COMPETITIVE STRATEGIC MANAGEMENT

ROBERT BOYDEN LAMB, Editor New York University

TECHNISCHE HOCHSCHULE DARMSTAD
Fachbereich 1
Gesamtbibliothek
B.etriebswirtschaftslehre
Invento:-Nr. : 36, 544
Abstell-Nr. : A 12 / 1330
Sachgebiete:
1.2.2.2
5.1

Contents

	Preface	vii
	Introduction Robert Boyden Lamb	ix
PART	STRATEGIC GOALS AND STRATEGY FORMULATION	1
	1 On Corporate Strategy Bruce D. Henderson The Boston Consulting Group, Inc.	1
	2 Managing Strategies Incrementally James Brian Quinn Dartmouth College	35
	3 Researching the Formation of Strategies: The History of Canadian Lady, 1939–1976 Henry Mintzberg and James A. Waters McGill University	62
	4 Marketing Strategy and the Science of Warfare Philip Kotler and Ravi Singh Achrol Northwestern University	94
	5 Industrial Organization, Corporate Strategy and Structure Richard E. Caves Harvard University	134
	6 Evaluating and Choosing Among Policy/Strategy Alternatives George A. Steiner, John B. Miner, and Edmund R. Gray UCLA	171
PART TWO	STRATEGY IMPLEMENTATION	195
	7 How to Ensure the Continued Growth of Strategic Planning William F. Pothschild General Flactric Company	195

8	From Strategic Planning to Strategic Performance: Closing the Achievement Gap John D. C. Roach Booz-Allen & Hamilton Inc.	209
9	Dispersed Positioning in Strategic Portfolio Analysis H. Igor Ansoff U.S. International University Werner Kirsch and Peter Roventa University of Munich	22.
10	Strategic Control: Some Issues in Making It Operationally More Useful Peter Lorange The Wharton School, University of Pennsylvania	24
11	Seizing Competitive Initiative I. C. MacMillan Columbia University	27.
PART THREE	HUMAN RESOURCES STRATEGY	297
12	Designing the Innovating Organization Jay R. Galbraith Management Consultants, Ltd.	29
13	Strategic Planning and Human Resource Management: At Rainbow's End Charles Fombrun The Wharton School, University of Pennsylvania Noel Tichy University of Michigan	31
. 14	Paying for Strategic Performance: A New Executive Compensation Imperative Louis J. Brindisi, Jr. Booz Allen & Hamilton Inc.	33.
15	Strategy: A Bureaucratic and Political Process Renato Mazzolini Columbia University	34
16	Directors' Responsibility for Corporate Strategy Kenneth R. Andrews Harvard University	36.
17	Replaying the Board's Role in Formulating Strategy Kenneth R. Andrews Harvard University	<i>37</i> .

		Contents v
	18 Corporate Strategy as a Vital Function of the Board Kenneth R. Andrews Harvard University	382
PART FOUR	MERGERS—ACQUISITIONS AND DIVESTITURE STRATEGIES	395
	19 The Strategy of Diversification Harold S. Geneen ITT	395
	20 Strategic Interaction: Some Lessons from Industry Histories for Theory and Antitrust Policy Michael E. Porter Harvard University	415
	21 Competition, Entry, and Antitrust Policy A. Michael Spence Harvard University	446
•	22 The Strategic Exit Decision: Additional Evidence Kathryn Rudie Harrigan Columbia University	468
PART FIVE	STRATEGIC MANAGEMENT AND TECHNOLOGY	498
(Making Technology Work for Business John Ketteringham and John White Arthur D. Little, Inc.	498
	24 Reinventing the Factory: A Manufacturing Strategy Response to Industrial Malaise Wickham Skinner Harvard University	526
(25 The Strategic Management of Technology John M. Harris, Robert W. Shaw, Jr., and William P. Sommers Booz-Allen & Hamilton Inc.	<i>530</i>
PART SIX	STRATEGIC ANALYSIS	556
	26 Towards a Strategic Theory of the Firm Richard P. Rumelt UCLA	556
	27 Strategy and Shareholder Value: The Value Curve Strategic Planning Associates, Inc.	571

vi Contents

$\overline{}$		
28	Risk Analysis: Important New Tool for Business Planning	597
$\overline{}$	David B. Hertz and Howard Thomas	
	University of Illinois at Urbana-Champaign	
29	Linking Corporate Stock Price Performance to Strategy	
	Formulation	611
	Ben Branch University of Massachusetts	
	Bradley T. Gale Strategic Planning Institute	
30	Issues and Strategic Management	634
	Rene Zentner University of Houston	
31	Planning for the 1980's: Corporate Planning with	
	Government and Unions	649
	Bernard Taylor Henley-on-Thames, England	