

GLOBAL
EDITION

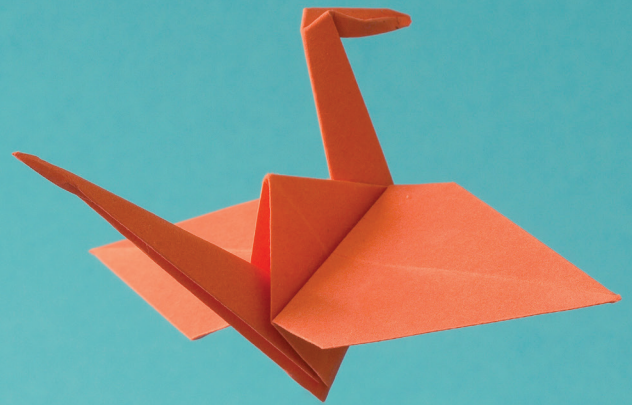


Strategic Management and Business Policy

Globalization, Innovation, and Sustainability

SIXTEENTH EDITION

Charles E. Bamford
Alan N. Hoffman
Thomas L. Wheelen
J. David Hunger



SIXTEENTH EDITION
GLOBAL EDITION

Strategic Management and Business Policy

GLOBALIZATION, INNOVATION,
AND SUSTAINABILITY

Charles E. Bamford
Duke University

Alan N. Hoffman
Bentley University

Thomas L. Wheelen
*Formerly with University of Virginia,
Trinity College, Dublin, Ireland*

J. David Hunger
*Formerly with Iowa State University,
St. John's University*



Pearson

Harlow, England • London • New York • Boston • San Francisco • Toronto • Sydney • Dubai • Singapore • Hong Kong
Tokyo • Seoul • Taipei • New Delhi • Cape Town • São Paulo • Mexico City • Madrid • Amsterdam • Munich • Paris • Milan

Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Global Edition -- (Perpetual Access)

Table of Contents

Cover

Title Page

Copyright

Dedicated to

Pearsons Commitment to Diversity, Equity, and Inclusion

Brief Contents

Contents

Preface

About the Authors

Part One: Introduction to Strategic Management and Business Policy

Chapter 1. Basic Concepts of Strategic Management

The Study of Strategic Management

Phases of Strategic Management

Benefits of Strategic Management

Globalization, Innovation, and Sustainability: Challenges to Strategic Management

Impact of Globalization

Impact of Innovation

Global Issue: Regional Trade Agreements & National Trade Barriers

Impact of Sustainability

Theories of Organizational Adaptation

Creating a Learning Organization

Basic Model of Strategic Management

Environmental Analysis

Strategy Formulation

Strategy Implementation

Table of Contents

Evaluation and Reassessment

Feedback/Learning Process

Initiation of Strategy: Triggering Events

Strategic Decision Making

What Makes a Decision Strategic?

Mintzbergs Modes of Strategic Decision Making

Strategic Decision-Making Process: Aid to Better Decisions

The Strategic Audit: Aid to Strategic Decision Making

Employment in Strategic Management

End of Chapter Summary

Appendix 1.A. Strategic Audit of a Corporation

Chapter 2. Corporate Governance

Role of the Board of Directors

Responsibilities of the Board

Board of Directors Composition

Innovation Issue: Innovation And Autonomous Shipping

Strategy Highlight: Agency Theory Versus Stewardship Theory In Corporate Governance

Nomination and Election of Board Members

Organization of the Board

Impact of SarbanesOxley on U.S. Corporate Governance

Improving Governance

Global Issue: Board Activism At Yahoo!

Evaluating Governance

Avoiding Governance Improvements

Trends in Corporate Governance

The Role of Top Management

Responsibilities of Top Management

Sustainability Issue: CEO Pay And Corporate Performance

End of Chapter Summary

Chapter 3. Social Responsibility and Ethics in Strategic Management

Social Responsibilities of Strategic Decision Makers

Responsibilities of a Business Firm

Sustainability

Sustainability Issue: Cadbury: A Sustainable Supply Chain

Corporate Stakeholders

Stakeholder Analysis

Table of Contents

Strategy Highlight: Johnson & Johnson Credo

Ethical Decision Making

Some Reasons for Unethical Behavior

Global Issue: How Rule-Based And Relationship-Based Governance Systems Affect Ethical Behavior

