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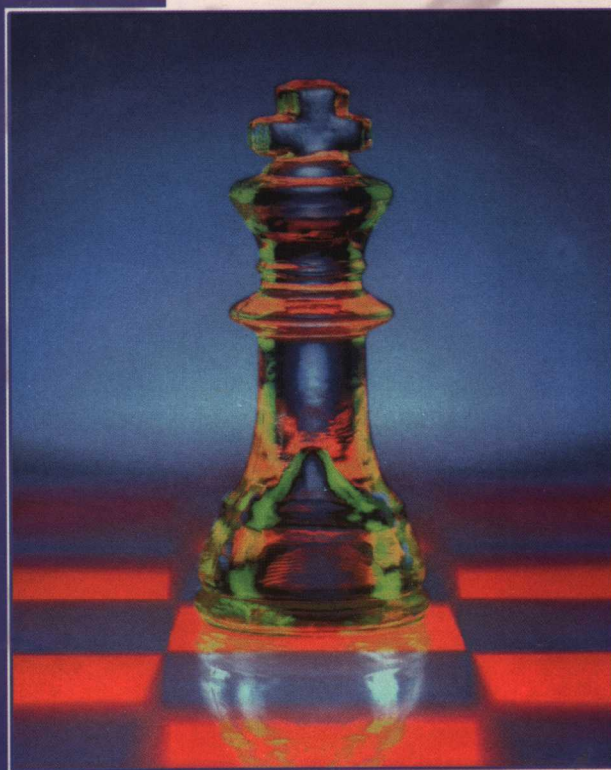
4th Edition

(第4版)

Essentials of Strategic Management

战略管理精要

(英文版)



J·戴维·亨格
(J.David Hunger)
(美) 托马斯·L·惠伦 著
(Thomas L.Wheelen)



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前 言

把战略管理中最重要概念与方法简明、扼要地呈现在您面前,是我们撰写本书的初衷。本书不包含任何冗余的东西,比其他任何战略方面的著作都要短得多,但并没有因此而变得“含糊不清”或者“矫揉造作”。本书对战略管理关心的诸多主题作了非常严谨的阐释。我们把战略管理领域的内容浓缩,经过精雕细琢组合成本书的11章内容,包含了所有主要的概念和工具。我们引用的案例刚好够您理解书中的相关内容。虽然本书内容是以非常严谨的学术研究为基础的,但不是汇报每一项研究,也没有无穷无尽脚注。想了解更多的研究细节和说明性例子的读者,可以阅读我们最新出版的另一本教材——《战略管理与经营政策》,如果您想在使用这本《战略管理精要》时参考一些案例,请阅读我们最新出版的案例书——《战略管理与经营政策案例》。

经得起时间检验的特色内容

《战略管理精要》一书的第4版包含以前成功发行的版本中的许多相同的特色内容。以下是其中的部分特色内容:

- 基于环境分析、战略制定、战略实施、评估与控制基本过程战略决策模型,第1章就对该模型予以阐释,并给出本书的整体框架;
- 第3章和第5章重点阐述了迈克尔·波特的产业分析方法与竞争战略(含竞争战术),同时讨论了超竞争和合作战略,如战略联盟;
- 第4章阐述企业资源观,这是组织分析的基础,价值链分析用来评估企业的优势和劣势以及识别核心的和差异化的能力;
- 第4章和第7章重点关注职能分析和职能战略,关于研究开发的内容强调了技术对战略、产品—市场决策的重要性;
- 战略实施不仅涉及组织设计与结构,也涉及行政领导和继任、流程再造、全面质量管理、目标管理和行动计划,第8章和第9章重点阐述了这些内容;

