

Marketing Harvard University

This book provides new insights into the changes in interpretation of marketing and the evolution of marketing strategies during the twentieth century. The focus is on the development of mass marketing in the United States and the way in which more flexible and adaptable forms of marketing have increasingly been taking over. This highly international volume draws contributors from the USA, Europe and Japan, and from a variety of academic disciplines, including marketing, economics and business history. Chapters provide detailed analysis of the marketing of a range of products including cars, washing machines, food retailing, Scotch whisky, computers, financial services and wheat.

The Rise and Fall of Mass Marketing (RLE Marketing)Routledge

This text for marketing management covers basic concepts and emerging issues through readings by leading academics and practitioners. Vital issues for the 1990s are explored: ethical and legal aspects of marketing, the services industry, and multinational marketing. The book also looks at basics such as the four Ps and gives cutting-edge strategies for traditional marketing concerns, from market penetration to marketing plan development, implementation, and control. The Practice of Management Series.

Essays discuss communication with customers, market research, industrial selling, pricing, negotiation, sales management, and hybrid marketing systems Economists have long counseled reliance on markets rather than on government to decide a wide range of questions, in part because allocation through voting can give rise to a "tyranny of the majority." Markets, by contrast, are believed to make products available to suit any individual, regardless of what others want. But the argument is not generally correct. In markets, you can't always get what you want. This book explores why this is so and its consequences for consumers with atypical preferences.

The best way to select emerging markets to exploit is to evaluate their size or growth potential, right? Not according to Krishna Palepu and Tarun Khanna. In *Winning in Emerging Markets*, these leading scholars on the subject present a decidedly different framework for making this crucial choice. The authors argue that the primary exploitable characteristic of emerging markets is the lack of institutions (credit-card systems, intellectual-property adjudication, data research firms) that facilitate efficient business operations. While such "institutional voids" present challenges, they also provide major opportunities-for multinationals and local contenders. Palepu and Khanna provide a playbook for assessing emerging markets' potential and for crafting strategies for succeeding in those markets. They explain how to:

- Spot institutional voids in developing economies, including in product, labor, and capital markets, as well as social and political systems
- Identify opportunities to fill those voids; for example, by building or improving market institutions yourself
- Exploit those opportunities through a rigorous five-phase process, including studying the market over time and acquiring new

capabilities Packed with vivid examples and practical toolkits, *Winning in Emerging Markets* is a crucial resource for any company seeking to define and execute business strategy in developing economies.

Presenting the foundations of an integrated theory of organizations, Jensen argues that the cost of transferring information necessitates decentralization of some decision rights in organizations and economies. This in turn requires organizations to solve the control problem that results when self-interested persons do not behave as perfect agents.

A study of migration tides which explores political and economic factors that have influenced immigration in post-war Europe and the USA. It seeks to explain immigration in terms of the globalization of labour markets and the expansion of civil rights for marginal groups in liberal democracies.

A colorful history of US research universities, and a market-based theory of their global success. American education has its share of problems, but it excels in at least one area: university-based research. That's why American universities have produced more Nobel Prize winners than those of the next twenty-nine countries combined. Economist Miguel Urquiola argues that the principal source of this triumph is a free-market approach to higher education. Until the late nineteenth century, research at American universities was largely an afterthought, suffering for the same reason that it now prospers: the free market permits institutional self-rule. Most universities exploited that flexibility to provide what well-heeled families and church benefactors wanted. They taught denominationally appropriate materials and produced the next generation of regional elites, no matter the students'—or their instructors'—competence. These schools were nothing like the German universities that led the world in research and advanced training. The American system only began to shift when certain universities, free to change their business model, realized there was demand in the industrial economy for students who were taught by experts and sorted by talent rather than breeding. Cornell and Johns Hopkins led the way, followed by Harvard, Columbia, and a few dozen others that remain centers of research. By the 1920s the United States was well on its way to producing the best university research. Free markets are not the solution for all educational problems. Urquiola explains why they are less successful at the primary and secondary level, areas in which the United States often lags. But the entrepreneurial spirit has certainly been the key to American leadership in the research sector that is so crucial to economic success.

