1. Record Nr. UNINA9910151594503321

Autore	Johnson Gerry
Titolo	Exploring strategy
Pubbl/distr/stampa	[Place of publication not identified], : Pearson, 2014
ISBN	1-292-00694-3
Edizione	[10th ed.]
Descrizione fisica	1 online resource (593 pages)
Altri autori (Persone)	WhittingtonRichard ScholesKevan AngwinDuncan RegnerPatrick
Disciplina	658.4/012
Soggetti	Business planning Strategic planning Management Business & Economics Management Theory
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Bibliographic Level Mode of Issuance: Monograph
Nota di contenuto	Cover -- Contents -- Illustrations and Key Debates -- Figures -- Tables -- Preface -- Exploring Strategy -- Guided Tour -- 1 INTRODUCING STRATEGY -- Learning outcomes -- Key terms -- 1.1 INTRODUCTION -- 1.2 WHAT IS STRATEGY? -- 1.2.1 Defining strategy -- 1.2.2 Levels of strategy -- 1.2.3 Strategy statements -- 1.3 THE EXPLORING STRATEGY MODEL -- 1.3.1 Strategic position -- 1.3.2 Strategic choices -- 1.3.3 Strategy in action -- 1.4 WORKING WITH STRATEGY -- 1.5 STUDYING STRATEGY -- 1.6 DOING STRATEGY DIFFERENTLY -- 1.6.1 Exploring strategy in different contexts -- 1.6.2 Exploring strategy through different 'strategy lenses' -- SUMMARY -- VIDEO ASSIGNMENTS -- WORK ASSIGNMENTS -- RECOMMENDED KEY READINGS -- REFERENCES -- Case example: Glastonbury: from hippy weekend to international festival -- Part I THE STRATEGIC POSITION -- INTRODUCTION TO PART I -- 2 THE ENVIRONMENT -- Learning outcomes -- Key terms -- 2.1 INTRODUCTION -- 2.2 THE MACRO-ENVIRONMENT -- 2.2.1 The PESTEL framework -- 2.2.2 Building scenarios -- 2.3 INDUSTRIES AND SECTORS -- 2.3.1 Competitive forces