- 第 10 章是关于评估和控制的, 讲述测评与激励对企业绩效的重要性, 重点内容是标杆法以及经济增加价值的测评;
- 国际化思想贯穿于全书各章, 特别是在第 3、6、8、9、10 各章的相关部分中重点讲述;
- 第 3 章阐述环境分析与预测, 与产业分析的内容同等重要;
- 第 3、4、5 章包含识别和评估战略因素的工具外部因素分析总结表、内部因素分析总结表、战略因素分析总结表;
- 作为战略管理者, 高层管理和董事会的职责在第 2 章中予以详细阐述;
- 第 2 章还探讨了社会责任和伦理对于战略决策的重要性;
- 第 11 章给出了完整的财务比率列表, 帮助读者进行深入的案例分析, 还给出了口头和书面分析的一些建议, 以及进一步分析的设想, 战略审计有助于案例分析, 本章对那些希望用案例来充实本书内容的人特别有用;
- 每章开始都对真实公司的情况进行简短描述, 这有助于说明本章的内容;
- 每章后都有关键名词术语列表和讨论题。

本版新增特色内容

第 4 版包含以下新的特色内容:

- 第 2 章增加了一节内容, 阐述萨班斯—奥克斯利法案对美国公司治理的影响;
- 第 2 章新增了一节关于战略决策中道德的角色方面的内容, 这一节包括道德准则和道德行为的基本方法的讨论;
- 第 4 章阐明了如何使用企业的资源、能力, 上一版中第 7 章的内容移到了本版的第 4 章, 并有所强化。
- 第 4 章关于企业资源观的内容中加入了 Barney 的 VRIO 框架;
- 第 4 章增加了关于经营模式的新内容;
- 第 4 章中加入了克利斯坦森 (Christensen) 的著作《创新的两难》(The Innovator's Dilemma) 中的相关内容, 拓展了对技术脱节的解释;
- 第 4 章关于人力资源管理的部分中对虚拟团队进行了讨论;
- 第 4 章增加了对供应链管理的解释;
- 第 7 章人力资源管理战略部分对 360 度绩效评价进行了阐释;
- 第 7 章提出了战略方案评估的准则;
- 第 7 章增加了关于有效政策影响的内容;

- 第8章中新增了关于六西格玛和精益六西格玛的内容;
- 在第10章中关于ISO 9000质量标准的讨论中加入了ISO 14000环境影响标准的内容;
- 第11章的附录B中列出了网上资源。

教师手册

本书有配套的、认真编写的教师手册,包括一些多项选择题、讨论题的答案,另外还有一些讨论题,可以当做考题。采用本书作教材的任课老师可填写本书最后所附的“教学支持说明”索要教师手册。

致 谢

我们感谢培生出版社的策划编辑 Jennifer Simon、助理编辑 Richard Gomes、制作编辑 Marcy Boos,正是他们督促促成了这一版的问世。没有他们的支持和鼓励,我们不会想到去再版。我们非常感谢 BookMasters 公司的 Elaine Lattanzi,在排版和印制过程中,她的耐心、专业知识甚至个性都给我们留下了深刻的印象。我们也要感谢 Stephanie Reymann 女士在本书的索引方面所做的工作。

除此之外,我们要对爱荷华州立大学的教务处主任 Labh Hira、管理系主任 Thomas Chacko 的支持表示感谢。我们俩都感谢 Addison Wesley 出版公司的 Mary Clare McEwing 和 Michael Payne 对本书第一版的出版提供的帮助。我们对您们表示最美好的祝愿!

最后,感谢那些曾向我们抱怨现在的教材篇幅不断扩充、价格日益高涨的战略课程的教师和学生,我们已应您们的要求,尽力以市场上其他书籍的一半篇幅和价格提供一本内容全面、方便使用的教材。我们不是奉献让您心跳的包含5道菜的大餐,而是“精致美味”。本书“卡路里”含量更少,而味道更佳,请您尽情享用吧!

J·戴维·亨格
托马斯·L·惠伦



PREFACE

We wrote this book to provide you with a short, concise explanation of the most important concepts and techniques in strategic management. There is no fluff in this book. *Essentials of Strategic Management* is significantly shorter than our other books, but we have not “dumbed it down” or made it “cutesy.” It is a rigorous explanation of the topics and concerns in strategic management. We condensed the content of the field into 11 carefully crafted chapters. The key concepts and techniques are here. We cite only enough examples to help you understand the material. Although the content is based on rigorous research studies, we don’t report every study and we don’t provide endless footnotes. For those who want more research detail and illustrative examples, please see the latest edition of our textbook, *Strategic Management and Business Policy*. If you would like to use cases to accompany this book, please consider the latest edition of our casebook, *Cases in Strategic Management and Business Policy*.