This book stimulates a discussion on the changes engendered by the digital era, both in everyday life and the traditional marketing realm. It covers scientific studies and theoretical principles as well as educational purposes and practical applications of digital marketing principles, in order to improve our understanding of this domain. One part riveting account of fieldwork and one part rigorous academic study, *Brand New China* offers a unique perspective on the advertising and marketing culture of China. Jing Wang's experiences in the disparate worlds of Beijing advertising agencies

and the U.S. academy allow her to share a unique perspective on China during its accelerated reintegration into the global market system. Brand New China offers a detailed, penetrating, and up-to-date portrayal of branding and advertising in contemporary China. Wang takes us inside an advertising agency to show the influence of American branding theories and models. She also examines the impact of new media practices on Chinese advertising, deliberates on the convergence of grassroots creative culture and viral marketing strategies, samples successful advertising campaigns, provides practical insights about Chinese consumer segments, and offers methodological reflections on pop culture and advertising research. This book unveils a “brand new” China that is under the sway of the ideology of global partnership while struggling not to become a mirror image of the United States. Wang takes on the task of showing where Western thinking works in China, where it does not, and, perhaps most important, where it creates opportunities for cross-fertilization. Thanks to its combination of engaging vignettes from the advertising world and thorough research that contextualizes these vignettes, Brand New China will be of interest to industry participants, students of popular culture, and the general reading public interested in learning about a rapidly transforming Chinese society.

GLOBAL MARKETING MANAGEMENT uses Harvard cases to examine the factors that affect marketing of goods and services worldwide. Emphasis is on marketing strategies of domestic marketers to international operations and the institutional structure that exists in international markets. Marketing strategies of corporate operations within the global arena are also examined. The greatest challenge to the complex new demands of the expanded, global marketplace comes in developing the organizational capabilities and managerial competencies to implement a clearly defined strategic intent. Global Marketing Managements cases provide real examples of these challenges by presenting the issues faced by domestic companies such as Bausch & Lomb, Reebok, Gillete, DHL, and international firms such as Tesco, Plc, Silvio Napoli, Bajaj Auto. These cases help readers gain an understanding of real-world marketing in the international environment.

Over 630 million Chinese escaped poverty since the 1980s, the largest decrease in poverty in history. Studying 700 manufacturing firms in the Yangzi region, the authors argue that the engine of China’s economic miracle—private enterprise—did not originate at the top but bubbled up from below, overcoming initial obstacles set up by the government.

Here is the bestselling guide that created a new game plan for marketing in high-tech industries. Crossing the Chasm has become the bible for bringing cutting-edge products to progressively larger markets. This edition provides new insights into the realities of high-tech marketing, with special emphasis on the Internet. It's essential reading for anyone with a stake in the world's most exciting marketplace.

There's an 80 percent chance you're poor. Time poor, that is. Four out of five adults report feeling that they have too much to do and not enough time to do it. These time-poor people experience less joy each day. They laugh less. They are less healthy, less productive, and more likely to divorce. In one study, time stress produced a stronger negative effect on happiness than unemployment. How can we escape the time traps that make us feel this way and keep us from living our best lives? Time Smart is your playbook for taking back the time you lose to mindless tasks and unfulfilling chores.

Author and Harvard Business School professor Ashley Whillans will give you proven strategies for improving your "time affluence." The techniques Whillans provides will free up seconds, minutes, and hours that, over the long term, become weeks and months that you can reinvest in positive, healthy activities. Time Smart doesn't stop at telling you what to do. It also shows you how to do it, helping you achieve the mindset shift that will make these activities part of your everyday regimen through assessments, checklists, and activities you can use right away. The strategies Whillans presents will help you make the shift to time-smart living and, in the process, build a happier, more fulfilling life.

Concerned primarily with oligopoly, this work includes a general study of pricing in three different markets--perfect competition, perfect monopoly, and imperfect competition. The solutions of these markets offered by Cournot, Smithies, Chamberlin, Stackelberg, Fellner, and Robinson are presented mathematically, followed by the author's own version of the theory of rational pricing in oligopoly. Previous authors have not allowed for all the variables arising from profit and price situations in the market. Here, more realistic assumptions and more complex analyses indicate that sellers in oligopoly situations do not always need to arrange specific agreements--hence, that "administered" pricing does not inevitably occur when the market is dominated by a few producers.