- the Five Forces Framework -- 2.3.2 The dynamics of industry structure -- 2.4 COMPETITORS AND MARKETS -- 2.4.1 Strategic groups -- 2.4.2 Market segments -- 2.4.3 Competitor analysis and 'Blue Oceans' -- 2.5 OPPORTUNITIES AND THREATS -- SUMMARY -- VIDEO ASSIGNMENTS -- WORK ASSIGNMENTS -- RECOMMENDED KEY READINGS -- REFERENCES -- Case example: Global forces and the advertising industry -- 3 STRATEGIC CAPABILITIES -- Learning outcomes -- Key terms -- 3.1 INTRODUCTION -- 3.2 FOUNDATIONS OF STRATEGIC CAPABILITY -- 3.2.1 Resources and competences -- 3.2.2 Dynamic capabilities -- 3.2.3 Threshold and distinctive capabilities -- 3.3 'VRIO' STRATEGIC CAPABILITIES AS A BASIS OF COMPETITIVE ADVANTAGE -- 3.3.1 V - value of strategic capabilities -- 3.3.2 R - rarity -- 3.3.3 I - inimitability.
3.3.4 O - organisational support -- 3.3.5 Organisational knowledge as a basis of competitive advantage -- 3.4 DIAGNOSING STRATEGIC CAPABILITIES -- 3.4.1 Benchmarking -- 3.4.2 The value chain and value system -- 3.4.3 Activity systems -- 3.4.4 SWOT -- 3.5 MANAGING STRATEGIC CAPABILITY -- SUMMARY -- VIDEO ASSIGNMENTS -- WORK ASSIGNMENTS -- RECOMMENDED KEY READINGS -- REFERENCES -- Case example: Rocket Internet - will the copycat be imitated? -- 4 STRATEGIC PURPOSE -- Learning outcomes -- Key terms -- 4.1 INTRODUCTION -- 4.2 MISSION, VISION, VALUES AND OBJECTIVES -- 4.3 OWNERS AND MANAGERS -- 4.3.1 Ownership models -- 4.3.2 Corporate governance -- 4.3.3 Different governance models -- 4.3.4 How boards of directors influence strategy -- 4.4 STAKEHOLDER EXPECTATIONS -- 4.4.1 Stakeholder groups -- 4.4.2 Stakeholder mapping -- 4.4.3 Power -- 4.5 SOCIAL RESPONSIBILITY AND ETHICS -- 4.5.1 Corporate social responsibility -- 4.5.2 The ethics of individuals and managers -- SUMMARY -- VIDEO ASSIGNMENTS -- WORK ASSIGNMENTS -- RECOMMENDED KEY READINGS -- REFERENCES -- Case example: Drinking partners: India's United Breweries Holdings Ltd -- 5 CULTURE AND STRATEGY -- Learning outcomes -- Key terms -- 5.1 INTRODUCTION -- 5.2 WHY IS HISTORY IMPORTANT? -- 5.2.1 Path dependency -- 5.2.2 Historical analysis -- 5.3 WHAT IS CULTURE AND WHY IS IT IMPORTANT? -- 5.3.1 Geographically based cultures -- 5.3.2 Organisational fields -- 5.3.3 Organisational culture -- 5.3.4 Organisational subcultures -- 5.3.5 Culture's influence on strategy -- 5.3.6 Analysing culture: the cultural web -- 5.3.7 Undertaking cultural analysis -- 5.4 STRATEGIC DRIFT -- 5.4.1 Incremental strategic change -- 5.4.2 The tendency towards strategic drift -- 5.4.3 A period of flux -- 5.4.4 Transformational change or death -- SUMMARY -- WORK ASSIGNMENTS -- VIDEO ASSIGNMENTS -- RECOMMENDED KEY READINGS.
REFERENCES -- Case example: Bonuses and 'gaming' at Barclays Bank -- COMMENTARY ON PART I THE STRATEGY LENSES AND THE STRATEGIC POSITION -- Part II STRATEGIC CHOICES -- INTRODUCTION TO PART II -- 6 BUSINESS STRATEGY -- Learning outcomes -- Key terms -- 6.1 INTRODUCTION -- 6.2 IDENTIFYING STRATEGIC BUSINESS UNITS -- 6.3 GENERIC COMPETITIVE STRATEGIES -- 6.3.1 Cost leadership -- 6.3.2 Differentiation strategies -- 6.3.3 Focus strategies -- 6.3.4 'Stuck in the middle'? -- 6.3.5 The Strategy Clock -- 6.3.6 Lock-in and sustainable business strategies -- 6.4 INTERACTIVE STRATEGIES -- 6.4.1 Interactive price and quality strategies -- 6.4.2 Interactive strategies in hypercompetition -- 6.4.3 Cooperative strategy -- 6.4.4 Game theory -- SUMMARY -- VIDEO ASSIGNMENTS -- WORK ASSIGNMENTS -- RECOMMENDED KEY READINGS -- REFERENCES -- Case example: The IKEA approach -- 7 CORPORATE STRATEGY AND DIVERSIFICATION -- Learning objectives -- Key terms -- 7.1

