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战略管理学： 概念与案例

小阿瑟 A. 托马森 A. J. 斯特里克兰三世 / 著

Strategic Management: Concepts and Cases

Arthur A. Thompson, Jr. A. J. Strickland III

TENTH EDITION

英文版 · 第 10 版



机械工业出版社



McGraw-Hill



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序 言 1

此次首批专为中国影印的系列教材直接配合中国工商管理硕士课程的各门必修课程，而且是由加拿大西安大略大学毅伟管理学院的任课教授们专门参予选择的。

毅伟管理学院是加拿大西安大略大学（UWO）所属的一所专业学院，而西安大略大学是加拿大历史最悠久的大学之一。毅伟管理学院的本校在安大略省伦敦市，同时在多伦多的密西沙加设有分校，而且最近在香港也建立了分校。

历史地看，毅伟管理学院一直是管理学开发领域的领导者，现将部分成就列后，标示毅伟管理学院日新月异的发展：

- 1922 年，创立了加拿大第一个培养本科生的商学系。
- 1932 年，开始出版杂志《毅伟商学季刊》。该杂志发行到 25 个国家，发行量多达 10 000 册，深受学术界和管理界读者的喜爱。
- 1948 年，在加拿大首次设立行政管理人员培训计划以及工商管理硕士课程。
- 1961 年，首创了加拿大的第一个商学博士课程。
- 1974 年，被联邦政府正式指定为加拿大第一个（现在已发展到 8 个）国际商业研究中心（CIBS，即美国 CIBERS 的前身），联邦外交部对该中心持续提供财政支援。
- 1975 年，毅伟管理学院成立了自己的出版社。该部门目前拥有 2 000 个加拿大的案例，并成为哈佛案例的加拿大资料交换所。1998 年，毅伟管理学院的案例已分销至 20 多个国家的 100 多所学院和 100 多家企业。毅伟管理学院是全世界管理学案例研究的第二大制作者，每年向校外读者分销案例教材超过 100 万册。
- 1978 年开始实施第一项国际学生交换计划，目前该交换计划已增至 20 余项。
- 1984 年毅伟管理学院在加拿大联邦政府的支持下，在伦敦市组建国家管理学研究与开发中心的过程中发挥了主导作用。
- 1984 年，是毅伟管理学院和清华大学连续合作开始的第一年，合作内容包括：交换访问学者、教材编写与出版以及各种培训活动。
- 1992 年，毅伟管理学院被选为主导性的国际商学刊物，即《国际商学研究杂志》在 1993 年至 1997 年间的编辑总部。
- 1993 年，《加拿大商学》杂志根据由各大聘用公司首席执行官、人力资源管理人员和求职顾问等人士组成的所有评选组得出的全方位评比结果，将毅伟管理学院列为加拿大培养工商管理硕士的最佳学院，并且这一结论被逐年的评比一再肯定。1994 年《亚洲企业》杂志又将毅伟管理学院列于亚洲公认的 25 所世界最佳商学院的行列中。
- 1997 年，《国际管理学杂志》将毅伟管理学院评为国际战略管理学文献的主要贡献者，并领先于哈佛大学与西北大学凯洛格商学院。《商业周刊》将毅伟管理学院列为全世界最佳国际商学院之一，和欧洲管理学院（INSEAD）及伦敦商学院（LBS）并列，而且《美国新闻与世界报导》将毅伟管理学院选为全世界在行政管理人员培训

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计划方面最佳的 15 所商业学院之一。

至 1998 年，毅伟管理学院拥有 65 名全职教授，他们每年负责教授 600 名普通课程的和行政管理人员培训课程的工商管理硕士生、300 名本科生、40 名博士生，以及范围广泛的非学位课程。

负责挑选这批 MBA 通用教材的教师们均具有著名商学院（如：哈佛、沃顿、密西根、麻省理工学院和毅伟管理学院等）的博士学位，每位教授都对大批现有教材进行了仔细筛选，确保为中国市场提供最佳教材。相信您会对他们的选择表示满意。

加拿大西安大略大学毅伟管理学院

PREFACE 1

The texts in this initial series of books were selected to directly correspond to each of the required courses in China's MBA programs. The books were selected for reprinting by faculty members at the Ivey Business School, The University of Western Ontario, Canada.