Contending that today's high-quality marketplace has created an era of impossible competition, an award-winning Harvard Business School professor makes recommendations for how companies can retain market shares without losing status to copycat competitors.

Why do consumers make the purchases they do, and which ones make them truly happy? Why are consumers willing to spend huge sums of money to appear high status? This Handbook addresses these key questions and many more. It provides a comprehensive overview of consumer psychology, examining cutting-edge research at the individual, interpersonal, and societal levels. Leading scholars summarize past and current findings, and consider future lines of inquiry to deepen our understanding of the psychology behind consumers' decision making, their interactions with other consumers, and the effects of societal factors on consumption. The Cambridge Handbook of Consumer Psychology will act as a valuable guide for faculty as well as graduate and undergraduate students in psychology, marketing, management, sociology, and anthropology.

When István Hont died in 2013, the world lost a giant of intellectual history. A leader of the Cambridge School of Political Thought, Hont argued passionately for a global-historical approach to political ideas. To better understand the development of liberalism, he looked not only to the works of great thinkers but also to their reception and use amid revolution and interstate competition. His innovative program of study culminated in the landmark 2005 book *Jealousy of Trade*, which explores the birth of economic nationalism and other social effects of expanding eighteenth-century markets. *Markets, Morals, Politics* brings together a celebrated cast of Hont's contemporaries to assess his influence, ideas, and methods. Richard Tuck, John Pocock, John Dunn, Raymond Geuss, Gareth Stedman Jones, Michael Sonenscher, John Robertson, Keith Tribe, Pasquale Pasquino, and Peter N. Miller contribute original essays on themes Hont treated with penetrating insight: the politics of commerce, debt,

and luxury; the morality of markets; and economic limits on state power. The authors delve into questions about the relationship between states and markets, politics and economics, through examinations of key Enlightenment and pre-Enlightenment figures in context—Hobbes, Rousseau, Spinoza, and many others. The contributors also add depth to Hont's lifelong, if sometimes veiled, engagement with Marx. The result is a work of interpretation that does justice to Hont's influence while developing its own provocative and illuminating arguments. *Markets, Morals, Politics* will be a valuable companion to readers of Hont and anyone concerned with political economy and the history of ideas.

"An innovative rethinking of our current market system where people pay for products. In the future, we will pay for the results a company can deliver. This book explains how we will reach that future"--

Marketing Management Text and Cases, 1/e includes a new collection of cases from Harvard Business School. HBS sets the standard for effective case writing and teaching, and provides here the latest cases in Marketing Management.

Designing strategies for global competition; Global marketing programs; Organizing and controlling global marketing operations; Special issues in global marketing.

This book explores what marketing is and how an enterprise can differentiate itself from others in attracting and retaining customers. The book is organized according to the design of the first-year marketing course in the two-year MBA program at the Harvard Business School. Each chapter of the book is written by HBS faculty and used by MBA students in preparation for classroom participation. The book consists of three parts: the analysis of marketing opportunities, the formulation of marketing strategy, and the execution of that strategy.

Should we pay children to read books or to get good grades? Should we allow corporations to pay for the right to pollute the atmosphere? Is it ethical to pay people to test risky new drugs or to donate their organs? What about hiring mercenaries to fight our wars? Auctioning admission to elite universities? Selling citizenship to immigrants willing to pay? In *What Money Can't Buy*, Michael J. Sandel takes on one of the biggest ethical questions of our time: Is there something wrong with a world in which everything is for sale? If so, how can we prevent market values from reaching into spheres of life where they don't belong? What are the moral limits of markets? In recent decades, market values have crowded out nonmarket norms in almost every aspect of life—medicine, education, government, law, art, sports, even family life and personal relations. Without quite realizing it, Sandel argues, we have drifted from having a market economy to being a market society. Is this where we want to be? In his New York Times bestseller *Justice*, Sandel showed himself to be a master at illuminating, with clarity and verve, the hard moral questions we confront in our everyday lives. Now, in *What Money Can't Buy*, he provokes an essential discussion that we, in our market-driven age, need to have: What is the proper role of markets in a democratic society—and how can we protect the moral and civic goods that markets don't honor and that money can't buy?

