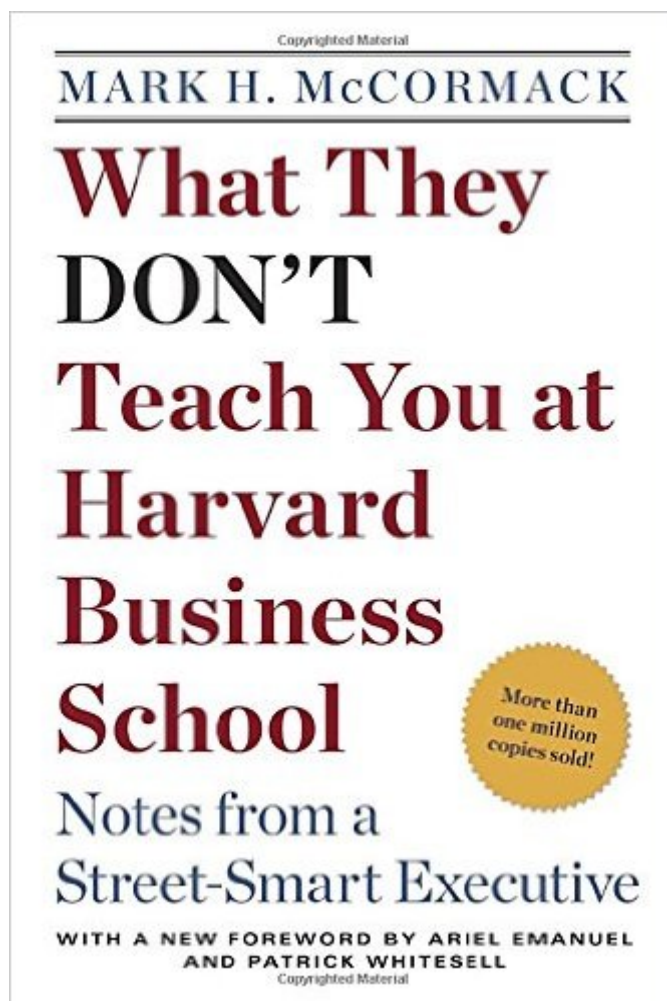


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# What They Don't Teach You At Harvard Business School: Notes From A Street-smart Executive



## Synopsis

#1 NATIONAL BESTSELLER • Featuring a new foreword by Ari 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, featuring straight-talking advice you'll never hear in business school. 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

## Book Information

Paperback: 288 pages

Publisher: Bantam; Reissue edition (June 1, 1986)

Language: English

ISBN-10: 0553345834

ISBN-13: 978-0553345834

Product Dimensions: 6 x 0.8 x 9 inches

Shipping Weight: 12 ounces (View shipping rates and policies)

Average Customer Review: 3.9 out of 5 stars [See all reviews](#) (56 customer reviews)

Best Sellers Rank: #39,854 in Books (See Top 100 in Books) #193 in [Books > Biographies & Memoirs > Professionals & Academics > Business](#) #241 in [Books > Business & Money > Education & Reference](#) #379 in [Books > Business & Money > Biography & History](#)

## Customer Reviews

Mark McCormack is Founder, Chairman and CEO of sports marketing company International Management Group (IMG). He was named 'the most powerful man in sports' by Sports Illustrated. In this book McCormack does not so much criticize Harvard Business School as the title suggests, but complements the traditional business school-education with 'street smarts' - "the ability to make active, positive use of your instincts, insights, and perceptions." (Funnily enough, McCormack did not even attend the HBS, he has a law degree from Yale.) "My main purpose in writing this book is to fill in many of the gaps - the gaps between a business school education and the street knowledge that comes from day-to-day experience of running a business and managing people." He splits the 'street smarts' and this book up into three parts: People, sales and negotiation, and running a business. With each part consisting of 4-to-6 chapters. In the first part McCormack discusses matters related to people, such as reading people, creating impressions, preparation for business situations, and improving your career. "Business situations always come down to people situations. And the more - and the sooner - I know about the person I am dealing with, the more effective I'm going to be." In the second part of the book - Sales and Negotiation - the author discusses sales, negotiations and marketing. Sales and negotiations are probably the strongest point of both the book and McCormack, he really excels here. ...The third part of the book - Running a Business - is probably the weakest part of the book. Although there are some great one-liners, it is clear that the author is not that much at ease with writing about organization structures, policies and procedures. In fact, it looks like he despises most of these subjects.

I'm fascinated by books about business and personal development and recently picked up a used copy of Mark H. McCormack's book, *What They Don't Teach You at Harvard Business School*. This book came out in 1984 and was a New York Times Bestseller. Let me just say this. There's a reason they don't teach this rubbish at Harvard! It's bad business! I was managing to muddle through the text fairly well even though I didn't agree with much the author was saying. Then I got to page 51. Allow me to share some of the text: "Taking the edge is the gamesmanship of business. It is taking everything you know about others and everything you have allowed them to know about yourself

and using this information to load the deck- to tilt a business situation slightly to your advantage. It is winning through intuition. In the beginning, it is a matter of doing your homework, knowing the players, and all knowable aspects of the game. And in the end it is knowing how to play the game itself - figuring out what people want or convincing them of what they want and finding a way to give it to them. The idea, of course, is to give slightly less than you get in return."Wow! Look at that last sentence!"The idea, of course, is to give slightly less than you get in return."That is a shocking revelation about the nature of Mr. McCormack's heart.This is the sort of garbage one would expect to hear from a lawyer. This is the stuff that gives businesspeople a bad name. If I ran my business this way, I'd be out of business. Though I would agree it's important to come to the negotiation table well informed, I disagree with nearly everything else he says!

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