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STRATEGIC MANAGEMENT

FORMULATION, IMPLEMENTATION, AND CONTROL

EIGHTH EDITION

BusinessWeek

Strategic Management

**Formulation, Implementation,
and Control**

Eighth Edition

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Strategic Management

To Susan McCartney Pearce,
David Donham Pearce, Mark McCartney Pearce,
Josephine Elizabeth Robinson,
Katherine Elizabeth Robinson,
John Braden Robinson—
for the love, joy, and vitality that they give to
our lives.

Preface

This eighth edition of *Strategic Management: Formulation, Implementation, and Control* is both the culmination of over 20 years of work by many people and a major revision designed to accommodate the needs of strategy students in the 21st century. These are exciting times and they are reflected on the many new developments in this book and the accompanying McGraw-Hill supplements. This preface describes what we have done to make the eighth edition uniquely effective in preparing students for strategic decisions in tomorrow's fast-paced global business arena. It also allows us the opportunity to recognize many outstanding contributors.

The eighth edition of *Strategic Management: Formulation, Implementation, and Control* is divided into 11 chapters that provide a thorough, state-of-the-art treatment of the critical business skills needed to plan and manage strategic activities. Each chapter has been filled with new, current real-world examples to illustrate concepts in companies that students recognize and regularly read about in the news around the world. Strategic ramifications of topics like executive compensation, E-commerce, the Internet, entrepreneurship, ethics, continuous improvement, virtual organization, cultural diversity, outsourcing, strategic alliances, and global competition can be found across several chapters. While the text continues a solid academic connection, students will find the text material to be practical, skills oriented, and relevant to their jobs.

We are excited and honored to be selected by *BusinessWeek* as its exclusive partner among strategic management textbooks. Their editors were very comfortable with the framework we use to explain strategic management and our emphasis on practical, relevant coverage. We were thrilled to have unlimited access to the world's best business publication to create examples, illustration modules, and various cases. The result is an extensively enhanced text and cases benefiting from hundreds of contemporary examples and illustrations provided by *BusinessWeek* writers worldwide. You will see *BusinessWeek*'s impact on our discussion case feature, our Strategy in Action modules, our cases, and our website. Of course, we are also pleased with several hundred examples blended into the text material, which came from recent issues of *BusinessWeek* or www.businessweek.com.

AN OVERVIEW OF OUR TEXT MATERIAL

The eighth edition continues to use a model of the strategic management process as the basis for the organization of the text material. Previous adopters have identified that model as a key distinctive competence for our text because it offers a logical flow, distinct elements, and an easy-to-understand guide to strategic management. The model has been modestly refined to reflect strategic analysis at different organizational levels as well as the importance of internal analysis in the strategic management process. Adopters see quickly and feel comfortable that the model and subsequent structure continue to provide a student-friendly approach to the study of strategic management.

We reduced the number of chapters to 11 to accommodate excellent reviewer suggestions about a simplified organization and focused coverage of strategic management topics. We reduced the overall text length while ensuring state-of-the-art topical coverage.

Focused wording, elimination of seldom used reference lists and other features have helped ensure a more concise, readable coverage of strategic management.

The first chapter provides an overview of the strategic management process and explains what students will find as they use this book. The remaining 10 chapters cover each part of the strategic management process and techniques that aid strategic analysis, decision making, implementation, and control. The literature and research in the strategic management area have developed at a rapid pace in recent years in both the academic and business press. This eighth edition includes several upgrades designed to incorporate major developments from both these sources. While we include cutting-edge concepts, we emphasize straightforward, logical, and simple presentation so that students can grasp these new ideas without additional reading. The following are a few of the revisions that deserve particular note:

Corporate Social Responsibility

This eighth edition gives added emphasis to the issue of corporate social responsibility. Many collegiate business schools have decided that stand-alone courses in business ethics and social responsibility are no longer necessary. Such decisions make it important that all other business courses accept a greater role in discussing the relevant topics. Our revision helps professors fulfill this obligation by presenting a balanced discussion and useful guidelines to students and managers on key topics in corporate social responsibility.

Agency Theory

Of the recent approaches to corporate governance and strategic management, probably none has had a greater impact on managerial thinking than agency theory. While the breadth and measurement of its usefulness continue to be hotly debated, students of strategic management need to understand the role of agency in our free enterprise, capitalistic system. This edition presents agency theory in a coherent and practical manner. We believe that it arms students with a cutting-edge approach to increasing their understanding of the priorities of executive decision making and strategic control.