Harcourt argues that the way we think about markets has distorted the way we think about criminal justice, to the detriment of both spheres. He calls to task the conceptualization of market exchange as "free" and "natural," an idea he traces back to the 18th-century French Physiocrats, and finds reinforced in modern neoliberal

theory. This “illusion” continues to contribute to the expansion of American penalty, as those who bypass the natural order of the market system are subject to policing and punishment by a government whose primary purpose is to protect the unfettered operation of capitalism.

Digital transformation is no longer news--it's a necessity. Despite the widespread threat of disruption, many large companies in traditional industries have succeeded at digitizing their businesses in truly transformative ways. The New York Times, formerly a bastion of traditional media, has created a thriving digital product behind a carefully designed paywall. Best Buy has transformed its business in the face of Amazon's threat. John Deere has formed a data-analysis arm to complement its farm-equipment business. And Goldman Sachs and many others are using digital technologies to reimagine their businesses. In *Driving Digital Strategy*, Harvard Business School professor Sunil Gupta provides an actionable framework for following their lead. For over a decade, Gupta has studied digital transformation at Fortune 500 companies. He knows what works and what doesn't. Merely dabbling in digital or launching a small independent unit, which many companies do, will not bring success. Instead you need to fundamentally change the core of your business and ensure that your digital strategy touches all aspects of your organization: your business model, value chain, customer relationships, and company culture. Gupta covers each aspect in vivid detail while providing navigation tips and best practices along the way. Filled with rich and illuminating case studies of companies at the forefront of digital transformation, *Driving Digital Strategy* is the comprehensive guide you need to take full advantage of the limitless opportunities the digital age provides.

The globalization of the competitive landscape has forced companies to fundamentally rethink their strategies. Whereas once only a few industries such as oil could be labeled truly global, today many--from pharmaceuticals to aircraft to computers--have become global in scale and scope. As a consequence, creating a global competitive advantage has become a key strategic issue for many companies. Crafting a global strategy requires making decisions about which strategy elements can and should be globalized and to what extent.

The guide all MBAs and executive education students need. If you're enrolled in an MBA or executive education 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 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 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.

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.

This business classic features straight-talking advice you'll never hear in school.

Featuring a new foreword by Ariel Emanuel and Patrick Whitesell Mark H. McCormack,

one of the most successful entrepreneurs in American business, is widely credited as the founder of the modern-day sports marketing industry. On a handshake with Arnold Palmer and less than a thousand dollars, he started International Management Group and, over a four-decade period, built the company into a multimillion-dollar enterprise with offices in more than forty countries. To this day, McCormack's business classic remains a must-read for executives and managers at every level. Relating his proven method of "applied people sense" in key chapters on sales, negotiation, reading others and yourself, and executive time management, McCormack presents powerful real-world guidance on • the secret life of a deal • management philosophies that don't work (and one that does) • the key to running a meeting—and how to attend one • the positive use of negative reinforcement • proven ways to observe aggressively and take the edge • and much more Praise for What They Don't Teach You at Harvard Business School "Incisive, intelligent, and witty, What They Don't Teach You at Harvard Business School is a sure winner—like the author himself. Reading it has taught me a lot."—Rupert Murdoch, executive chairman, News Corp, chairman and CEO, 21st Century Fox "Clear, concise, and informative . . . Like a good mentor, this book will be a valuable aid throughout your business career."—Herbert J. Siegel, chairman, Chris-Craft Industries, Inc. "Mark McCormack describes the approach I have personally seen him adopt, which has not only contributed to the growth of his business, but mine as well."—Arnold Palmer "There have been what we love to call dynasties in every sport. IMG has been different. What this one brilliant man, Mark McCormack, created is the only dynasty ever over all sport."—Frank Deford, senior contributing writer, Sports Illustrated

American markets, once a model for the world, are giving up on competition. Thomas Philippon blames the unchecked efforts of corporate lobbyists. Instead of earning profits by investing and innovating, powerful firms use political pressure to secure their advantages. The result is less efficient markets, leading to higher prices and lower wages.