TIME-TESTED FEATURES

The fourth edition of *Essentials of Strategic Management* contains many of the same features that made previous editions successful. Some of these features are the following:

- A strategic decision-making model based on the underlying processes of environmental scanning, strategy formulation, strategy implementation, and evaluation and control is presented in Chapter 1 and provides an integrating framework for the book.
- Michael Porter’s approach to industry analysis and competitive strategy (plus competitive tactics!) is highlighted in Chapters 3 and 5. Hypercompetition and cooperative strategies, such as strategic alliances, are also discussed.
- The resource-based view of the firm in Chapter 4 serves as a foundation for organizational analysis. Value chain analysis is also used to assess a company’s strengths and weaknesses and to identify core and distinctive competencies.
- Functional analysis and functional strategies receive major attention in Chapters 4 and 7. Sections on R&D and R&D strategies emphasize the importance of technology to strategy and product-market decisions.
- Chapters 8 and 9 reinforce that strategy implementation deals not only with organization design and structure, but also with executive leadership and succession, reengineering, total quality management, MBO, and action planning.

- Chapter 10 on evaluation and control explains the importance of measurement and incentives to *organizational performance*. *Benchmarking* and economic value-added measures are highlighted.
- International considerations are included in all chapters and are highlighted in special sections in Chapters 3, 6, 8, 9, and 10.
- Environmental scanning and forecasting is given emphasis equal to industry analysis in Chapter 3.
- Suggested EFAS and IFAS Tables, and a SFAS Matrix in Chapters 3, 4, and 5 enable the reader to better identify and evaluate strategic factors.
- Top management and the board of directors are examined in detail in their roles as *strategic managers* in Chapter 2.
- Social responsibility and ethics are discussed in Chapter 2 in terms of their importance to *strategic decision making*.
- Suggestions for in-depth case analysis provide a complete listing of financial ratios, recommendations for oral and written analysis, and ideas for further research in Chapter 11. The strategic audit is proposed as an aid to case analysis. This chapter is most useful for those who wish to supplement this book with cases.
- Each chapter begins with a brief situation vignette of an actual company that helps illustrate the material.
- Each chapter ends with a list of key terms (which are also boldfaced within the text) and a set of discussion questions.

FEATURES NEW TO THIS EDITION

This fourth edition of *Essentials of Strategic Management* contains the following NEW features:

- Developed a section explaining the impact of the Sarbanes-Oxley Act on U.S. corporate governance in Chapter 2.
- Developed a new section on the role of ethics in strategic decision making for Chapter 2. This section includes a discussion of codes of ethics and basic approaches to ethical behavior.
- Clarified the use of resources, capabilities, and competencies in Chapter 4. Duplicative information from the third edition's Chapter 7 was moved and consolidated in the fourth edition's Chapter 4.
- Added Barney's VRIO framework to the resource-based view of the firm in Chapter 4.
- Developed a new section on business models for Chapter 4.
- Extended the explanation of technological discontinuities by adding material from Christensen's *The Innovator's Dilemma* to Chapter 4.
- Included a discussion of virtual teams within the section on human resource management in Chapter 4.
- Added an explanation of supply chain management to Chapter 4.
- Included an explanation of 360-degree performance appraisals within the section on human resource management strategy in Chapter 7.

- Developed criteria for use in the evaluation of strategic alternatives in Chapter 7.
- Added the impact of effective policies to Chapter 7.
- Developed a new section on six sigma and on lean six sigma for Chapter 8.
- Added ISO 14000 standards on environmental impact to the discussion of ISO 9000 standards on quality in Chapter 10.
- Doubled the listing of online resources in Appendix B of Chapter 11.



INSTRUCTOR'S MANUAL

An instructor's manual has been carefully constructed to accompany this book. It includes a series of multiple-choice questions and answers to discussion questions plus a set of additional discussion/essay questions to use in exams.



ACKNOWLEDGMENTS

We thank Jennifer Simon, Sr. Acquisitions Editor, Richard Gomes, Assistant Editor, and Marcy Boos, Production Editor at Prentice Hall who supervised this edition. Without their support and encouragement, this edition would never have been written. We are very grateful to Elaine Lattanzi at BookMasters, Inc., for her patience, expertise, and even disposition during the copyediting and production process. We also thank Stephanie Reymann for her work in preparing the index.

