

Strategic Management

*Planning and
Implementation*

Concepts and Cases



Second Edition
Lloyd L. Byars



STRATEGIC MANAGEMENT **PLANNING AND IMPLEMENTATION** **Concepts and Cases**

SECOND EDITION

Lloyd L. Byars
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CASE CONTRIBUTORS

Sexton Adams, North Texas State University
Larry D. Alexander, Virginia Polytechnic Institute and State University
Tony Arroyo, University of South Florida
Roger M. Atherton, Northeastern University
Bob Bailey, University of South Florida
M. Edgar Barrett, Southern Methodist University
Wanda Benjamin, Atlanta University
Thomas M. Bertsch, James Madison University
Donna Biemiller, University of Virginia
Alex Blair, North Texas State University
Elizabeth Bogdan, University of Virginia
Mark W. Bushell, University of Oklahoma
Lloyd L. Byars, Atlanta University
Michael D. Caputa, Virginia Polytechnic Institute and State University
Marlene Carle, North Texas State University
Robert Carle, North Texas State University
Thomas Conquest, Iowa State University
Mary Pat Cormack, Southern Methodist University
Tracy Cox, University of Virginia
Deirdre Creecy, Atlanta University
Robert P. Crowner, Eastern Michigan University
William H. Davidson, University of Southern California
Sally Dehaney, North Texas State University
Lincoln W. Deihl, Kansas State University
Gregg Dufour, North Texas State University
Richard Edwards, North Texas State University
Jeremy B. Fox, Virginia Polytechnic Institute and State University
H. Landis Gabel, INSEAD
Robert R. Gardner, Southern Methodist University
Elizabeth Ghaphery, University of Virginia
Monya Giggar, North Texas State University
Adelaide Griffin, Texas Woman's University
Gregg Gunchick, North Texas State University
Anthony E. Hall, INSEAD
Marisa Hausman, University of Virginia
Tim Hays, James Madison University
Marian Hessler, University of South Florida
J. David Hunger, Iowa State University
Jan Hunter, University of South Florida
G. Rob Joseph, University of Southern California
James Kendrix, Butler University
Patrick Koeplin, Seattle University
Elizabeth Lavie, Virginia Polytechnic Institute and State University

Joan LeSoravage, University of Virginia
Michelle Little, North Texas State University
David Miller, North Texas State University
William Miller, Iowa State University
Jeffrey M. Miner, Virginia Polytechnic Institute and State University
Alan Moore, North Texas State University
Kerrie Morrison, University of Virginia
Denise Murray, Atlanta University
Thomas C. Neil, Atlanta University
Robert L. Nixon, University of South Florida
Ernest R. Nordvedt, Loyola University in New Orleans
Michael Ratcliffe, James Madison University
Diane Reiff, University of Virginia
Thomas W. Ripp, Virginia Polytechnic Institute and State University
Larry Rosenberger, University of Virginia
Anthony P. Schlichte, Butler University
William C. Scott, Indiana State University
Arthur Sharplin, Northeast Louisiana University
Aseem Shukla, Northeast Louisiana University
Neil H. Snyder, University of Virginia
Harriett Stephenson, Seattle University
William A. Stoeber
Debra Thompson, Atlanta University
Paul Trobaugh, North Texas State University
Paula Walters, North Texas State University
Laura Weiss, University of Virginia
Thomas L. Wheelen, University of South Florida
Robert G. Wirthlin, Butler University
E. R. Worthington, West Texas State University

PREFACE

The second edition of *Strategic Management: Planning and Implementation, Concepts and Cases* is designed to analyze the strategic management process and to give students practice in applying the process to actual organizations. The strategic management process is concerned with making decisions about an organization's future direction and implementing those decisions.

This book, which includes both text and case studies, has been structured around a simple logical framework for analyzing the strategic management process. Diagrams of this framework, which appear throughout the text, provide a visual display of the major components of the process and illustrate the interrelationships among the various components.

Strategic Management is divided into five major parts. Parts One through Four constitute the text portion of the book, and Part Five is a compilation of cases for use in studying the strategic management process. Part One introduces and defines the major components in the strategic management process. Part Two, which discusses strategic planning, focuses on establishing organizational objectives, defining organizational culture, identifying strategic alternatives, and selecting an appropriate strategy. Part Three, on strategy implementation, describes the processes of matching strategy and structure, implementing strategy, and exercising strategic control. In addition, each chapter contains an abundance of real-world examples showing how organizations apply the concepts presented in the chapter.

The three appendixes in Part Four provide information useful in analyzing strategic management cases. Appendix A discusses how to read and analyze cases; it also contains a summary of each text chapter with page number references. Appendix B, written by Johnnie L. Clark, former dean of the Graduate School of Business Administration of Atlanta University, provides an analysis of financial statements. Appendix C, adapted from an article by Jugoslav S. Milutinovich, is a guide to business reference sources.

