

1. Record Nr.	UNINA9910450924103321
Titolo	From resource allocation to strategy [[electronic resource] /] / edited by Joseph L. Bower and Clark G. Gilbert
Pubbl/distr/stampa	Oxford, : Oxford University Press, 2005
ISBN	1-280-90587-5 0-19-151540-X
Descrizione fisica	1 online resource (501 p.)
Classificazione	85.10
Altri autori (Persone)	BowerJoseph L GilbertClark G
Disciplina	658.152
Soggetti	Strategic planning Resource allocation - Decision making Capital budget Strategisch management Strategische planning Electronic books.
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Linking resource allocation to strategy / Joseph L. Bower, Yves L. Doz, Clark G. Gilbert -- Modeling the resource allocation process / Joseph L. Bower -- The role of strategy making in organizational evolution / Robert A. Burgelman -- Anomaly-seeking research : thirty years of theory development in resource allocation theory / Clark G. Gilbert, Clayton M. Christensen -- When the bottom-up resource allocation process fails / Donald N. Sull -- Customer power, strategic investment, and the failure of leading firms / Clayton M. Christensen, Joseph L. Bower -- No exit : the failure of bottom-up strategic processes and the role of top-down disinvestment / Donald N. Sull -- The process of international expansion : comparing established firms and entrepreneurial start-ups / Walter Kuemmerle -- Restoring the bottom-up process of resource allocation / Clark G. Gilbert -- Strategy making as an iterated process of resource allocation / Tomo Noda, Joseph L. Bower -- Beyond resource allocation : how definition and impetus interact to shape strategic outcomes / Clark G. Gilbert --

Corporate intervention in resource allocation / Thomas R. Eisenmann
-- The entrepreneurial m-form : a case study of strategic integration in a global media company / Thomas R. Eisenmann, Joseph L. Bower -- Strategic flexibility : corporate-level real options as a response to uncertainty in the pursuit of strategic integration / Michael E. Raynor -- Resource allocation processes in multidimensional organizations : MNCs and alliances / Yves L. Doz -- Resource allocation, strategy, and organization : an economist's thoughts / John Roberts -- Comments on the resource allocation process / Daniel A. Levinthal -- Research complementarities : a resource-based view of the resource allocation process model (and vice versa) / Margaret A. Peteraf -- CEO as change agent? / Joel M. Podolny -- A revised model of the resource allocation process / Joseph L. Bower, Clark G. Gilbert.

Sommario/riassunto

Joseph L. Bower and Clark G. Gilbert have collected together some of the leading experts on strategy to examine how strategy is actually made by company managers across the several levels of an organization. Is strategy a coherent plan conceived at the top by a visionary leader, or is it formed by a series of smaller decisions, not always reflecting what top management has in mind? Often it is by examining how options for using resources are developed and selected, that we can see how a company's competitive position gets shaped. On the basis of this understanding, we can see better how these