We are very grateful to Elaine Lattanzi at BookMasters, Inc., for her patience, expertise, and even disposition during the copyediting and production process. We also thank Stephanie Reymann for her work in preparing the index.

In addition, we express our appreciation to Labh Hira, Dean, and Thomas Chacko, Management Department Chair, of Iowa State University for their support of this endeavor. Both of us thank Mary Clare McEwing and Michael Payne of Addison Wesley Publishing Company for their help in developing the first edition of this book. We wish you two the best.

Finally, to the many strategy instructors and students who have moaned to us about the increasing size and cost of textbooks: We have tried to respond to your concerns as best we could by providing a comprehensive yet usable text that is half the size and cost of other books on the market. Instead of the usual five-course meal (complete with heartburn), we are offering you "lean cuisine." This book should taste good with fewer empty calories. Enjoy!

J. D. H.
T. L. W.

Contents

目 录

前 言	XII
-----------	-----

第 1 部分 战略管理导论

第 1 章 战略管理基本概念	1
1.1 战略管理研究	2
1.2 战略转移：触发事件	4
1.3 战略管理基本模式	5
1.4 战略决策	11
第 2 章 公司治理与社会责任	17
2.1 公司治理：董事会的角色	18
2.2 公司治理：高层管理的角色	24
2.3 战略决策中的社会责任与伦理	26

第 2 部分 环境分析

第 3 章 环境分析与产业分析	32
3.1 环境分析	33
3.2 产业分析	38
3.3 竞争情报	48
3.4 预测	49
3.5 外部因素的合成	51
第 4 章 内部分析	55
4.1 企业资源观	55
4.2 经营模式	58
4.3 价值链分析	59
4.4 内部资源和能力分析	61
4.5 内部因素的合成	72

第3部分 战略制定

第5章 形势分析与经营战略	76
5.1 形势分析	76
5.2 使命与目标评估	80
5.3 战略方案的制定	81
5.4 经营战略	82
第6章 公司战略	93
6.1 公司战略	94
6.2 方向战略	94
6.3 业务组合分析	101
6.4 公司母合	105
第7章 职能战略与战略选择	109
7.1 职能战略	110
7.2 资源决策	114
7.3 应避免的战略	114
7.4 最佳战略选择	115
7.5 制定政策	120

第4部分 战略实施与控制

第8章 战略实施：组织	122
8.1 战略实施的内容	123
8.2 实施战略人	123
8.3 必须做的事情	124
8.4 战略实施的组织	125
8.5 战略实施中的国际问题	136
第9章 战略实施：人事与领导	138
9.1 人事	139
9.2 领导	143
第10章 评估与控制	151
10.1 战略管理中的评估与控制	152
10.2 测评绩效	153
10.3 战略信息系统	160

10.4 适度控制指南	161
10.5 战略激励管理	161

第 5 部分 案例分析方法

第 11 章 案例分析建议	165
11.1 案例方法	165
11.2 案例分析框架	165
11.3 对案例的调研	166
11.4 财务分析：分析的起点	166
11.5 战略审计方法	172
附录 11.A 推荐采用的案例分析与陈述技巧	174
A 案例分析技巧	174
B 报告写作技巧	175
C 小组陈述技巧	175
附录 11.B 案例研究所需的资料来源	177
A 企业信息	177
B 经济信息	177
C 产业信息	177
D 公司和产业的名录与索引信息	178
E 比率分析信息	178
F 网上信息	178
附录 11.C 公司战略审计	179
A 目前形势	179
B 公司治理	179
C 外部环境：机会与威胁（SWOT）	180
D 内部环境：优势与劣势（SWOT）	180
E 战略因素分析（SWOT）	184
F 战略方案与战略建议	184
G 实施	184
H 评估与控制	185
索引	187

CONTENTS

Preface XII

PART I: INTRODUCTION TO STRATEGIC MANAGEMENT 1

Chapter 1 Basic Concepts of Strategic Management 1

- 1.1 The Study of Strategic Management 2
- 1.2 Initiation of Strategy: Triggering Events 4
- 1.3 Basic Model of Strategic Management 5
- 1.4 Strategic Decision Making 11