The Richard Ivey School of Business is a professional School within The University of Western Ontario (UWO), one of Canada's oldest universities. Although Ivey is based in London, Ontario, it also has campuses in Mississauga (Toronto), Ontario and most recently, in Hong Kong.

Historically the School has been a leader in management development. A partial list of achievements follows.

- In 1922, the first undergraduate business department in Canada was established.
- In 1932, the school began to publish its own journal. Known as *Ivey Business Quarterly*, it reaches out to both academic and management audiences and enjoys a circulation of 10 000 in 25 countries.
- In 1948, Canada's first executive development program and first MBA program were established.
- In 1961, Canada's first Ph. D. program in business was introduced.
- In 1974, official designation was received by the Federal Government as Canada's first Centre for International Business Studies (CIBS).
- In 1975, Ivey opened its own case and publications office. This office now holds an inventory of 2 000 cases. In 1998, Ivey cases were being distributed to over 100 teaching institutions and 100 corporations in over 20 countries. Ivey is the second largest producer of management case studies in the world (and the largest producer of Asian cases), with over 1 000 000 copies studied each year by people outside the university.
- In 1978, commencement of its first international student exchange program took place. Over twenty such exchange programs are now in place.
- In 1984, the School took a leading role in establishing the National Centre for Management Research and Development in London with support from the Canadian Federal Government.
- 1984 also marked the beginning of a continuing linkage with Tsinghua University, one

which has involved visiting scholars, materials development and publication, and various training initiatives.

- In 1992, Ivey was selected to be the editorial home for the 1993-1997 period for the *Journal of International Business Studies*, the leading international business journal.
- In 1993, *Canadian Business* magazine's survey rated Ivey as the top MBA School in Canada, according to all groups: CEOs, human resources executives, and placement consultants. This ranking has been re - confirmed every year. In 1994, *Asia, Inc.* rated Ivey among the World's Top 25 Business Schools for Asians.
- In 1997, the *Journal of International Management* named Ivey the world's leading contributor in the previous decade to the international strategic management literature, ahead of Harvard & Kellogg. Business Week magazine ranked Ivey as one of the top international business schools in the world, alongside INSEAD and LBS; and *US News* and *World Report* selected Ivey as one of the top 15 business school in the world for executive development programs.

As of 1998, the School had 65 full - time faculty who annually taught 600 regular and executive MBA, 300 undergraduate, and 40 Ph. D. students, plus executives in a wide range of non - degree programs.

The faculty members who selected each book for reprinting all have Ph. D. s from major business schools such as Harvard, Wharton, Michigan, M. I. T. , and Ivey. Each professor carefully reviewed the various books available to ensure the best possible choices of material for the China market. We are confident you will be pleased with their selection.

Richard Ivey School of Business
The University of Western Ontario

序 言 2

中国的改革开放事业催生了中国的现代管理教育，社会主义市场经济体制的确立，为中国的管理教育开辟了广阔的发展空间，使中国的管理教育，尤其是工商管理硕士（Master of Business Administration, MBA）的教育进入了一个全新的发展阶段。1991年，国务院学位办刚刚批准在部分高校中试办 MBA 教育时，只有九所院校得到授权，当年只招收了 86 名学生；到 1994 年，授权院校增加到 26 所，招生规模扩大为 1230 名；而在不久前结束的 1998 年招生工作中，已有 56 所院校得到了授权，这些院校共招收了 4000 名 MBA 学生。这一事实生动地说明了 MBA 教育在我国正方兴未艾。根据美国的经验，MBA 学位占每年硕士学位授予人数的四分之一，中国目前这一比例只占到百分之五，因此，从发展的前景看，MBA 教育在中国前程远大。