The case studies in Part Five were systematically selected to serve as a cross section of a number of major industries and to provide opportunities for students to analyze all major aspects of the strategic management process. Several cases focus on studying strategic management in an international environment and on examining social issues in strategic management. The cases have been classroom tested to help ensure their readability and practicality.

I appreciate the valuable insights and contributions of the following individuals: Pierre A. David, Baldwin-Wallace College; Eliezer Geisler, Northeastern Illinois University; Peter M. Ginter, University of Alabama at Birmingham; Kenneth W. Olm, University of Texas at Austin; Joseph A. Schenk, University of Dayton; Scott A. Snell, Michigan State University; Wilma D. Strickland, Northern Illinois University; and Rajaram Veliyath, Virginia Polytechnic Institute and State University. I also greatly appreciate the research, suggestions, and encouragement of my editor, Jayne Maerker, as well as the assistance of the entire staff at Harper & Row.

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LLOYD L. BYARS

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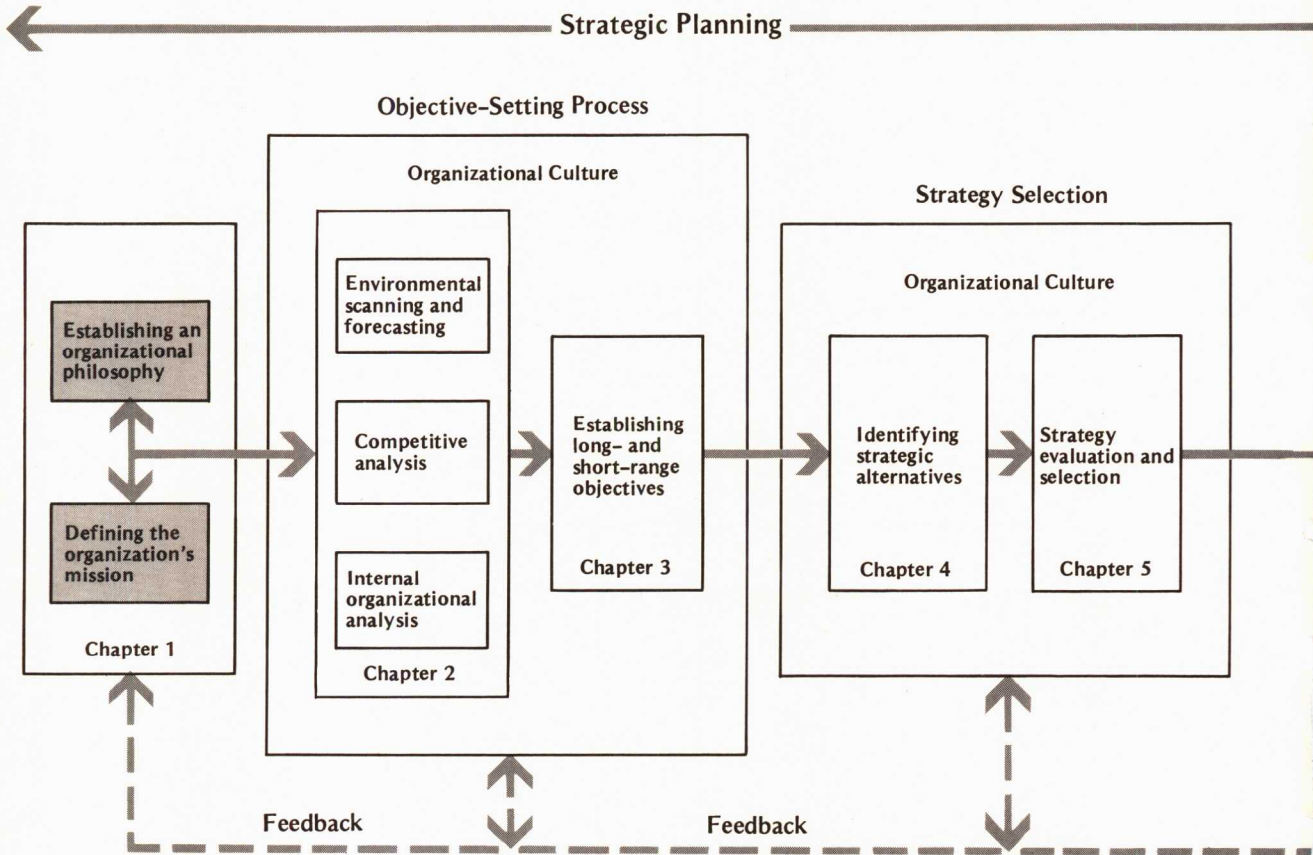
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PART ONE

INTRODUCTION

