips and advice to help you generate more-creative ideas, evaluate your alternatives fairly, and make the final call with confidence. You'll learn how to: Overcome the cognitive biases that can skew your thinking Look at problems in new ways Manage the trade-offs between options Balance data with your own judgment React appropriately when you've made a bad choice Communicate your decision—and overcome any resistance Arm yourself with the advice you need to succeed on the job, from a source you trust. Packed with how-to essentials from leading experts, the *HBR Guides* provide smart answers to your most pressing work challenges.

Describes the history of accounting and double-entry bookkeeping from Mesopotamia to the Renaissance to modern finance and explains how a system developed that could work across all trades and nations. 13,000 first printing.

ARE YOUR WORKING RELATIONSHIPS WORKING AGAINST YOU? To achieve your goals and get ahead, you need to rally people behind you and your ideas. But how do you do that when you lack formal authority? Or when you have a boss who gets in your way? Or when you're juggling others' needs at the expense of your own? By managing up, down, and across the organization. Your success depends on it, whether you're a young professional or an experienced leader. The HBR Guide to Managing Up and Across will help you: Advance your agenda—and your career—with smarter networking Build relationships that bring targets and deadlines within reach Persuade decision makers to champion your initiatives Collaborate more effectively with colleagues Deal with new, challenging, or incompetent bosses Navigate office politics

A budget is a financial action plan for an organization. This guide will teach you how to: - Forecast future business results, such as sales volume, revenues, and expenses - Reconcile those forecasts to organizational goals - Obtain organizational support for your proposed budget - Fine-tune your budget over time

Stay on top of your leadership game. Leadership isn't something you're born with or gifted as a reward for an abundance of charisma; true leadership stems from core skills that can be learned. Get more of the leadership ideas you want, from the authors you trust, with HBR's 10 Must Reads on Leadership (Vol. 2). We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you maximize your own and your organization's performance. With insights from leading experts including Michael D. Watkins, Herminia Ibarra, and Michael E. Porter, this book will inspire you to: Identify areas for personal growth Build trust with and among your employees Develop a more dynamic and sophisticated communication style Try out different leadership styles and behaviors to find the right approach for you--and your organization Transform yourself from a problem solver to an agenda setter Harness the power of connections Become an adaptive and strategic leader This collection of articles includes "Leadership Is a Conversation," by Boris Groysberg and Michael Slind; "How Managers Become Leaders: The Seven Seismic Shifts of Perspective and Responsibility," by Michael D. Watkins; "Strategic Leadership: The Essential Skills," by Paul J.H. Schoemaker, Steve Krupp, and Samantha Howland; "The Authenticity Paradox," by Herminia Ibarra; "'Both/And' Leadership," by Wendy K. Smith, Marianne W. Lewis, and Michael L. Tushman; "Are You a Collaborative Leader?" by Herminia Ibarra and Morten T. Hansen; "Cross-Silo Leadership," by Tiziana Casciaro, Amy C. Edmondson, and Sujin Jang; "How CEOs Manage Time," by Michael E. Porter and Nitin Nohria; "The Best Leaders Are Great Teachers," by Sydney Finkelstein; "Nimble Leadership," by Deborah Ancona, Elaine Backman, and Kate Isaacs; and "The Focused Leader," by Daniel Goleman.

Managing the human side of work Research by Daniel Goleman, a psychologist and coauthor of Primal Leadership, has shown that emotional intelligence is a more powerful determinant of good leadership than technical competence, IQ, or vision. Influencing those around us and supporting our own well-being requires us to be self-aware, know when and how to regulate our emotional reactions, and understand the emotional responses of those around us. No wonder emotional intelligence has become one of the crucial criteria in hiring and promotion. But luckily it's not just an innate trait: Emotional intelligence is composed of skills that all of us can learn and improve on. In this guide, you'll learn how to: Determine your emotional intelligence strengths and weaknesses Understand and manage your emotional reactions Deal with difficult people Make smarter decisions Bounce back from tough times Help your team develop emotional intelligence Arm yourself with the advice you need to succeed on the job, with the most trusted brand in business. Packed with how-to essentials from leading experts, the HBR Guides provide smart answers to your most pressing work challenges.

Explains what business numbers mean and why they matter, and addresses issues that have become more important in recent years, including questions about the financial crisis and accounting literacy. Are you suffering from work-related stress? Feeling overwhelmed, exhausted, and short-tempered at work—and at home? Then you may have too much stress in your life. Stress is a serious problem that impacts not only your mental and physical health, but also your loved ones and your organization. So what can you do to address it? The HBR Guide to Managing Stress at Work will help you find a sustainable solution. It will help you reach the goal of getting on an even keel—and staying there. You'll learn how to: • Harness stress so it spurs, not hinders, productivity • Create realistic and manageable routines • Aim for progress, not perfection • Make the case for a flexible schedule • Ease the physical tension of spending too much time at your computer • Renew yourself physically, mentally, and emotionally

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