Resource-Based View of the Firm

One of the most significant conceptual frameworks to systematize and “measure” a firm’s strategic capabilities is the resource-based view (RBV) of the firm. The RBV has received major academic and business press attention during the last decade helping to shape its value as a conceptual tool by adding rigor during the internal analysis and strategic analysis phases of the strategic management process. This edition provides a revised treatment of this concept in Chapter 5. We present the RBV in a logical and practical manner as a central underpinning of sound strategic analysis. Students will find several useful examples and a straightforward treatment of different types of “assets” and organizational capabilities culminating in the ability to determine when these resources create competitive advantage. They will see different ways to answer the question “what makes a resource valuable?” and be able to determine when that resource creates a competitive advantage in a systematic, disciplined, creative manner.

Value Chain Analysis

Outsourcing is becoming a standard business practice in virtually every facet of business operations. This trend enhances the usefulness of the value chain approach in strategic analysis. We have simplified our treatment of this useful conceptual framework and

added several contemporary examples to enable students to quickly incorporate the value chain perspective into their strategic thinking process. Chapter 5 includes new Strategies in Action about the use of a value chain perspective at Volkswagen and about its contribution to the impressive strides that UPS is making in overtaking FedEx in the domestic and international package transportation industry.

Executive Compensation

While our text has led the field in providing a practice-oriented approach to strategic management, we have redoubled our efforts to treat topics with an emphasis on application. Our new section on executive compensation in Chapter 9 is a clear example in the eighth edition. You will find an extended discussion of executive bonus options that provides a comparison of the relative merits of the five most popular approaches in use today.

Balanced Scoreboard

A recent evolution in the motivation that underpins strategic management is reflected in the adoption of the Balanced Scoreboard approach to corporate performance evaluation. While the maximization of shareholder wealth retains the top spot in executive priorities, the guideline is now widely accepted that strategic initiatives must produce favorable outcomes over a range of stakeholder objectives. We try to help our readers gain an appreciation for this perspective in our eighth edition.

Bankruptcy

Many times revisions in this book are driven by changes in business trends. Nowhere is that more evident than in our discussion of company bankruptcy. In the 1980s bankruptcy was treated as a last option that precluded any future for the firm. In the first decade of the 2000s the view has dramatically changed. Bankruptcy has been elevated to the status of a strategic option, and executives need to be well versed in its potentials and limitations, as you will see in Chapter 6.

Strategic Analysis and Choice

We have divided the discussion of strategic analysis and choice into two chapters. Chapter 7 examines the single business setting. Chapter 8 looks at the multibusiness company and the diversification decision. We have added an interesting new section delineating the advantages of diversification and the case against it. *BusinessWeek* has helped us add numerous outstanding examples to these two chapters from business writers around the world. DaimlerChrysler, Nokia, Caterpillar, and Amazon.com are just a few of the names students will quickly recognize in coverage that illustrates and helps them more easily understand how strategic analysis is conducted and choices made.

Strategy Implementation

New Chapter 9 focuses on reward systems, short-term objectives, and empowerment mechanisms as part of strategy implementation. It eliminates approximately ten pages of previous discussion of functional tactics that have served as a convenient but sometimes unnecessary review of functional courses leading up to the capstone strategy class. Doing so allows students to move quickly into strategy implementation considerations from an executive perspective.

Structuring an Effective Organization

Chapter 10 provides a new perspective on the issue of organizational structure as a central mechanism for strategy implementation, particularly in larger companies. It explores three fundamental driving forces on contemporary organizational structure—globalization, the Internet, and speed. From this beginning, it covers research by academics and prominent business analysts to identify guidelines relevant to matching structure to strategy in the 21st century. Carly Fiorina's pioneering new structure at Hewlett-Packard provides a starting point, six contemporary guidelines to structuring an effective organization are explored in-depth providing students with useful conceptual tools to take into their post-graduation companies and contribute to specific structural challenges. A concise appendix is provided to Chapter 10 detailing the pros and cons of different basic organizational structures. It is included there rather than in the chapter to increase the readability and contemporary focus of the chapter material.

Organizational Leadership

New Chapter 10 has added coverage of outsourcing, virtual organizations, and the recruitment/development process as key contemporary considerations in building effective management teams. How to get and keep top management talent is an issue of critical importance examined in this new edition.

Strategic Control and Continuous Improvement

New Chapter 11 offers a major revision in our treatment of these topics. First, a reduced and concise treatment of four broad strategic controls used in the formulation and implementation phases of strategic management are discussed and illustrated. Second, the link between quality/continuous improvement initiatives and the strategic management process receive new, in-depth treatment in this chapter. ISO9001 and Six Sigma are examined as contemporary approaches to the continuous improvement of a company's value chain and a mechanism to guide strategic control. The experiences of several well known companies in adopting these tools help illustrate their value in a comprehensive strategic management commitment. Finally, the increasingly popular use of the balanced scoreboard approach is also explored in this new chapter because of its value in supporting strategic control and continuous improvement.