NEW from the bestselling HBR's 10 Must Reads series. Stop pushing products—and start cultivating relationships with the right customers. If you read nothing else on marketing that delivers competitive advantage, read these 10 articles. We've combed through hundreds of articles in the Harvard Business Review archive and selected the most important ones to help you reinvent your marketing by putting it—and your customers—at the center of your business. Leading experts such as Ted Levitt and Clayton Christensen provide the insights and advice you need to: • Figure out what business you're really in • Create products that perform the jobs people need to get done • Get a bird's-eye view of your brand's strengths and weaknesses • Tap a market that's larger than China and India combined • Deliver superior value to your B2B customers • End the war between sales and marketing Looking for more Must Read articles from Harvard Business Review? Check out these titles in the popular series: HBR's 10 Must Reads: The Essentials HBR's 10 Must Reads on Communication HBR's 10 Must Reads on Collaboration HBR's 10 Must Reads on Innovation HBR's 10 Must Reads on Leadership HBR's 10 Must Reads on Making Smart Decisions HBR's 10 Must Reads on Managing Yourself HBR's 10 Must Reads on Teams

A staunch neoclassical economist, Rosen drew inspiration from Adam Smith's Wealth

of Nations, particularly his theory of compensating wage differentials, which Rosen felt was central to all economic problems involving product differentiation and spatial considerations. The main theme of his collection is how markets handle diversity, including the determination of value in the presence of diversity, the allocation of idiosyncratic buyers to specialized sellers, and the effects of heterogeneity and sorting on inequality.

The book aims to provide a comprehensive, holistic and practical framework for readers who are interested or involved in developing a marketing plan so that they can appreciate various marketing concepts and put them together in an easy to read guide. Demanding and savvy customers along with a turbulent marketing environment, require marketers to be highly sensitive to the environmental monitoring systems capable of identifying the latest marketing trends and opportunities and threats at an early stage. In response to these issues, the proposed manuscript covers the themes of planning, implementing and controlling marketing activities, which will provide guidance to marketers and non-marketer alike, in undertaking a marketing plan. The latest research findings in the marketing area are included. This book is written for marketing students and it is the intention of the authors to make this manuscript as basic, straightforward and to the point as possible. Business practitioners will also find this book useful.

Provides an approach for analyzing, discussing, and writing about cases. This book shows how to classify cases according to analytical task they require (solving a problem, making a decision, or forming an evaluation) and establish a base of knowledge about a case. It shows how to talk about cases in class.

Smart branding is essential for success, yet it is often misunderstood. Developing a brand that is relevant, distinct, and emotionally compelling can be very difficult for many managers, mainly because they don't realize exactly what and how much goes into this branding process. This book will explain this process. In an easy-to-understand writing style, Gronlund will show you the fundamentals that will help develop a value proposition that will excite customers. Branding is all about creating a message or an impression that makes an impact and creates a rational and emotional connection with a customer. Forming a bond of trust and comfort will build brand equity (i.e., how people value your brand) and customer loyalty. We are living in a dynamic, transformative global economy with mind-boggling advances in technology. Managers today can easily become preoccupied with social media vehicles and the innovative features of electronic devices, and hence neglect the importance of the content or the message. Adhering to the core elements of positioning and branding will help them develop more emotionally rich and powerful content. And B2B managers will better understand and discover the real value of good branding, so that their marketing and sales communications will go beyond product features and emphasize relevant benefits that will strengthen their relationships with targeted customers.

Between 1995 and 2007, financial elites in more than a dozen western European countries engaged in a cross-border battle to create some twenty new stock markets, many of which were explicitly modeled on the American Nasdaq. The resulting high-risk, high-reward markets facilitated wealth creation, rewarded venture capitalists, and drew major U.S. financial players to Europe. But they also chipped away at the European social compacts between national governments and citizens, opening the door of smaller company finance to the broad trend of marketization and its bounties,

and further subjecting European households and family businesses to the rhythms of global capital. Elliot Posner explores the causes of Europe's emergence as a global financial power, addressing classic and new questions about the origins of markets and their relationship to politics and bureaucracy. In doing so, he attributes the surprising large-scale transformation of Europe's capital markets to the rise of the European Union as a global political force. The effect of Europe's financial ascendance will have major ramifications around the world, and Posner's analysis will push market participants, policymakers, and academics to rethink the sources of financial change in Europe and beyond.