Innovation Issue: Turning A Need Into A Business To Solve The Need

Encouraging Ethical Behavior

Views on Ethical Behavior

End of Chapter Summary

Part Two: Scanning the Environment

Chapter 4. Environmental Analysis and Industry Analysis

Aspects of Environmental Analysis

Identifying External Environmental Variables

Sustainability Issue: The Crisis In The Colorado River

Strategic Importance of the External Environment

Analyzing the Societal Environment: Steep Analysis

Global Issue: SUVs Power On In China

Identifying External Strategic Factors

Industry Analysis: Analyzing the Task Environment

Five Forces Approach to Industry Analysis

Industry Evolution

Categorizing International Industries

Innovation Issue: Taking Stock Of An Obsession

International Risk Assessment

Strategic Groups

Strategic Types

Hypercompetition

Using Key Success Factors to Create an Industry Matrix

Competitive Intelligence

Sources of Competitive Intelligence

Strategy Highlight: Evaluating Competitive Intelligence

Monitoring Competitors for Strategic Planning

Forecasting

Danger of Assumptions

Useful Forecasting Techniques

The Strategic Audit: A Checklist for Environmental Analysis

Synthesis of External Factors

Table of Contents

End of Chapter Summary

Chapter 5. Organizational Analysis and Competitive Advantage

A Resource-Based Approach to Organizational AnalysisVRIO

Core and Distinctive Competencies

Using Resources/Capabilities to Gain Competitive Advantage

Business Models

Value-Chain Analysis

Industry Value-Chain Analysis

Corporate Value-Chain Analysis

Scanning Functional Resources and Capabilities

Basic Organizational Structures

Culture

Global Issue: Managing Corporate Culture At Salesforce

Strategic Marketing Issues

Innovation Issue: Do Iconic Products Really Die? Polaroid

Strategic Financial Issues

Strategic Research and Development (R&D) Issues

Strategic Operations Issues

Strategic Human Resource Management (HRM) Issues

Sustainability Issue: The Olympic GamesLillehammer 1994 To Tokyo 2020

Strategic Information Systems/Technology Issues

The Strategic Audit: A Checklist for Organizational Analysis

Synthesis of Internal Factors (IFAS)

End of Chapter Summary

Part Three: Strategy Formulation

Chapter 6. Strategy Formulation: Business Strategy

A Framework for Examining Business Strategy

Generating a Strategic Factors Analysis Summary (SFAS) Matrix

Finding Market Niches

Mission and Objectives

Business Strategies

Porters Competitive Strategies

Global Issue: The Unending Race To The BottomLow-Cost Manufacturing

Innovation Issue: Chegg Fills Needs Before Competitors Even See The Opportunity

Cooperative Strategies

Sustainability Issue: Strategic SustainabilityESPN

Table of Contents

Strategic Alliances

End of Chapter Summary

Chapter 7. Strategy Formulation: Corporate Strategy

Corporate Strategy

Directional Strategy

Growth Strategies

Strategy Highlight: TRANSACTION COST ECONOMICS ANALYZES VERTICAL GROWTH STRATEGY

Global Issue: Global Expansion Is Not Always A Path To Growth

Controversies in Directional Growth Strategies

Stability Strategies

Retrenchment Strategies

Portfolio Analysis

BCG Growth-Share Matrix

Sustainability Issue: General Motors And The Early Electric CarThe Case Of A Reluctant Move

Advantages and Limitations of Portfolio Analysis

Managing a Strategic Alliance Portfolio

Corporate Parenting

Innovation Issue: To Red Hat Or Not?

Developing a Corporate Parenting Strategy

Horizontal Strategy and Multipoint Competition

End of Chapter Summary

Chapter 8. Strategy Formulation: Functional Strategy and Strategic Choice

Functional Strategy

Marketing Strategy

Financial Strategy

Research and Development (R&D) Strategy

Operations Strategy

Global Issue: Breadtalk: From An Island Nation To The World

Purchasing Strategy

Sustainability Issue: How Hot Is Hot?

Logistics Strategy

Innovation Issue: Some Innovations Are Solutions Looking For A Question

Human Resource Management (HRM) Strategy

Information Technology Strategy

The Sourcing Decision: Location of Functions

Strategies to Avoid

Table of Contents

Strategic Choice: Constructing Scenarios

- Constructing Corporate Scenarios
- The Process of Strategic Choice
- Using Policies to Guide Strategic Choices
- End of Chapter Summary

Part Four: Strategy Implementation and Evaluation

Chapter 9. Strategy Implementation: Global Strategy

International Entry

International Coordination

- International Strategic Alliances
- Sustainability Issue: Sustainable Seafood Initiative

Stages of International Development

International Employment

- Innovation Issue: Target Transforms Itself With Innovative Efforts Across The Business

Measurement of Performance

- End of Chapter Summary

Chapter 10. Strategy Implementation: Organizing and Structure

Strategy Implementation

- Who Implements Strategy?

What Must Be Done?

- Developing Programs, Budgets, and Procedures
- Sustainability Issue: Moving Away From Plastic BottlesEcologic Brands
- Achieving Synergy

How Is Strategy to Be Implemented? Organizing for Action

- Structure Follows Strategy
- Stages of Corporate Development
- Innovation Issue: Stumbles At Volkswagen Trigger A New Structure
- Organizational Life Cycle

Flexible Types of Organizational Structure

- The Matrix Structure
- Network StructureThe Virtual Organization
- Global Issue: Outsourcing Comes Full Circle
- Cellular/Modular Organization: A New Type of Structure?

