

What I Didn't Learn in Business School: How Strategy Works in the Real World

By Jay Barney, Trish Gorman Clifford

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Meet Justin Campbell. He's a new MBA graduate who's landed a job with a strategy consultancy. His engagement team is on a mission: help HGS Inc., a specialty chemicals firm, define and execute a strategy for exploiting a textile technology the company developed.

Justin and his team deploy state-of-the-art strategy tools to analyze the attractiveness of potential markets for the technology. But they soon realize the tools don't help them grapple with the human side of strategy--including political forces swirling within HGS. Everyone involved in the engagement is biased and insecure, brilliant and hardworking, selfish and lazy, loyal and dedicated.

Justin and his cohorts aren't "real"--What I Didn't Learn in Business School is a business novel. But they're realistic: they're just like us. Their story reveals the limitations of strategy tools and demonstrates tactics for navigating the messy, human dynamics that can make or break a company's strategy efforts.

This engaging book uses the power of story to present potent lessons for anyone seeking to excel at strategy management. It's a compelling read--whether you're an MBA grad struggling to apply what you learned or in the fray and eager to see what MBAs get wrong when they land in the real world.

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Editorial Review

Review

“Written as a novel, this book is an engaging way to give readers a glimpse of what’s really involved in developing business strategy.” T+D Magazine

“A worthwhile read if you are taking your first steps to developing corporate strategy.” Business Standard (India)

“... interesting, important, unique, and realistic business novel...”

“Highly recommended.” – CHOICE Magazine

About the Author

Jay Barney is a professor of management at the Ohio State University's Fisher College of Business. He has published numerous articles in strategy and management journals, as well as five bestselling textbooks on strategy. **Trish Clifford** is formerly the Director of Global Strategy Learning at McKinsey & Company, and now spends her time in private practice working with mid- and upper-level managers in a variety of companies to strengthen strategic capabilities through a tailored mix of consulting, workshops, experiential learning, asynchronous and classroom learning. She works throughout the US, Asia, and Europe.

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