然而，也应看到，中国的 MBA 教育还刚刚起步，在培养人的各个环节：师资、课程与教材方面还很落后，难以适应经济发展的需要，与发达国家的情况相比差距是十分巨大的。加强国际合作与交流，大胆地借鉴、引进世界上一切优秀的 MBA 教育方面的教学内容、方法和手段，特别是系统地引进国外优秀的 MBA 教材，在此基础上坚持贯彻“以我为主，博采众长，融合提炼，自成一家”的指导方针，是逐步提高师资水平、更新专业知识、不断改进课程结构与内容、努力改革教学方法、引进案例教学、从而大大缩小中国与发达国家的差距、迅速提高中国 MBA 教育水平的重要步骤。

为此，清华大学经济管理学院与加拿大西安大略大学毅伟管理学院（Richard Ivey School of Business, The University of Western Ontario）合作，联合推出一套能反映当代水平、体现国际规范、可供中国借鉴的 MBA 核心课程的教材。清华大学的经管学院成立于 1984 年，是国务院学位办首批授权举办 MBA 教育的九所院校之一，1997～1998 学年度招收 MBA 学生 400 多名，现拥有全国最大规模的 MBA 教育项目；毅伟管理学院成立于 1948 年，是加拿大最好的商学院，拥有很高的国际声誉，在 MBA 的培养方面具有丰富的经验和很强的力量，它所培养的 12000 名毕业生中有六分之一成为其所在机构的董事会主席、副主席、总裁、副总裁，首席执行官或经理。

两院推出的这套 MBA 教材共十八种，大致可分为四部分。第一部分是反映管理主要内容的《管理学》（Richard L. Daft）、《战略管理》（Arthur A. Thompson, Jr. and A. J. Strickland III）、《市场营销学基础：全球管理》（William D. Perreault, Jr. and Jerome McCarthy）、《人力资源管理》（Lawrence S. Kleiman）、《国际管理》（Paul W. Beamish, Allen Morrison and Philip M. Rosenzweig）、《经理人员的沟通》（Norman B. Sigband and Arthur H. Bell）与《管理沟通：原理与实践》（Michael E. Hattersley and Linda McJanet）；第二部分是反映企业资产负债管理、投融资与财务活动和企业会计理论与实践的《公司财务原理》（Richard A. Brealey and Stewart C. Myers）、《投资学精要》（Zvi Bodie, Alex Kane and Alan J. Marcus）、《财务会计》（Clyde P. Stickney and Roman L. Weil）与《管理会计》（Ronald W. Hilton）；第三部分是反映企业管理技术方面的《管理科学导论》（David R. Anderson, Dennis J. Sweeney

and Thomas A. Williams)、《信息时代的管理信息系统》(Stephen Haag, Maeve Cummings and James P. Dawkins)、《商务与经济统计》(David R. Anderson, Dennis J. Sweeney and Thomas A. Williams)与《生产与运作管理》(Richard B. Chase, Nicholas J. Aquilano and F. Robert Jacobs);最后一部分是反映管理基础内容的《经济学原理》(N. Gregory Mankiw)、《商业伦理学》(David J. Fritzsche)和《商法与监管环境》(Ronald A. Anderson, David P. Twomey, Ivan Fox and Marianne Moody Jennings)。

在这套 MBA 教材的挑选中,在版权允许的范围内,既照顾了课程的结构,又考虑了 MBA 的特点。反映最新成果、理论结合实际、突出案例分析、作者知名度高是挑选中注意把握的基本原则。毅伟管理学院还特意组织了 17 名教授专为这套教材编配了案例集。这套教材可以做教师的教学参考书,教师可以运用书中的原理与国情相结合,逐渐发展出有中国特色的 MBA 教材;它也可以做 MBA 学生的教科书,帮助学生掌握市场经济的原理与规律,以便分析、解决中国的实际问题。另外,所有具有英文阅读能力的企业界与经济界人士、对经济管理有兴趣的高校学生,都可以把它作为系统学习经济管理知识、了解市场经济的规范的学习材料,以便更好地理解经济管理问题,增长分析、处理经济管理问题的才干。

