

# Harvard Business Review Russia

Paul Polman, Andrew Winston

*Harvard Business Review* ,1926

*Harvard Business Review on Thriving in Emerging Markets* Harvard Business Review,2011-05-10  
Beat local companies at their game. If you need the best practices and ideas for gaining market share in developing economies--but don't have time to find them--this book is for you. Here are 10 inspiring and useful perspectives, all in one place. This collection of HBR articles will help you: - Manage risk in unstable environments - Ward off political threats to your business - Customize your business model for emerging markets - Tailor your strategy to capitalize on countries' strengths - Gain ground on emerging giants - Compete in China's new high-tech market - Win the war for talent in developing economies - Serve the bottom of the pyramid profitably

*Doing Business in Russia* Randall A. Fine,James K. Sebenius,1999

*Net Positive* Paul Polman,Andrew Winston,2021-10-05 A Financial Times Best Business Book of the Year Named one of 10 Best New Management Books for 2022 by Thinkers50 An advocate of sustainable capitalism explains how it's done — The Economist Polman's new book with the sustainable business expert Andrew Winston...argues that it's profitable to do business with the goal of making the world better. — The New York Times Named as recommended reading by Fortune's CEO Daily ...Polman has been one of the most significant chief executives of his era and that his approach to business and its role in society has been both valuable and path-breaking. — Financial Times The ex-Unilever CEO who increased his shareholders' returns by 300% while ensuring the company ranked #1 in the world for sustainability for eleven years running has, for the first time, revealed how to do it. Teaming up with Andrew Winston, one of the world's most authoritative voices on corporate sustainability, Paul Polman shows business leaders how to take on humanity's greatest and most urgent challenges—climate change and inequality—and build a thriving business as a result. In this candid and straight-talking handbook, Polman and Winston reveal the secrets of Unilever's success and pull back the curtain on some of the world's most powerful c-suites. Net Positive boldly argues that the companies of the future will profit by fixing the world's problems, not creating them. Together the authors explode our most prevalent corporate myths: from the idea that business' only function is to maximise profits, to the naïve hope that Corporate Social Responsibility will save our species from disaster. These approaches, they argue, are destined for the graveyard. Instead, they show corporate leaders how to make their companies Net Positive—thriving by giving back more to the world than they take. Net Positive companies unleash innovation, build trust, attract the best people, thrill customers, and secure lasting success, all by helping create stronger, more inclusive societies and a healthier planet. Heal the world first, they argue, and you'll satisfy your investors as a result. With ambitious vision and compelling stories, Net Positive will teach you how to find the inner purpose and courage you need to embrace the only business model that will matter in the years ahead. You will learn how to lead others and unlock your company's soul, while setting and delivering big and aggressive goals, and taking responsibility for all of your company's impacts. You'll find out the secrets to partnering with others, including your competition and critics, to drive transformative change from which you will prosper. You'll build a company that serves your people, your customers, your communities, your shareholders—and your children and grandchildren will thank you for it. Is this win-win for business and humanity too good to be true? Don't believe it. The world's smartest CEOs are already taking their companies on the Net Positive journey and benefitting as a result. Will you be left behind? Join the movement at [netpositive.world](https://netpositive.world)

*Capital Rules* Rawi Abdelal,2009-09-30 The rise of global financial markets in the last decades of the twentieth century was premised on one fundamental idea: that capital ought to flow across country borders with minimal restriction and regulation. Freedom for capital movements became the new orthodoxy. In an intellectual, legal, and political history of financial globalization, Rawi Abdelal shows that this was not always the case. Transactions routinely executed by bankers, managers, and investors during the 1990s—trading foreign stocks and bonds, borrowing in foreign currencies—had been illegal in many countries only decades, and sometimes just a year or two, earlier. How and why did the world shift from an orthodoxy of free capital movements in 1914 to an orthodoxy of capital

controls in 1944 and then back again by 1994? How have such standards of appropriate behavior been codified and transmitted internationally? Contrary to conventional accounts, Abdelal argues that neither the U.S. Treasury nor Wall Street bankers have preferred or promoted multilateral, liberal rules for global finance. Instead, European policy makers conceived and promoted the liberal rules that compose the international financial architecture. Whereas U.S. policy makers have tended to embrace unilateral, ad hoc globalization, French and European policy makers have promoted a rule-based, “managed” globalization. This contest over the character of globalization continues today.