Reengineering and Strategy Implementation

- Six Sigma

Table of Contents

Designing Jobs to Implement Strategy

Centralization Versus Decentralization

End of Chapter Summary

Chapter 11. Strategy Implementation: Staffing and Directing

Staffing

Staffing Follows Strategy

Selection and Management Development

Innovation Issue: How To Keep Apple Cool

Problems in Retrenchment

Leading

Managing Corporate Culture

Sustainability Issue: Panera And The Panera Cares Community Café

Action Planning

Management by Objectives

Total Quality Management

Global Issue: Cultural Differences And The Failure Of Sony Ericsson

End of Chapter Summary

Chapter 12. Evaluation and Re-assessment

Measuring Performance

Appropriate Measures

Types of Controls

Innovation Issue: Johnson Matthey And Green Hydrogen

Activity-Based Costing

Enterprise Risk Management

Primary Measures of Corporate Performance

Sustainability Issue: Bottled Water And An Environmental Catastrophe

Balanced Scorecard Approach: Using Key Performance Measures

Primary Measures of Divisional and Functional Performance

Responsibility Centers

Using Benchmarking to Evaluate Performance

Global Issue: Counterfeit Goods And Pirated Software: A Global Problem

Strategic Information Systems

Enterprise Resource Planning

Radio Frequency Identification and Near Field Communication

Divisional and Functional IS Support

Problems in Measuring Performance

Table of Contents

- Short-Term Orientation
- Goal Displacement
- Guidelines for Proper Control
- Aligning Incentives
- End of Chapter Summary

Part Five: Introduction to Case Analysis

Chapter 13. Suggestions for Case Analysis

- The Case Method
- Researching the Case Situation
- Financial Analysis: A Place to Begin
 - Analyzing Financial Statements
 - Common-Size Statements
 - Z-Value and the Index of Sustainable Growth
 - Useful Economic Measures
- Format for Case Analysis: The Strategic Audit
 - End of Chapter Summary
- Appendix 13.A. Resources for Case Research
- Appendix 13.B. Suggested Case Analysis Methodology Using the Strategic Audit
- Appendix 13.C. Example of Strategic Audit

Part Six: Cases in Strategic Management

Section A. Executive Leadership

- Case 1. The Wallace Group
- Case 2. CrossFit at the Crossroads

Section B. Business Ethics

- Case 3. Everyone Does It
- Case 4. The Audit

Section C. Covid-19

- Case 5. Best Buys Strategy to Beat the Pandemic Blues
- Case 6. Zooms Rise amidst the Covid-19 Pandemic
- Case 7. The Covid-19 Pandemic: Herculean Challenges for Business and CSR
- Case 8. Verizonâ Adapting to a Contactless World
- Case 9. Scotiabank: Helping Customers and Employees Navigate through the Covid-19 Crisis
- Case 10. The Storm of Governance Reform at the American Red Cross

Table of Contents

Case 11. Cooker Industries: A Case of Small Business Sustainability: Last Company
Standing: A Case of Small Business Sustainability

Case 12. Dicks Sporting Goods: The Bold Decision to Stop Selling Assault Rifles

Case 13. Unilever: Making Sustainable Living Commonplace

Section D. Privacy

Case 14. Google and the Right to Be Forgotten

Case 15. Case Study: Gender Pay Equity

Case 16. Managing Diversity at Toyota

Section E. International Issues in Strategic Management

Case 17. Harley Davidson: An Overreliance on Aging Baby Boomers

Case 18. Uber: Feeling the Heat from Competitors and Regulators Worldwide

Section F. General Issues in Strategic Management

Case 19. The Boston Beer Company: Brewers of Samuel Adams Boston Lager

Case 20. Panera Bread Company (2010): Still Rising Fortunes?

Case 21. Whole Foods Market 2010: How to Grow in an Increasingly Competitive
Market?

Case 22. Burger King

Case 23. Sonic Restaurants: Does Its Drive-In Business Model Limit Future Growth
Potential?

Case 24. Restaurant Brands International: Always Playing Second Fiddle with Burger
King, Tim Hortons, & Popeyes Chicken

Case 25. Electronic Arts (EA Games): An Overreliance on Console Manufacturers Sony
and Microsoft

Case 26. Nike, Inc.: Late Arrival to the Athleisure-Wear Trend

Case 27. Under Armour

Case 28. Axis Bank: Calibrating CSR Initiatives for a Sustainable Future

Case 29. Best Buy Co. Inc. (2009): Sustainable Customer-Centricity Model?

Case 30. Target Corps Tarnished Reputation: Failure in Canada and a Massive Data
Breach

Case 31. Staples: The Fierce Battle between Brick and Mortar vs. Online Sales

Case 32. Tesla Motors, Inc.: The First U.S. Car Company IPO since 1956

Glossary

Name Index

Table of Contents

A
B
C
D
E
F
G
H
I
J
K
L
M
N
O
P
Q
R
S
T
U
V
W
X
Y
Z

Subject Index

A
B
C

Table of Contents

D
E
F
G
H
I
J
K
L
M
N
O
P
Q
R
S
T
U
V
W
Y
Z