INTRODUCTION -- 7.2 STRATEGY DIRECTIONS -- 7.2.1 Market penetration -- 7.2.2 Product development -- 7.2.3 Market development -- 7.2.4 Conglomerate diversification -- 7.3 DIVERSIFICATION DRIVERS -- 7.4 DIVERSIFICATION AND PERFORMANCE -- 7.5 VERTICAL INTEGRATION -- 7.5.1 Forward and backward integration -- 7.5.2 To integrate or to outsource? -- 7.6 VALUE CREATION AND THE CORPORATE PARENT -- 7.6.1 Value-adding and value-destroying activities of corporate parents -- 7.6.2 The portfolio manager -- 7.6.3 The synergy manager -- 7.6.4 The parental developer -- 7.7 PORTFOLIO MATRICES -- 7.7.1 The BCG (or growth/share) matrix -- 7.7.2 The directional policy (GE-McKinsey) matrix -- 7.7.3 The parenting matrix -- SUMMARY -- WORK ASSIGNMENTS -- VIDEO ASSIGNMENTS -- RECOMMENDED KEY READINGS -- REFERENCES -- Case example: Strategic development at Virgin 2013 -- 8 INTERNATIONAL STRATEGY -- Learning outcomes -- Key terms.
8.1 INTRODUCTION -- 8.2 INTERNATIONALISATION DRIVERS -- 8.3 GEOGRAPHIC SOURCES OF ADVANTAGE -- 8.3.1 Locational advantage: Porter's Diamond -- 8.3.2 The international value system -- 8.4 INTERNATIONAL STRATEGIES -- 8.5 MARKET SELECTION AND ENTRY -- 8.5.1 Market characteristics -- 8.5.2 Competitive characteristics -- 8.5.3 Entry modes -- 8.6 INTERNATIONALISATION AND PERFORMANCE -- 8.7 ROLES IN AN INTERNATIONAL PORTFOLIO -- SUMMARY -- VIDEO ASSIGNMENTS -- WORK ASSIGNMENTS -- RECOMMENDED KEY READINGS -- REFERENCES -- Case example: China comes to Hollywood: Wanda's acquisition of AMC -- 9 INNOVATION AND ENTREPRENEURSHIP -- Learning outcomes -- Key terms -- 9.1 INTRODUCTION -- 9.2 INNOVATION DILEMMAS -- 9.2.1 Technology push or market pull -- 9.2.2 Product or process innovation -- 9.2.3 Open or closed innovation -- 9.2.4 Technological or business model innovation -- 9.3 INNOVATION DIFFUSION -- 9.3.1 The pace of diffusion -- 9.3.2 The diffusion S-curve -- 9.4 INNOVATORS AND FOLLOWERS -- 9.4.1 First-mover advantages and disadvantages -- 9.4.2 First or second? -- 9.4.3 The incumbent's response -- 9.5 ENTREPRENEURSHIP AND RELATIONSHIPS -- 9.5.1 Stages of entrepreneurial growth -- 9.5.2 Entrepreneurial strategies -- 9.5.3 Entrepreneurial relationships -- 9.5.4 Social entrepreneurship -- SUMMARY -- VIDEO ASSIGNMENTS -- WORK ASSIGNMENTS -- RECOMMENDED KEY READINGS -- REFERENCES -- Case example: Rovio Entertainment: Disney of the smart phone age? -- 10 MERGERS, ACQUISITIONS AND ALLIANCES -- Learning outcomes -- Key terms -- 10.1 INTRODUCTION -- 10.2 ORGANIC DEVELOPMENT -- 10.3 MERGERS AND ACQUISITIONS -- 10.3.1 Types of mergers and acquisitions -- 10.3.2 Timing of mergers and acquisitions -- 10.3.3 Motives for mergers and acquisitions -- 10.3.4 M&A processes -- 10.3.5 M&A strategy over time -- 10.4 STRATEGIC ALLIANCES -- 10.4.1 Types of strategic alliance.
10.4.2 Motives for alliances -- 10.4.3 Strategic alliance processes -- 10.5 COMPARING ACQUISITIONS, ALLIANCES AND ORGANIC DEVELOPMENT -- 10.5.1 Buy, ally or DIY? -- 10.5.2 Key success factors -- SUMMARY -- WORK ASSIGNMENTS -- VIDEO ASSIGNMENTS -- RECOMMENDED KEY READINGS -- REFERENCES -- Case example: 'Final Fantasy?' Acquisitions and alliances in electronic games -- COMMENTARY ON PART II STRATEGIC CHOICES -- Part III STRATEGY IN ACTION -- INTRODUCTION TO PART III -- 11 EVALUATING STRATEGIES -- Learning outcomes -- Key terms -- 11.1 INTRODUCTION -- 11.2 ORGANISATIONAL PERFORMANCE -- 11.2.1 Performance measures -- 11.2.2 Performance comparisons -- 11.2.3 Gap analysis -- 11.2.4