**Winning in Emerging Markets** Tarun Khanna, Krishna G. Palepu, 2010-04-28 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.

**Harvard Business Review** Harvard Business Review, Harvard University. Graduate School of Business Administration, 2000-01

**Dilemmas of Russian Capitalism** Thomas C. Owen, 2005-02-28 Fedor Chizhov built the first railroad owned entirely by Russian stockholders, created Moscow's first bank and mutual credit society, and launched the first profitable steamship line based in Archangel. In this valuable book, Thomas Owen vividly illuminates the life and world of this seminal figure in early Russian capitalism. Chizhov condemned European capitalism as detrimental to the ideal of community and the well-being of workers and peasants. In his strategy of economic nationalism, Chizhov sought to motivate merchants to undertake new forms of corporate enterprise without undermining ethnic Russian culture. He faced numerous obstacles, from the lack of domestic investment capital to the shortage of enlightened entrepreneurial talent. But he reserved his harshest criticism for the tsarist ministers, whose incompetence and prejudice against private entrepreneurship proved his greatest hindrance. Richly documented from Chizhov's detailed diary, this work offers an insightful exploration of the institutional impediments to capitalism and the rule of law that plagued the tsarist empire and continue to bedevil post-Soviet Russia.

**Reinventing Russia** Yitzhak M. BRUDNY, Yitzhak M Brudny, 2009-06-30 What caused the emergence of nationalist movements in many post-communist states? What role did communist regimes play in fostering these movements? Why have some been more successful than others? To address these questions, Yitzhak Brudny traces the Russian nationalist movement from its origins within the Russian intellectual elite of the 1950s to its institutionalization in electoral alliances, parliamentary factions, and political movements of the early 1990s. Brudny argues that the rise of the Russian nationalist movement was a combined result of the reinvention of Russian national identity by a group of intellectuals, and the Communist Party's active support of this reinvention in order to gain greater political legitimacy. The author meticulously reconstructs the development of the Russian nationalist thought from Khrushchev to Yeltsin, as well as the nature of the Communist Party response to Russian nationalist ideas. Through analysis of major Russian literary, political, and historical writings, the recently-published memoirs of the Russian nationalist intellectuals and Communist Party officials, and documents discovered in the Communist Party archives, Brudny sheds new light on social, intellectual, and political origins of Russian nationalism, and emphasizes the