Just as economists struggle today to justify the free market after the global economic crisis, an earlier generation revisited their worldview after the Great Depression. In this intellectual history of that project, Burgin traces the evolution of postwar economic thought in order to reconsider the most basic assumptions of a market-centered world.

The story of tobacco's fortunes seems simple: science triumphed over addiction and profit. Yet the reality is more complicated—and more political. Historically it was not just bad habits but also the state that lifted the tobacco industry. What brought about change was not medical advice but organized pressure: a movement for nonsmoker's rights.

Meet the seven samurai of metaphor in this provocative follow-up to *How Customers Think*. Jerry and Lindsay Zaltman explain how and why we use deep metaphors, which the authors define as any form of non-literal representation so deeply embedded in a person's thought processes that the person is unconscious of using it. Focusing on the seven metaphors - balance, connection, container, control, journey, resource, and transformation--the Zaltmans show how deep metaphors unconsciously pervade and shape our lives. If we recognise them and understand their power over us, we can use them more purposefully to improve the quality of customer relationships and market research and to challenge such pervasive business practices as market segmentation. Most important, deep metaphors can help prompt deeper thinking about key issues in business, where much thought is usually shallow, transient, and insight-free. To demonstrate the possibilities, the Zaltmans use an array of everyday stories from their research. The authors also share images collected through, or created by consumers during, their research to reveal insights better expressed through pictures than words.

How can you turn an English department into a revenue center? How do you grade students if they are "customers" you must please? How do you keep industry from dictating a university's research agenda? What happens when the life of the mind meets the bottom line? Wry and insightful, *Shakespeare, Einstein, and the Bottom Line* takes us on a cross-country tour of the most powerful trend in academic life today--the rise of business values and the belief that efficiency, immediate practical usefulness, and marketplace triumph are the best measures of a university's success. With a shrewd eye for the telling example, David Kirp relates stories of marketing incursions into places as diverse as New York University's philosophy department and the University of Virginia's business school, the high-minded University of Chicago and for-profit DeVry University. He describes how universities "brand" themselves for greater appeal in the competition for top students; how academic super-stars are wooed at outsized salaries to boost an institution's visibility and prestige; how taxpayer-supported academic research gets turned into profitable patents and ideas get sold to the highest bidder; and how the liberal arts shrink under the pressure to be self-supporting. Far from doctrinaire, Kirp believes there's a place for the market--but the market must be kept in its place. While skewering Philistinism, he admires the entrepreneurial energy that has invigorated academe's dreary precincts. And finally, he issues a challenge to those who decry the ascent of market values: given the plight of higher education, what is the alternative? Table of Contents: Introduction: The New U Part I:

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Reviews of this book: An illuminating view of both good and bad results in a market-driven educational system. --David Siegfried, Booklist

Reviews of this book: Kirp has an eye for telling examples, and he captures the turmoil and transformation in higher education in readable style. --Karen W. Arenson, New York Times

Reviews of this book: Mr. Kirp is both quite fair and a good reporter; he has a keen eye for the important ways in which bean-counting has transformed universities, making them financially responsible and also more concerned about developing lucrative specialties than preserving the liberal arts and humanities. Shakespeare, Einstein, and the Bottom Line is one of the best education books of the year, and anyone interested in higher education will find it to be superior. --Martin Morse Wooster, Washington Times

Reviews of this book: There is a place for the market in higher education, Kirp believes, but only if institutions keep the market in its place...Kirp's bottom line is that the bargains universities make in pursuit of money are, inevitably, Faustian. They imperil academic freedom, the commitment to sharing knowledge, the privileging of need and merit rather than the ability to pay, and the conviction that the student/consumer is not always right. --Glenn C. Altschuler, Philadelphia Inquirer

Reviews of this book: David Kirp's fine new book, Shakespeare, Einstein, and the Bottom Line, lays out dozens of ways in which the ivory tower has leaned under the gravitational influence of economic pressures and the market. --Carlos Alcal', Sacramento Bee