OUR STRATEGIC ALLIANCE WITH *BUSINESSWEEK*

Thanks to the leadership at McGraw-Hill and *BusinessWeek*, we have completed a strategic alliance of our own that benefits every professor and student who uses this book. Our book is *BusinessWeek*'s exclusive partner among strategic management textbooks in the collegiate market. We have long felt *BusinessWeek* to be the unquestionable leader among business periodicals for its coverage of strategic issues in businesses, industries, and economies worldwide. Personal surveys of collegiate faculty teaching strategic management confirmed our intuition: While there are many outstanding business magazines and new publications, none match the consistent quality found in *BusinessWeek* for the coverage of corporate strategies, case stories, and topics of interest to students and professors of strategic management.

Through this partnership, we get unconditional access to *BusinessWeek* material for this book and the insights of their writers and editorial staff in the use of their cutting-edge stories and topical coverage. *BusinessWeek* gets to become more involved in the

educational market as a supplements provider and they get increased exposure to strategic management teachers and students entering the business world. They plan to make their publication available on very favorable terms with the expectation that those initial users will roll over into long-term subscribers. From our point of view, this is a unique four-way win-win; teachers, students, authors, and *BusinessWeek* all stand to gain in many ways. We are most proud of their selection criteria: they judged this strategy book as providing the most logical, proven framework to explain strategic management while prioritizing practical, frequent illustrations. The most direct way you can see the impact of the *BusinessWeek* alliance is in three book features: discussion cases, Strategy in Action modules, and 25 short cases.

The Discussion Case Feature

We pioneered the cohesion case innovation several years ago and continue to be pleased by notes and comments from adopters who consider it very useful. For this eighth edition, we created a *BusinessWeek* Discussion Case at the end of each chapter that illustrates key topics from that chapter. In this way, we examine a variety of companies across the 11 chapters. We think that you will find the variety of exciting companies covered, in combination with the depth of the *BusinessWeek* research that underlies these stories, to make this feature a true pedagogical innovation once again. Amazon.com, Toyota-Japan, DaimlerChrysler, Caterpillar, and General Electric are just a few of the exciting situations examined in depth by *BusinessWeek*'s senior staff and shared in detail with students in a very readable fashion.

Strategy in Action Modules

Another pedagogical feature we pioneered, Strategy in Action modules, has become standard in most strategy books. While such affirmation is pleasing, we have long seen the need to obtain quality illustrations to be a difficult permissions and editorial task. No more. Our strategic alliance with *BusinessWeek* lets us once again pioneer an innovation. We have worked with *BusinessWeek* field correspondents worldwide to fill over 60 new *BusinessWeek* Strategy in Action modules with short, hard-hitting current illustrations of key chapter topics. We are the only strategy book to have *BusinessWeek*-derived illustration modules, and we are energized by the excitement, interest, and practical illustration value our students tell us they provide.

Short Cases

As professors of strategy management, we continually look for content or pedagogical developments or enhancements that make the strategy course more valuable. We have been concerned for some time about the length of cases typically available for classroom use. On the one hand, length often accommodates a breadth of information that in turn assures a class discussion that covers "all the bases." It even honors the professorial instruction we both experienced as students that "it is your job to extract the relevant information" from the lengthy case. The answer, we have long felt, is to have a blend of cases in terms of length. Some long cases are needed so that the professor can cover many issues within a company and allow for a truly comprehensive strategic analysis. Some shorter cases also play a role by facilitating a focus on one incident, or allow for a discussion of only 20 to 30 minutes so that the case topic can be used in concert with other materials, or provide a springboard for discussion of "real time" situations, perhaps supplemented by website and Internet-derived information. In brainstorming this issue in focus groups

and with *BusinessWeek*'s staff, we created the idea of short cases based on solidly developed *BusinessWeek* articles. These short cases generate useful class discussions while allowing coverage of other material during the case portion of the course or as a supplement and source of variety during the text portion of the course. We think you will find it useful. We have included 25 such cases in the eighth edition while continuing to include 25 longer cases.

CASES IN THE EIGHTH EDITION

We are pleased to offer 50 excellent cases in this edition. As noted above, these include 25 traditional cases and industry notes that adopters expect in a strategic management textbook. The remaining 25 cases are short cases built on solidly developed *BusinessWeek* articles from the most recent editions of that magazine. Both sets of cases present companies, industries, and situations that are easily recognized, current, and interesting. We have a good mixture of small and large firms, start-ups and industry leaders, global and domestically focused companies, and service, retail, manufacturing, technology, and diversified activities.