朱镕基总理在 1994 年写给清华大学经济管理学院建院十周年的贺信中曾明确指出:“建设有中国特色的社会主义,需要一大批掌握市场经济的一般规律、熟悉其运行规则、而又了解中国企业实情的经济管理人才。”他在 1996 年提出“管理科学、兴国之道”,希望在中国“掀起一股学习管理、加强管理、发展管理科学、加强管理培训的热潮”。我们联合推出这套书,就是希望能在普及市场经济的一般规律与运行规则的知识、促进管理教育在中国的发展、提高中国企业的管理水平方面做一点实际的工作。

清华大学经济管理学院

1998 年 6 月 16 日

To Hasseline and Kitty

PREFACE

Tenth editions are something of a milestone in the evolution of a textbook. For potential adopters they signal effective pedagogy and sustained market acceptance. For authors they impose responsibilities to recast presentations, inject added disciplinary coherence, and move the subject matter to a new plateau of clarity and understanding. We've tried to live up to these responsibilities, attacking this revision with renewed vigor and endeavoring to do our level best to fully satisfy the market's legitimate yearning for a teaching/learning package that squarely targets what every student needs to know about crafting, implementing, and executing business strategies. If we have done the job we think we have, you will find that this tenth edition package reflects continuous improvement along all fronts.

The chapters have undergone major revision in some cases and extensive fine-tuning in others: the most outstanding change is the thoroughness with which the resource-based view of the firm has been incorporated into the presentations of both crafting and implementing strategy. There's an exciting and very teachable collection of 34 cases, 22 of which are freshly written and 12 of which are popular and timely carryovers from the two previous editions. The tenth edition package also includes an enhanced Strat-TUTOR software supplement of chapter self-tests and case preparation guides for student use, a fresh version of the companion global simulation—*The Business Strategy Game*, a comprehensively updated readings book with 34 new selections, and a full array of instructional aids for adopters. This tenth edition is our best ever, we think—and by a more than modest margin.

CONTENT FEATURES OF THE TENTH EDITION

New concepts, analytical tools, and methods of managing continue to surface at rates that mandate important edition-to-edition changes in content and emphasis. In the interval since the last revision, the conceptual underpinning and articulation of the resource-based view of the firm has blossomed. While SWOT analysis and the emphasis on building and nurturing core competencies have always pointed to the importance of careful internal strength-weakness assessment in crafting strategy, recent contributions to the literature make it clear that there's much more to the resource-based view of the firm than is implied in a simple weighing of company strengths and weaknesses. We have made a concerted attempt throughout this tenth edition to drive home the strategy-making, strategy-implementing relevance of strengthening a company's resource complement and upgrading its competencies and competitive capabilities to match market realities and create competitive advantage. This edition gives balanced treatment to the thesis that a company's strategy must be matched both to its external

market circumstances and to its resources and competitive capabilities. Hence, you'll find the resource-based view of the firm prominently integrated into the coverage of crafting business strategy (Chapters 2 and 4) and crafting diversification strategies (Chapters 7 and 8). You'll also find that Chapters 9 and 10 have a strong resource-based perspective regarding the role of core competencies, competitive capabilities, and organizational resources in implementing and executing strategy.

In addition to the exceptionally thorough resource-based orientation, we've incorporated important new material on cooperative strategies, collaborative alliances, and competing in "high velocity" market environments where the pace of change (from whatever source) places special demands on a company to adapt its strategy and its resource capabilities to rapidly unfolding events. Once again, there's front-to-back coverage of global issues in strategic management, prominent treatment of ethical and social responsibility issues, and margin notes in every chapter that highlight basic concepts, strategic management principles, and kernels of wisdom. Extensive rewriting to sharpen the presentations in every chapter has allowed us to include the new material and still cover everything in less than 365 pages—something that readers and adopters ought to welcome, given the jam-packed content of the course.