Chapter 2 Corporate Governance and Social Responsibility 17

- 2.1 Corporate Governance: Role of the Board of Directors 18
- 2.2 Corporate Governance: Role of Top Management 24
- 2.3 Social Responsibilities and Ethics in Strategic Decision Making 26

PART II: SCANNING THE ENVIRONMENT 32

Chapter 3 Environmental Scanning and Industry Analysis 32

- 3.1 Environmental Scanning 33
- 3.2 Industry Analysis: Analyzing the Task Environment 38
- 3.3 Competitive Intelligence 48
- 3.4 Forecasting 49
- 3.5 Synthesis of External Factors—EFAS 51

Chapter 4 Internal Scanning: Organizational Analysis 55

- 4.1 Resource-Based View of the Firm 55
- 4.2 Business Models 58
- 4.3 Value-Chain Analysis 59
- 4.4 Scanning Internal Resources and Capabilities 61
- 4.5 Synthesis of Internal Factors—IFAS 72

PART III: STRATEGY FORMULATION 76

Chapter 5 Strategy Formulation: Situation Analysis and Business Strategy 76

- 5.1 Situational (SWOT) Analysis 76
- 5.2 Review of Mission and Objectives 80
- 5.3 Generating Alternative Strategies Using a TOWS Matrix 81
- 5.4 Business Strategies 82

Chapter 6 Strategy Formulation: Corporate Strategy 93

- 6.1 Corporate Strategy 94
- 6.2 Directional Strategy 94
- 6.3 Portfolio Analysis 101
- 6.4 Corporate Parenting 105

Chapter 7 Strategy Formulation: Functional Strategy and Strategic Choice 109

- 7.1 Functional Strategy 110
- 7.2 The Sourcing Decision: Location of Functions and Competencies 114
- 7.3 Strategies to Avoid 114
- 7.4 Strategic Choice: Selection of the Best Strategy 115
- 7.5 Development of Policies 120

PART IV: STRATEGY IMPLEMENTATION AND CONTROL 122**Chapter 8 Strategy Implementation: Organizing for Action 122**

- 8.1 What Is Strategy Implementation? 123
- 8.2 Who Implements Strategy? 123
- 8.3 What Must Be Done? 124
- 8.4 How Is Strategy to Be Implemented? Organizing for Action 125
- 8.5 International Issues in Strategy Implementation 136

Chapter 9 Strategy Implementation: Staffing and Leading 138

- 9.1 Staffing 139
- 9.2 Leading 143

Chapter 10 Evaluation and Control 151

- 10.1 Evaluation and Control in Strategic Management 152
- 10.2 Measuring Performance 153
- 10.3 Strategic Information Systems 160
- 10.4 Guidelines for Proper Control 161
- 10.5 Strategic Incentive Management 161

PART V: INTRODUCTION TO CASE ANALYSIS 165**Chapter 11 Suggestions for Case Analysis 165**

- 11.1 The Case Method 165
- 11.2 Frameworks for Case Analysis 165
- 11.3 Researching the Case Situation 166

11.4 Financial Analysis: A Place to Begin	166
11.5 Using the Strategic Audit in Case Analysis	172
Appendix 11.A Suggested Techniques for Case Analysis and Presentation	174
A. Case Analysis	174
B. Written Report	175
C. Oral Presentation by Teams	175
Appendix 11.B Resources for Case Research	177
A. Company Information	177
B. Economic Information	177
C. Industry Information	177
D. Directory and Index Information on Companies and Industries	178
E. Ratio Analysis Information	178
F. Online Information	178
Appendix 11.C Strategic Audit of a Corporation	179
I. Current Situation	179
II. Corporate Governance	179
III. External Environment: Opportunities and Threats (SWOT)	180
IV. Internal Environment: Strengths and Weaknesses (SWOT)	180
V. Analysis of Strategic Factors (SWOT)	184
VI. Strategic Alternatives and Recommended Strategy	184
VII. Implementation	184
VIII. Evaluation and Control	185
INDEX	187