Students will feel comfortable with cases about Napster and MP3, North Face, MTV, ZAP, and Avid Technology. The rise of WalMart, the fall of Kmart, the comeback of Caterpillar, the question mark at Tyco, and the telecom mess offer interesting current situations with fundamental strategic issues. Impressive strategic leadership from Carly Fiorina at HP and Meg Whitman at eBay highlight overdue progress in breaking the "glass ceiling." Hyundai, Ryanair, Volkswagen, Nokia, Swatch, ABB, and easyJet are but a few of our cases that take students into strategic management settings around the globe.

Students get to examine numerous industry situations through this 50 set case selection including the personal computer, telecom, automotive, retailing, package transportation, electric vehicles, music, and global watch industries. There are also several opportunities to incorporate the Internet's evolution and the strategic implications within several industries and facing specific companies like *The Wall Street Journal*, Microsoft, and MTV. We have selected many companies well known to students like Cisco, Microsoft, Wal-Mart, Toys "R" Us, AOL, Ford, *USAToday*, UPS, and Boeing. Finally, we include a revision of our popular Wendy's case series both to accommodate a request for its retention by previous adopters and to allow new students to honor the recently deceased Dave Thomas by studying his extraordinary track record as a master strategist in the fast-food industry.

OUR WEBSITE

A substantial website has been designed to aid your use of this book. It includes areas accessible only to instructors and areas specifically designed to assist students. The instructor section includes downloadable supplements, which keep your work area less cluttered and let you quickly obtain information. *BusinessWeek* provides access to the article archives through the instructor website. The site offers an elaborate array of linkages to company websites and other sources that you might find useful in your course preparation. The student resources section of the website provides interactive discussion groups where students and groups using the book may interact with other students around the world doing the same thing. Students are provided company and related business periodical (and other) website linkages to aid and expedite their case research and preparation efforts. Practice quizzes and tests are provided to help students prepare for tests on the text material and attempt to lower their anxiety in that regard. Access to *BusinessWeek* articles that update the cases and key illustration modules in the book are provided. We

expect students will find the website useful and interesting. Please visit us at www.mhhe.com/pearce8e.

SUPPLEMENTS

Components of our teaching package include a revised, comprehensive instructor's manual, test bank, PowerPoint presentation, and a computerized test bank. These are all available to qualified adopters of the text.

Professors can also choose between two simulation games as a possible package with this text: The International Business Management Decision Simulation (McDonald/Neelankavil), or the Business Strategy Game (Thompson/Stappenbeck).

- The International Business Management Decision Simulation is also a Windows-based simulation that provides an international business analysis and plan simulation allowing students to create multinational business plans and compete with other student groups. Fifteen countries representing three regions of the world along with four product categories are included in the simulation. Students assess business plans by using the financial reports contained in the simulation.
- The Business Strategy Game provides an exercise to help students understand how the functional pieces of a business fit together. Students will work with the numbers, explore options, and try to unite production, marketing, finance, and human resource decisions into a coherent strategy.

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We have benefited from the help of many people in the evolution of this project over eight editions. Students, adopters, colleagues, reviewers, and business contacts have provided hundreds of insightful comments, suggestions, and contributions that have progressively enhanced this book and its supplements. We are indebted to the researchers and practicing managers who have accelerated the development of the literature on strategic management.

We are particularly indebted to the talented case researchers who have produced the cases used in this book, as well as to case researchers dedicated to the revitalization of case research as an important academic endeavor. First-class case research is a major avenue through which top strategic management scholars should be recognized.

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<i>University of North Texas</i> | Donald C. Malm
<i>University of Missouri–St. Louis</i> |
| Dan Kopp
<i>Southwest Missouri State University</i> | Charles C. Manz
<i>Arizona State University</i> |
| Michael Koshuta
<i>Valparaiso University</i> | John Maurer
<i>Wayne State University</i> |
| Jeffrey A. Krug
<i>The University of Illinois</i> | Denise Mazur
<i>Aquinas College</i> |
| Myroslaw Kyj
<i>Widener University of Pennsylvania</i> | Edward McClelland
<i>Roanoke College</i> |
| Dick LaBarre
<i>Ferris State University</i> | Bob McDonald
<i>Central Wesleyan College</i> |
| Joseph Lampel
<i>New York University</i> | Patricia P. McDougall
<i>Indiana University</i> |
| Ryan Lancaster
<i>The University of Phoenix</i> | S. Mehta
<i>San Jose State University</i> |
| Sharon Ungar Lane
<i>Bentley College</i> | Ralph Melaragno
<i>Pepperdine University</i> |
| Roland Larose
<i>Bentley College</i> | Richard Merner
<i>University of Delaware</i> |
| Anne T. Lawrence
<i>San Jose State University</i> | Linda Merrill
<i>Bentley College</i> |
| Joseph Leonard
<i>Miami University–Ohio</i> | Timothy Mescon
<i>Kennesaw State College</i> |