importance of ideas in explaining the fate of the Russian nationalist movement during late communist and early post-communist periods. Table of Contents: Acknowledgments 1. Russian Nationalists in Soviet Politics 2. The Emergence of Politics by Culture, 1953-1964 3. The First Phase of Inclusionary Politics, 1965-1970 4. The Rise and Fall of Inclusionary Politics, 1971-1985 5. What Went Wrong with the Politics of Inclusion? 6. What Is Russia, and Where Should It Go? Political Debates, 1971-1985 7. The Zenith of Politics by Culture, 1985-1989 8. The Demise of Politics by Culture, 1989-1991 Epilogue: Russian Nationalism in Postcommunist Russia Notes Index Reviews of this book: Mr. Brudny provides a salient background to understanding one of the great phenomena of post-1945 history: how Russians arrive at their view of the West. --Ron Lorenzo, Washington Times Reviews of this book: Brudny is a good guide to the origins of what probably lies ahead. --Geoffrey A. Hosking, Times Literary Supplement Reviews of this book: If readers think that today's anti-Western, antimarket, antisemitic variety of Russian nationalism is simply the fallout from the country's current misery, they should think again. With care and intelligence, Brudny traces its lineage back to the Khrushchev years. What began among the so-called village prose writers as a lament for a rural past ravaged by Stalin's experimentation gradually accumulated further grievances: the devastation of Russian culture and monuments, the infiltration of 'corrupting' Western values, and ultimately under Gorbachev the 'criminal' destruction of Russian power. Much of the book concentrates on how Khrushchev and Brezhnev tried--but ultimately failed--to harness this discontent for their own purposes. --Robert Legvold, Foreign Affairs Reviews of this book: Brudny's survey of relations between Russian nationalism and the Soviet state provides an in-depth insight into one of the most complicated aspects of the Soviet multi-national state. --Taras Kuzio, International Affairs Reviews of this book: A thought-provoking book. --Virginia Quarterly Reviews of this book: Brudny shows that Russian cultural nationalism was a powerful force in the post-Stalin years, with ultimate political consequences. In meticulous detail Brudny sets out the various strains of Russian nationalism and points to the regime's encouragement of a certain kind of nationalism as a means of bolstering legitimacy through the 'politics of inclusion'...This volume is a significant contribution to the literature. --R. J. Mitchell, Choice Reviews of this book: In Reinventing Russia, situated at the intersection of culture (specifically the literature of the village prose movement) and politics, Brudny has managed admirably to draw out the wider implications of his inquiry and provided an extremely useful set of orientation points in the current, seemingly so chaotic, political debate in Russia. --Hans J. Rindisbacher, European Legacy Reviews of this book: Brudny's book paints a fascinating picture. It delineates a rich Soviet culture and society, one that is much more varied than has been previously depicted by most Western researchers. The overriding importance of the book derives from its argument that the post-Stalinist cultural debate in the Soviet Union is what created the infrastructure for the seemingly odd alliance between communist ideology and the nationalist intelligentsia--today's 'red-brown' alliance. It's a significant contribution to our understanding of the history of the nationalist idea...[Reinventing Russia provides] an enthralling overview of a historic development that has been neglected by most Western researchers...His book proves once more that anyone who seeks to understand developments in Eastern Europe cannot do so by merely analyzing the economic policy of the political maneuvers of the governing elite. --Shlomo Avineri, Ha'aretz Book Review Yitzhak Brudny offers us a most persuasive attempt to explain the intricate, often puzzling relation between Soviet political and cultural bureaucracy and the rise of Russian nationalism in the post-Stalin era. His analysis of Russian nationalist ideology and its role in the corrosion of the official Soviet dogmas is uniquely insightful and provocative. Students of Soviet and post-Soviet affairs will find in Brudny's splendidly researched book an indispensable instrument to grasp the meaning of the still perplexing developments that led to the breakdown of the Leninist state. In the growing body of literature dealing with nationalism and national identity, this one stands out as boldly innovative, theoretically challenging, and culturally sophisticated. --Vladimir Tismaneanu, University of Maryland, College Park, author of Fantasies of Salvation Yitzhak Brudny has produced an impressive and scholarly account of the divisions within the Russian political and cultural elite during the last four decades of the Soviet Union's existence. His book is important both for the fresh light it throws on that period and as essential context for

interpreting the debates on nationhood and statehood which rage in Russia today. --Archie Brown, University of Oxford *Reinventing Russia* provides us with a vivid portrayal of the politics behind the rise of Russian nationalism in post-Stalinist Russia. It is a finely detailed study of not only the relationship of political authority to the spread of nationalist ideas, but also reciprocally of the role played by these ideas in shaping the political. --Mark Beissinger, University of Wisconsin-Madison *Rival nationalists literally shook the Soviet Union apart. The very structure of the Soviet state encouraged all major ethnic groups--including the Russians--to view battles over resources in terms of ethnic and national conflict. Brudny, in this important study, explores precisely how rival nationalist claims emerged during the years following Stalin's death, and why they proved to be simultaneously so robust and pernicious.* --Blair Ruble, Director, Kennan Institute, Woodrow Wilson Center

*Harvard Business Review*, 2007

Careers Without Borders Yehuda Baruch, 2013 *Careers without Borders* analyzes the challenges, debates and developments in global careers using a critical management perspective. In this edited collection, contributors from around the world offer strong theoretical analyses, and practical implications for managing global careers. This book will appeal to students on HRM or international business courses.