Specific Chapter Modifications and Content Improvements

While the overall chapter organization continues to parallel that of the last several editions, we've made a number of noteworthy changes in chapter content and topical emphasis:

- Chapters 1 and 2 contain fresh presentations on the importance of a clear, motivating strategic vision, stretch objectives, and rapid adaptation of strategy to newly unfolding market conditions and customer expectations. We continue to place strong emphasis on how and why a company's strategy emerges from (a) the deliberate and purposeful actions of management and (b) as-needed reactions to unanticipated developments and fresh competitive pressures. The material in Chapter 1 underscores even more strongly that a company's strategic plan is a collection of strategies devised by different managers at different levels in the organizational hierarchy and builds a case for why all managers are on a company's strategy-making, strategy-implementing team. The worldwide organizational shift to empowered employees and managers makes it imperative for company personnel to be "students of the business" and skilled users of the concepts and tools of strategic management.
- Together, the material in Chapter 3, "Industry and Competitive Analysis" and Chapter 4, "Evaluating Company Resources and Competitive Capabilities," create the understanding for why managers must carefully match company strategy both to industry and competitive conditions and to company resources and capabilities. The role of Chapter 3 is to set forth the now familiar analytical tools and concepts of industry and competitive analysis and demonstrate the importance of tailoring strategy to fit the circumstances of a company's industry and competitive environment. The role of Chapter 4 is to establish the equal importance of doing solid company situation analysis as a basis for matching strategy to organizational resources, competencies, and competitive capabilities.

- Chapter 4 has been thoroughly overhauled and contains a full-blown discussion of all the concepts and analytical tools required to understand why a company's strategy must be well matched to its internal resources and competitive capabilities. The roles of core competencies and organizational resources and capabilities in creating customer value and helping build competitive advantage have been given center stage in the discussions of company resource strengths and weaknesses. SWOT analysis has been recast as a tool for assessing a company's resource strengths and weaknesses. There are new sections on determining the competitive value of specific company resources and assets and on selecting the competencies and capabilities having the biggest competitive advantage potential. The standard tools of value-chain analysis, strategic cost analysis, benchmarking, and competitive strength assessments, however, continue to have a prominent role in the methodology of evaluating a company's situation—they are an essential part of understanding a company's relative cost position and competitive standing vis-à-vis rivals.
- Chapter 5 contains a major new section on using cooperative strategies to build competitive advantage. Chapter 6 features a new section on competing in industry situations characterized by rapid-fire technological change, short product life-cycles, frequent moves by competitors, and/or rapidly evolving customer requirements and expectations. It also includes more extensive discussions of strategic alliances to enhance a company's competitiveness in both high velocity markets and in global markets.
- We continue to believe that global competition and global strategy issues are best dealt with by integrating the relevant discussions into each chapter rather than partitioning the treatment off in a separate chapter. The globalization of each chapter, a prominent feature of the two previous editions, is carried over and strengthened in this edition, plus we've added more illustration capsules to highlight the strategies of non-U.S. companies.
- We have recast our analytical treatment of corporate diversification strategies in Chapters 7 and 8, eliminating much of the attention formerly given to drawing business portfolio matrixes and, instead, putting the analytical emphasis on (1) assessing industry attractiveness, (2) evaluating the company's competitive strength in each of its lines of business, (3) appraising the degree of strategic fits among a diversified company's different businesses, and (4) appraising the degree of *resource fit* among the different businesses. You'll find a very strong resource-based view of the firm in the recommended methodology for evaluating the pros and cons of a company's diversification strategy. Chapter 8 continues to incorporate analytical use of the industry attractiveness/business strength portfolio matrix because of its conceptual soundness and practical relevance, but we have abandoned coverage of the flawed growth-share matrix and the little-used life-cycle matrix.
- The three-chapter module (Chapters 9–11) on strategy implementation features a solid, compelling conceptual framework structured around (1) building the resource strengths and organizational capabilities needed to execute the strategy in competent fashion; (2) developing budgets to steer ample resources into those value-chain activities critical to strategic success; (3) establishing strategically appropriate policies and procedures; (4)