Complexities of performance analysis -- 11.3 SUITABILITY -- 11.3.1 Ranking -- 11.3.2 Screening through scenarios -- 11.3.3 Screening for bases of competitive advantage -- 11.3.4 Decision trees -- 11.3.5 Life-cycle analysis -- 11.4 ACCEPTABILITY -- 11.4.1 Risk -- 11.4.2 Returns -- 11.4.3 Reaction of stakeholders -- 11.5 FEASIBILITY -- 11.5.1 Financial feasibility -- 11.5.2 People and skills -- 11.5.3 Integrating resources -- 11.6 EVALUATION CRITERIA: FOUR QUALIFICATIONS -- SUMMARY -- VIDEO ASSIGNMENTS -- WORK ASSIGNMENTS -- RECOMMENDED KEY READINGS -- REFERENCES -- Case example: EasySolution -- 12 STRATEGY DEVELOPMENT PROCESSES -- Learning outcomes -- Key terms -- 12.1 INTRODUCTION -- 12.2 DELIBERATE STRATEGY DEVELOPMENT -- 12.2.1 The role of the strategic leader -- 12.2.2 Strategic planning systems -- 12.2.3 Externally imposed strategy -- 12.3 EMERGENT STRATEGY DEVELOPMENT -- 12.3.1 Logical incrementalism -- 12.3.2 Strategy as the outcome of political processes -- 12.3.3 Strategy as continuity -- 12.3.4 Strategy as the product of organisational systems -- 12.4 IMPLICATIONS FOR MANAGING STRATEGY DEVELOPMENT -- 12.4.1 Strategy development in different contexts.
12.4.2 Managing deliberate and emergent strategy.

Sommario/riassunto

With over one million copies sold worldwide, Exploring Strategy has long been the essential introduction to strategy for the managers of today and tomorrow. From entrepreneurial start-ups to multinationals, charities to government agencies, this book raises the big questions about organisations - how they grow, how they innovate and how they change. With two new members added to the renowned author team, this tenth edition of Exploring Strategy has been thoroughly updated to enable you to understand clearly the key concepts and tools of strategic management. Exploring hot topics such as internationalisation, corporate governance, innovation and entrepreneurship, it is the most popular and accessible comprehensive introduction to strategy available. This version of the text contains just the key 15 chapters - for a book with additional case study support, you can buy the Text and Cases version. Join over 10 million students benefiting from Pearson MyLabs. This title can be supported by MyStrategyLab, an online homework and tutorial system designed to test and build your understanding. MyStrategyLab provides a personalised approach, with instant feedback and numerous additional resources to support your learning. Key features include: The Strategy Experience - this immersive simulation lets you gain experience of making real strategic decisions Video case studies - see real business figures explain how they put strategy into action in their everyday work Study plan - a wealth of learning resources help you to monitor your progress and get the tips and extra information you need to master important concepts Interactive eText - take the text with you wherever you are Please note that the product you are purchasing does not include MyStrategyLab. MyStrategyLab Join over 11 million students benefiting from Pearson MyLabs. This title can be supported by MyStrategyLab, an online homework and tutorial system designed to test and build your understanding. Would you like to use the power of MyStrategyLab to accelerate your learning? You need both an access card and a course ID to access MyStrategyLab. These are the steps you need to take: 1. Make sure that your lecturer is already using the system Ask your lecturer before purchasing a MyLab product as you will need a course ID from them before you can gain access to the system. 2. Check whether an access card has been included with the book at a reduced cost If it has, it will be on the inside back cover of the book. 3. If you have a course ID but no access

code, you can benefit from MyStrategyLab at a reduced price by purchasing a pack containing a copy of the book and an access code for MyStrategyLab (ISBN:9781292007014) 4. If your lecturer is using the MyLab and you would like to purchase the product... Go to www.mystrategylab.com to buy access to this interactive study programme. For educator access, contact your Pearson representative. To find out who your Pearson representative is, visit www.pearsoned.co.uk/replocator   .