

STRATEGIC MANAGEMENT

**PLANNING AND
IMPLEMENTATION
CONCEPTS AND CASES**



LLOYD L. BYARS

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

Lloyd L. Byars
ATLANTA UNIVERSITY



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To my wife, Linda

A good wife is her husband's pride and joy.
Proverbs 12:3

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Strategic Management: Planning and Implementation—Concepts and Cases is designed to help students learn the skills involved in making and implementing decisions about an organization's future direction that are critical to the success of any organization.

This book, which includes both text and case studies, is planned and designed around a simple, logical framework for analyzing the strategic management process. This framework provides a visual display of the major components in the process and illustrates the interrelationship among the various components.

The book is organized in four major parts. Parts One through Three constitute the text portion of the book, and Part Four is a compilation of cases for 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, identifying strategic alternatives, and selecting an appropriate strategy. Part Three, on strategy implementation, describes the processes of developing an organizational structure, managing organizational actions in strategy implementation, and monitoring the effectiveness of the strategy in achieving the organization's objectives. (Chapter 5, on developing an organizational structure, is included in Part Three to give an overview of organizational structures and to show the relationship between strategy and structure. Those professors who feel that their students are adequately prepared in this area can easily skip Chapter 5.) In addition to the abundance of real-world examples of strategic manage-

ment concepts cited throughout the text, a comprehensive case is provided at the end of Parts One through Three to allow students to apply the concepts that have been discussed.

At the end of the text material are three appendixes designed to assist students in case analysis. Appendix A discusses how to read and analyze cases, and also contains a summary of each text chapter with page references to the key issues and tables. Appendix B, written by Eugene W. Spangler, CPA, a partner in the international accounting firm of Main Hurdman, provides a professional analysis of financial statements. Appendix C is a reference list of sources for obtaining business facts.

The case studies in Part Four were systematically selected to give a cross section of industries for study of the strategic management process and to ensure the analysis of 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 to the development of this book made by Otto C. Brenner of James Madison University, William H. Brickner of San Jose State University, Harry F. Brooks of Miami University (Ohio), Howard Chamberlain of Texas A & M University, and Henry Lowenstein of the University of Illinois at Chicago. 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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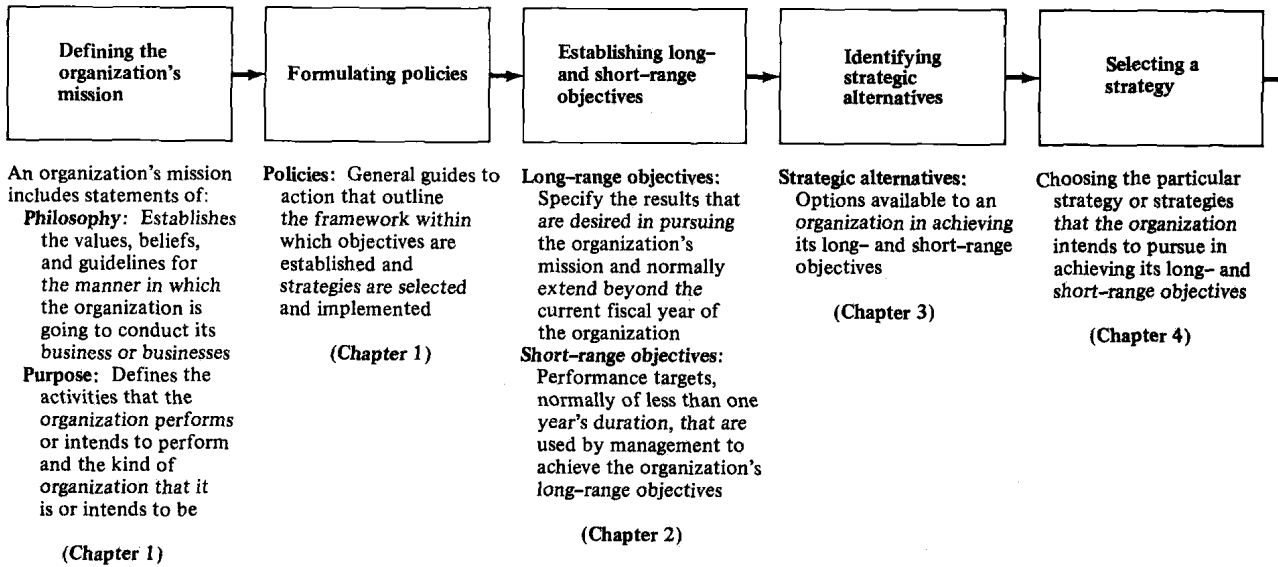
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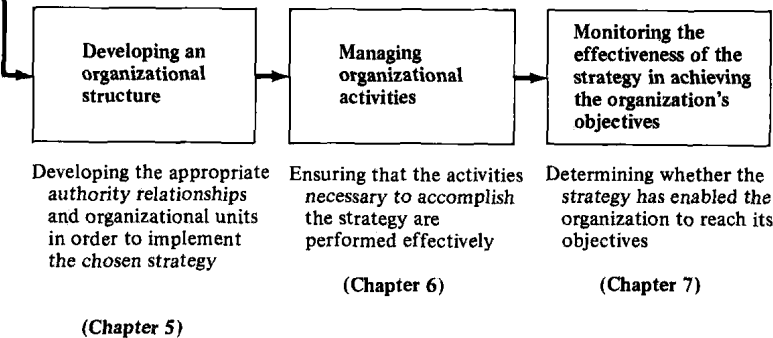
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