instituting best practices and mechanisms for continuous improvement; (5) installing information, communication, and operating systems that enable company personnel to carry out their strategic roles successfully day-in and day-out; (6) tying rewards and incentives tightly to the achievement of performance objectives and good strategy execution; (7) creating a strategy-supportive work environment and corporate culture; and (8) exerting the internal leadership needed to drive implementation forward and to keep improving on how the strategy is being executed.

- The eight-task framework for understanding the managerial components of strategy implementation and execution is explained in the first section of Chapter 9. The remainder of Chapter 9 focuses on building an organization with the competencies, capabilities, and resource strengths needed for successful strategy execution. You'll find welcome coverage of what it takes for an organization to build and enhance its competencies and capabilities, develop the dominating depth in competence-related activities needed for competitive advantage, and forge arrangements to achieve the necessary degree of collaboration and cooperation both among internal departments and with outside resource providers. There is much-expanded treatment of the task of building resource strengths through collaborative alliances and partnerships. We've continued the coverage initiated in the last two editions concerning the pros and cons of outsourcing noncritical activities, downsizing and delayering hierarchical structures, employee empowerment, reengineering of core business processes, and the use of cross-functional and self-contained work teams. The result is a powerful treatment of building resource capabilities and structuring organizational activities that ties together and makes strategic sense out of all the revolutionary organizational changes sweeping through today's corporations. So far, the efforts of companies across the world to organize the work effort around teams, reengineer core business processes, compete on organizational capabilities (as much as on differentiated product attributes), and install leaner, flatter organization structures are proving to be durable, fundamental additions to the conventional wisdom about how to manage and valuable approaches for improving the caliber of strategy execution.
- As before, Chapter 10 surveys the role of strategy-supportive budgets, policies, reward structures, and internal support systems and explains why the benchmarking of best practices, total quality management, reengineering, and continuous improvement programs are important managerial tools for enhancing organizational competencies in executing strategy. Chapter 11 continues to deal with creating a strategy-supportive corporate culture and exercising the internal leadership needed to drive implementation forward. There's coverage of strong versus weak cultures, low performance and unhealthy cultures, adaptive cultures, and the sustained leadership commitment it takes to change a company with a problem culture, plus sections on ethics management and what managers can do to improve the caliber of strategy execution.
- There are 17 new or revised illustration capsules.

The use of margin notes to highlight basic concepts, major conclusions, and "core" truths was well received in earlier editions and remains a visible feature of this edition. The margin notes serve to distill the subject matter into concise princi-

ples, bring the discussion into sharper focus for readers, and point them to what is important.

Diligent attention has been paid to putting life into the explanations and to improving clarity and writing style. We've tried to take dead aim on creating a text presentation that is crisply written, clear and convincing, interesting to read, comfortably mainstream, and as close to the frontiers of theory and practice as a basic textbook should be.

THE CASE COLLECTION IN THE TENTH EDITION

The 34 cases in this edition include 22 new cases not appearing in any of our previous editions, 8 cases from the ninth edition, and 4 carryover cases from the eighth edition. We've tried to strike a good balance between fresh cases, previously used cases that are still timely and very much on-target with respect to the issues, and proven favorites. To highlight the close linkage between the cases and strategic management concepts, we have grouped the cases under five chapter-related and topical headings. In the Section A grouping are five cases spotlighting the role and tasks of the manager as chief strategy-maker and chief strategy-implementer; these cases—America Online, Ben & Jerry's Homemade, Intel, The Fudge Cottage, and Cineplex Odeon (B)—provide convincing demonstration of why the discussions in Chapters 1 and 2 are relevant to a company's long-term market success. Section B contains a 13-case grouping where the central issues deal with analyzing industry and competitive situations and crafting business-level strategy; these cases call upon students to apply the text material in Chapters 3–6. In Section C are four cases involving strategy assessments and strategy-making in diversified companies that make nice follow-ons to the coverage in Chapters 7 and 8. There are nine cases in Section D, all revolving around the managerial challenges of implementing strategy and giving students an opportunity to apply the concepts presented in Chapters 9–11. Section E contains three cases highlighting the links between strategy, ethics, and social responsibility.