CHAPTER

1

BASIC CONCEPTS OF STRATEGIC MANAGEMENT

How does a company become successful and stay successful? Certainly not by playing it safe and following the traditional ways of doing business! The Boeing Company, well-known U.S.-based manufacturer of commercial and military aircraft, faced this dilemma in 2004. Long the leader of the global airframe manufacturing industry, Boeing slowly lost market share during the 1990s to the European-based Airbus Industrie—now incorporated as part of the European Aeronautic & Space Company (EADS). The EADS board of directors in December 2001 committed the corporation to an objective it had never before achieved: taking from Boeing the leadership of the commercial aviation industry by building the largest commercial jet plane in the world, the Airbus 380. The A380 would carry 481 passengers in a normal multiple-class seating configuration compared to the 416 passengers carried by Boeing's 747-400 in a similar seating configuration. The A380 would not only fly 621 miles further than the 747, but would cost airlines 15–20 percent less per passenger to operate. With orders for 50 A380 aircraft in hand, EADS announced that the new plane would be ready for delivery during 2006. The proposed A380 program decimated the sales of Boeing's jumbo jet.

In response, Boeing's board approved the strategic decision to promote a new commercial airplane, the Boeing 787 Dreamliner, for sale to airlines. The 787 was to be a mid-range, not a jumbo jet like the A380. The 787 would carry between 220 and 250 passengers, but consume 20 percent less fuel and be 10 percent cheaper to operate than its competition. It was planned to fly faster, higher, further, cleaner, quieter, and more efficiently than any other medium-sized jet. To improve customer comfort, it would have larger windows, seats, lavatories, and overhead bins. Development costs were estimated at \$8 billion over five years. The planes could be delivered in 2008, two years after the delivery of the A380.

The Boeing 787 decision was based upon a completely different set of assumptions from those used by the EADS board to approve the A380. EADS top management believed that the commercial market wanted even larger jumbo jets to travel long international routes. They believed that over the next 20 years airlines and freight carriers would need a minimum of 1,500 more aircraft at least as big as the B747. The

A380, which would cost EADS almost \$13 billion in development costs, was a large bet on that future scenario.

In contrast, Boeing's management believed in a different future scenario. Noting the success of Southwest and JetBlue, it concluded that no more than 320 extra-large planes would be sold in the future as the airline industry moved away from hub-and-spoke networks toward more direct flights between smaller airports. The new 787 was being designed in both short- and long-range versions. Boeing's management predicted a market for 2,000 to 3,000 such planes.

Which vision of the future was correct? The long-term fortunes of both Boeing and EADS depended on two different strategic decisions based upon two distinctly different assessments of the market. If EADS was correct, the market would continue to demand ever-larger airplanes. If Boeing was correct, the current wave of jumbo jets had crested and a new wave of fuel-saving mid-range jets would soon replace them. Which company's strategy had the best chance of succeeding?

Boeing's situation suggests why the managers of today's business corporations must manage firms strategically. They cannot make decisions based on long-standing rules, historical policies, or simple extrapolations of current trends. Instead, they must look to the future as they plan organization-wide objectives, initiate strategy, and set policies. They must rise above their training and experience in such functional and operational areas as accounting, marketing, production, or finance, and grasp the overall picture. They must be willing to ask three **key strategic questions**:

1. Where is the organization now? (Not where does management hope it is!)
2. If no changes are made, where will the organization be in one year? Two years? Five years? Ten years? Are the answers acceptable?
3. If the answers are not acceptable, what specific actions should management undertake? What risks and payoffs are involved?

1.1 THE STUDY OF STRATEGIC MANAGEMENT

Strategic management is that set of managerial decisions and actions that determines the long-run performance of a corporation. It includes environmental scanning (both external and internal), strategy formulation (strategic planning), strategy implementation, and evaluation and control. The study of strategic management therefore emphasizes the monitoring and evaluating of external opportunities and threats in light of a corporation's strengths and weaknesses in order to generate and implement a new strategic direction for an organization.

HOW HAS STRATEGIC MANAGEMENT EVOLVED?

Many of the concepts and techniques dealing with long-range (now called strategic) planning and strategic management have been developed and used successfully by business corporations such as General Electric and the Boston Consulting Group.