**Winning the War for Talent in Emerging Markets** Sylvia Ann Hewlett, Ripa Rashid, 2011-08-09 The war for talent is heating up in emerging markets. Without enough "brain power," multinationals can't succeed in these markets. Yet they're approaching the war in the wrong way—bringing in expats and engaging in bidding wars for hotshot local "male" managers. The solution is hiding in plain sight: the millions of highly educated women surging into the labor markets of Brazil, Russia, India, China, and the United Arab Emirates. Increasingly, these women boast better credentials, higher ambitions, and greater loyalty than their male peers. But there's a catch: Attracting and retaining talented women in emerging economies requires different strategies than those used in mature markets. Complex cultural forces – family-related "pulls," such as daughterly duties to parents and in-laws, and work-related "pushes," such as extreme hours and dangerous commutes – force women to settle for dead-end jobs, switch to the public sector, or leave the workforce entirely. In *Winning the War for Talent in Emerging Markets*, Sylvia Ann Hewlett and Ripa Rashid analyze these forces and present strategies for countering them, including: • Sustaining ambition through stretch opportunities and international assignments • Combating cultural bias by building an infrastructure for female leadership (networks, mentors, sponsors) • Introducing flexible work arrangements to accommodate family obligations • Providing safe transportation, such as employer-subsidized taxi services Drawing on groundbreaking research, amplified with on-the-ground examples from companies as diverse as Google, Infosys, Goldman Sachs, and Siemens, this book is required reading for all companies seeking to strengthen their talent pipeline in these rich and expanding markets.

*Harvard Business Review*, 2007

**McDonald's Russia: Managing a Crisis** David Molch, 2009-08 Master's Thesis from the year 2007 in the subject Business economics - Marketing, Corporate Communication, CRM, Market Research, Social Media, grade: 2,0, University of Applied Sciences Mittweida, language: English, abstract: The purpose of this thesis is to provide an international management exercise, derived from a case study, that tests the ability of students to overcome cultural obstacles and structure an integrative marketing agreement. The existing thesis examined and judged the case study, which was written by Youngme Moon and Kerry Herman from Harvard Business School (HBS). It will describe the business plan as well as possible solutions of McDonald's in Russia during the financial crisis, which ones judged in the case study of the HBS. After an introduction to the history of the McDonald's worldwide and McDonald's Russia, the Big Mac Index defines. The second chapter of this thesis is the description of the strategic situation. The construction of strategic planning, the market entry forms and marketing concepts of McDonald's follows, which ones being examined in detail. Furthermore the second chapter contains the opening of the first McDonald's restaurant in Russia. The descriptions of the problems in the year 1998 as well as McDonald's approach of the crisis are carried out to counteract as another point of this thesis. The outline of the possible solutions of one's own like

environmental analysis or the Best Mix of 4P s forms the quintessence of this thesis. Different suggestions have been discussed recently, and experienced partners and personal contacts is one of those impressive ones. Last, a short summary is given to the factors of success of McDonald's Russia and an outlook, what one can expect from the Russian market in future.

*The Vortex* Scott Carney, Jason Miklian, 2022-03-29 [A] tremendous new book. —The Boston Globe Carney and Miklian write vividly in the fashion of a cinematic disaster flick. —The Washington Post The deadliest storm in modern history ripped Pakistan in two and led the world to the brink of nuclear war when American and Soviet forces converged in the Bay of Bengal In November 1970, a storm set a collision course with the most densely populated coastline on Earth. Over the course of just a few hours, the Great Bhola Cyclone would kill 500,000 people and begin a chain reaction of turmoil, genocide, and war. The Vortex is the dramatic story of how that storm sparked a country to revolution. Bhola made landfall during a fragile time, when Pakistan was on the brink of a historic election. The fallout ignited a conflagration of political intrigue, corruption, violence, idealism, and bravery that played out in the lives of tens of millions of Bangladeshis. Authors Scott Carney and Jason Miklian take us deep into the story of the cyclone and its aftermath, told through the eyes of the men and women who lived through it, including the infamous president of Pakistan, General Yahya Khan, and his close friend Richard Nixon; American expats Jon and Candy Rhode; soccer star-turned-soldier Hafiz Uddin Ahmad; and a young Bengali revolutionary, Mohammed Hai. Thrillingly paced and written with incredible detail, The Vortex is not just a story about the painful birth of a new nation but also a universal tale of resilience and liberation in the face of climate emergency that affects every single person on the planet.

