

Database of cases

Cases	Misleading experiences	Misleading prejudice	Self-interest	Attachment	Comments and other
Based on interviews					
1. Boots—health-care services	Some	Major	Some	Limited	
2. Rentokil—major acquisitions	Major	Some	Some	Some	
3. Marconi—decision not to sell the company	Some	?	Major	Some	
4. Boots—taking stores international	Major	Major	Some	Some	
5. Boots—organization decision	-	?	-	Some	Bad advice from expert
6. Inchcape—TKM deal	?	Major	Some	Some	
7. NatWest—development of markets business	-	Major	Some	Some	
8. NatWest—development of life business	Major	Major	Some	Some	
9. ITV—development of On Digital	-	Major	Limited	Some	
10. Philips A—confidential	Major	Major	Some	-	Government influence
11. Philips B—confidential	Major	Some	Some	-	Greener pastures problem
12. Unilever—project to become more innovative	-	Major	Some	-	
13. Unilever—focus on 400 brands	Some	Major	-	-	Bad advice

14. Reuters—slow response to market changes	Major	Major	-	-	
15. TI Group—EIS acquisition	Some	Major	Major	-	
16. Food company—brand manager	Major	Limited	Major	-	
17. Consulting business centralization	Limited	-	Major	Major	
18. New CEO for Indian family company	Major	Some	Some	Some	
19. Charitable foundation—investment in new program	Major	Some	Limited	-	
20. Charitable foundation—appointment of museum director	-	Some	Major	Some	
21. Power company—entry into Europe	Some	Major	Major	-	
22. Boston Red Sox—racial integration	-	Major	Major	-	
23. Fruit of the Loom—move manufacturing offshore	Some	-	Some	Major	
24. General Magic—commercialize new PDA technology in early 1990s	Some	Major	Some	Major	
25. Iridium—build out satellite telecom	-	Major	Major	Major	
26. Johnson & Johnson (J&J) Stent—next-generation stent	-	Major	Major	-	
27. J&J—integrate Cordis	Major	Some	Major	Some	
28. Motorola—digital technology	Some	Major	Major	Some	
29. Oxford—IT conversion	Major	Some	Limited	Limited	

30. Rubbermaid—manage distribution change	Major	Some	Some	Major	
31. Saatchi & Saatchi—expansion	Major	Some	Major	Limited	
32. Schwinn—enter new mountain biking segment	Some	-	-	Major	
33. Snow Brand—product contamination	Limited	-	Major	Limited	
34. Toro—manufacture snowblowers without snow	Some	Major	-	-	
35. Webvan—aggressive growth strategy	Major	Some	Major	-	
36. GM—automation	Limited	Major	Some	-	
37. An Wang—PC decision	Major	Major	-	Major	
38. Samsung—entry into cars	Some	Some	-	Major	
39. Quaker—acquisition of Snapple	Major	Some	-	-	
40. Mattel—brand extension	Major	Major	-	-	
41. Blair’s decision to go to war in Iraq	Major	Major	Some	Limited	
42. Consumer goods company—new distribution system	Major	-	-	-	
43. U.S. bank expansion of independent investment advisory business	-	Major	Major	Major	
44. European company moving location of HQ	-	Major	Some	Major	
45. Pharmaceuticals company continuation of investment in new drug	-	Some	Major	-	

46. U.S. utility reduction in capital investment	Some	Major	Major	Some	
47. IPP entering deregulation	Major	Major	Major	Some	
48. Disguised company—new strategy	Some	Major	Some	-	
49. Disguised company—acquisition	-	Some	Major	-	
Based on public data					
1. Battle of Midway	Major	Major	Limited	-	
2. Alfred Russel Wallace and spiritualism	Major	Major	Some	-	
3. Leverrier and Vulcan	Major	Major	Some	-	
4. President Hoover and the great crash	Major	Major	-	-	
5. Daimler—acquisition of Chrysler	?	Major	Some	Some	Bad strategic thinking
6. Kerkorian’s offer for Chrysler	Major	Major	-	-	
7. Daimler decision to integrate with Mercedes	-	?	Some	-	
8. Cendant merger	Major	Major	Major	-	
9. DEC—organization decision	Major	Limited	-	-	
10. DEC—growth	-	Major	Some	-	
11. Disguised case—low cost strategy	Major	Major	Major	-	
12. Lafarge—gypsum	-	Major	Some	Major	

technology					
13. T. Eaton Co.—failed turnaround	-	-	Some	Some	
14. Enron—special-purpose vehicles	Some	Some	Major	-	
15. Mattel—brand extension	Major	Major	-	-	
16. Battle of Arnhem	Some	Major	Major	Some	
17. Essilor—new technology	Major	Major	Limited	Some	
18. Inchcape—acquisition of TKM	?	Some	Some	Some	
19. Disguised case—new technology	?	Some	Limited	Major	
20. Courtaulds—new thread	Limited	Some	Some	Major	
21. ImClone—commercialize new cancer drug	Some	Some	Major	Some	
22. Xerox—office automation	-	Major	Some	-	
23. M&S—acquisition of Brooks Brothers	-	Some	-	Major	
24. Home Depot—restructuring	Major	Some	Some	-	
25. Oracle—acquisition of PeopleSoft	-	-	Some	Major	
26. Paul Wolfowitz—package for his partner	-	Some?	-	Major	
27. Samsung—entry into cars	Some	Some	-	Major	
28. West Virginia University—MBA award	-	Some	Some	Some	
29. Hurricane Katrina—Broderick’s decision on levee breaches	Major	Major	-	?	

30. Bay of Pigs	-	Major	Some	-	
31. Coca-Cola—Belgian product contamination	Some	Limited	Major	-	
32. Encyclopedia Britannica—electronic products	Major	Major	Some	Some	
33. Firestone-Bridgestone merger	Major	Some	-	-	
34. Food Lion—expansion strategy	Major	Some	-	-	
Number of “major”	35	44	25	15	
Number of “some”	18	24	32	21	
Total	53	68	57	36	
As % of total cases					
“Major”	42%	53%	30%	18%	
“Some”	22%	29%	39%	25%	
Total “major” and “some”	64%	82%	69%	43%	