Reviews of this book: The real subject of Kirp's well-researched and amply footnoted book turns out to be more than this volume's subtitle, 'the marketing of higher education.' It is, in fact, the American soul. Where will our nation be if instead of colleges transforming the brightest young people as they come of age, they focus instead on serving their paying customers and chasing the tastes they should be shaping? Where will we be without institutions that value truth more than money and intellectual creativity more than creative accounting? ...Kirp says plainly that the heart of the university is the common good. The more we can all reflect upon that common good--not our pocketbooks or retirement funds, but what is good for the general mass of men and women--the better the world of the American university will be, and the better the nation will be as well. --Peter S. Temes, San Francisco Chronicle

Reviews of this book: David Kirp's excellent book Shakespeare, Einstein, and the Bottom Line provides a remarkable window into the financial challenges of higher education and the crosscurrents that drive institutional decision-making...Kirp explores the continuing battle for the soul of the university: the role of the marketplace in shaping higher education, the tension between revenue generation and the historic mission of the university to advance the public good...This fine book provides a cautionary note to all in higher education. While seeking as many additional revenue streams as possible, it is important that institutions have clarity of mission and values if they are going to be able to make the case for continued public support. --Lewis Collens, Chicago Tribune

Reviews of this book: In this delightful book David Kirp...tells the story of markets in U.S. higher education...[It] should be read by anyone who aspires to run a university, faculty or department. --Terence Kealey, Times Higher Education Supplement

The monastery is colliding with the market. American colleges and universities are

in a fiercely competitive race for dollars and prestige. The result may have less to do with academic excellence than with clever branding and salesmanship. David Kirp offers a compelling account of what's happening to higher education, and what it means for the future.

--Robert B. Reich, University Professor, Brandeis University, and former U.S. Secretary of Labor Can universities keep their purpose, independence, and public trust when forced to prove themselves cost-effective? In this shrewd and readable book, David Kirp explores what happens when the pursuit of truth becomes entwined with the pursuit of money. Kirp finds bright spots in unexpected places--for instance, the emerging for-profit higher education sector--and he describes how some traditional institutions balance their financial needs with their academic missions. Full of good stories and swift character sketches, *Shakespeare, Einstein, and the Bottom Line* is engrossing for anyone who cares about higher education.

--Laura D'Andrea Tyson, former Chair, Council of Economic Advisers David Kirp wryly observes that "maintaining communities of scholars is not a concern of the market." His account of the state of higher education today makes it appallingly clear that the conditions necessary for the flourishing of both scholarship and community are disappearing before our eyes. One would like to think of this as a wake-up call, but the hour may already be too late.

--Stanley Fish, Dean of the College of Liberal Arts and Sciences, the University of Illinois at Chicago This is, quite simply, the most deeply informed and best written recent book on the dilemma of undergraduate education in the United States. David Kirp is almost alone in stressing what relentless commercialization of higher education does to undergraduates. At the same time, he identifies places where administrators and faculty have managed to make the market work for, not against, real education. If only college and university presidents could be made to read this book! --Stanley N. Katz, Center for Arts and Cultural Policy Studies, Princeton University

Once a generation a book brilliantly gives meaning to seemingly disorderly trends in higher education. David Kirp's *Shakespeare, Einstein, and the Bottom Line* is that book for our time [the early 21st century?]. With passion and eloquence, Kirp describes the decline of higher education as a public good, the loss of university governing authority to constituent groups and external funding sources, the two-edged sword of collaboration with the private sector, and the rise of business values in the academy. This is a must read for all who care about the future of our universities.

--Mark G. Yudof, Chancellor, The University of Texas System David Kirp not only has a clear theoretical grasp of the economic forces that have been transforming American universities, he can write about them without putting the reader to sleep, in lively, richly detailed case studies. This is a rare book.

--Robert H. Frank, Johnson Graduate School of Management, Cornell University David Kirp wanders America's campuses, and he wonders--are markets, management and technology supplanting vision, values and truth? With a large dose of nostalgia and a penchant for academic personalities, he ponders the struggles and synergies of Ivy and Internet, of industry and independence. Wandering and wondering with him, readers will feel the speed of change in contemporary higher education.

--Charles M. Vest, President, Massachusetts Institute of Technology

Based on the 2017 conference "'New Reality' and Russian Markets" held at Harvard University, this book brings together world-renowned thinkers to offer the latest empirical research on recent financial risks, institutional policies, and financial stability.

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