**Wheel of Fortune** Thane Gustafson, 2012-11-06 The world's largest exporter of oil is facing mounting problems that could send shock waves through every major economy. Gustafson provides an authoritative account of the Russian oil industry from the last years of communism to its uncertain future. The stakes extend beyond global energy security to include the threat of a destabilized Russia.

**Russia's Capitalist Revolution** Anders Åslund, 2007

How to Sell More Harvard Business Review, 2013-02-26 Over the last decade, technology has dramatically changed the role of salespeople at companies of all sizes. But one crucial fact remains: Sales is the most vital function of every business. In *How to Sell More*, the editors of Harvard Business Review have gathered advice from some of the world's top business professors, consultants, trainers, and sales managers. In these collected essays, you'll learn how to:

- Effectively recruit, train, manage, and support these key employees
- Use smart pricing, promotions, and incentives to make your sales team more successful
- Avoid the biggest mistakes entrepreneurs make when pursuing their first sales
- Master the daily challenges of selling, from planning a sales call to handling a potential customer's toughest questions

More than most workers, salespeople perform in a field where success is easily measured: How much did you sell today, this week, this quarter? If you're looking for ways to bump up those numbers, this book offers you valuable insights and practical tools. HBR Singles provide brief yet potent business ideas, in digital form, for today's thinking professional.

The Sponsor Effect Sylvia Ann Hewlett, 2019-05-28 Are you investing in the right people? Many people know the benefit of finding a sponsor--someone who goes beyond traditional mentorship to partner with a junior-level employee to help build their skills, advocate for them when opportunities arise, and open doors. But few realize that being a sponsor is just as important to career growth as finding one. According to new research from economist and thought leader Sylvia Ann Hewlett, senior executives who sponsor rising talent are 53 percent more likely to be promoted than those who don't. Similarly, middle-level managers who have proteges are 167 percent more likely to be given stretch assignments. Well-chosen proteges contribute stellar performance, steadfast loyalty, and capabilities that you, the sponsor, may lack, thus increasing how fast and how far you can go. But how do you find standout proteges, let alone develop them so that they're able to come through for you and your organization? This book has the answers you need. Combining powerful new data and rich examples drawn from in-depth interviews with leaders from companies such as Unilever, Aetna, Blizzard Entertainment, and EY, *The Sponsor Effect* provides a seven-step playbook for how you can become a

successful sponsor. You'll learn to: Identify the right mix of proteges Include those with differing perspectives Inspire your proteges and ignite their ambition Instruct them to develop key skill sets Inspect your picks for performance and loyalty Instigate a deal, detailing the terms of a relationship Invest three ways and reap the rewards Along the way, you'll discover the enormous benefits of investing in these valuable relationships.

**Russian "Hybrid Warfare"** Ofer Fridman, 2018-08-01 During the last decade, 'Hybrid Warfare' has become a novel yet controversial term in academic, political and professional military lexicons, intended to suggest some sort of mix between different military and non-military means and methods of confrontation. Enthusiastic discussion of the notion has been undermined by conceptual vagueness and political manipulation, particularly since the onset of the Ukrainian Crisis in early 2014, as ideas about Hybrid Warfare engulf Russia and the West, especially in the media. Western defense and political specialists analyzing Russian responses to the crisis have been quick to confirm that Hybrid Warfare is the Kremlin's main strategy in the twenty-first century. But many respected Russian strategists and political observers contend that it is the West that has been waging Hybrid War, Gibridnaya Voyna, since the end of the Cold War. In this highly topical book, Ofer Fridman offers a clear delineation of the conceptual debates about Hybrid Warfare. What leads Russian experts to say that the West is conducting a Gibridnaya Voyna against Russia, and what do they mean by it? Why do Western observers claim that the Kremlin engages in Hybrid Warfare? And, beyond terminology, is this something genuinely new?

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the bottom of the intake  
structure should be at least 1 m  
above the riverbed to prevent  
any boulders or rolling stones  
from entering the intake  
structure must always include  
one or

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structures may be broadly  
classified as power intake and  
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intake supplies water directly to  
the turbine via

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water project include water  
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the collection of detailed source  
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the intake structures placed in  
rivers or streams should be  
determined from the water  
level of the flow which is  
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conveyance and distribution the  
principal engineering challenge  
of any irrigation system  
consists in withdrawing water  
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