The case line-up in this tenth edition reflects our steadfast preference for cases that feature intriguing products and companies and that are capable of sparking both student interest and lively classroom discussions. At least 19 of the cases involve high-profile companies, products, or people that students will have heard of, know about from personal experience, or can easily identify with. The America Online, Intel, and Acer Computer cases will provide students with insight into the special demands of competing in industry environments where technological developments are an everyday event, product life-cycles are short, and competitive maneuvering among rivals comes fast and furious. At least 16 of the cases involve situations where company resources and competitive capabilities play as much a role in the strategy-making, strategy-implementing scheme of things as do industry and competitive conditions. Indeed, we made a special effort to ensure that the cases selected for this edition demonstrated the relevance of the resource-based view of the firm. Scattered throughout the lineup are 11 cases concerning non-U.S. companies, globally competitive industries, and/or cross-cultural situations; these cases, in conjunction with the globalized content of the text chapters, provide ample material for linking the study of strategic management tightly to the ongoing globalization of the world economy—in proper keeping with AACSB standards. You'll also find 5 cases where the central figures are women, 9 cases dealing with the strategic problems of family-owned or relatively small entrepreneurial businesses, and 18 cases involving public

companies about which students can do further research in the library or on the Internet. Six of the cases (America Online, Ben & Jerry's, Callaway Golf, Nintendo vs. SEGA, Bama Pie, and Food Lion) have videotape segments that either are available from the publisher or can be ordered from other sources.

The case researchers whose work appears in this edition have done an absolutely first-class job of preparing cases that contain valuable teaching points, that illustrate the important kinds of strategic challenges managers face, and that allow students to apply the tools of strategic analysis. We believe you will find the tenth edition's collection of 34 cases exceptionally appealing, eminently teachable, and very suitable for drilling students in the use of the concepts and analytical treatments in Chapters 1 through 11. It is an unusually attractive and stimulating case lineup from beginning to end.

COMPANY WEB SITE ADDRESSES AND USE OF THE INTERNET

Following Chapter 11 and prior to Case 1, we have once again included "A Guide to Case Analysis" that gives students positive direction in what case method pedagogy is all about and offers suggestions for approaching case analysis. To this discussion, we have added a section on how to use the Internet and various online services to (1) do further research on an industry or company, (2) obtain a company's latest financial results, and (3) get updates on what has happened since the case was written. The information available on the Internet is exploding at a rapid-fire pace. We think students will find our list of information-laden Web sites and the accompanying suggestions of how to use the various search engines a time-saving and valuable assist in running down the information they are interested in. To further facilitate student use of the Internet, we have included company Web site addresses at appropriate locations in the cases themselves. Alternatively, students can link directly to company Web sites by going to the student section of the Web page for the text (www.mhhe.com/thompson).

THE STRAT-TUTOR SOFTWARE SUPPLEMENT FOR STUDENTS

Available with the tenth edition is a second-generation software option called Strat-TUTOR that is, in effect, a full-fledged, computer-assisted, interactive study guide for the whole text. Strat-TUTOR has two main sections:

- A series of self-tests that students can use to measure their comprehension, chapter-by-chapter, of the material presented in the text.
- Study questions for each of the 34 cases in the tenth edition, plus a set of custom-designed case preparation guides for 17 of the cases that lead students through the needed analysis, provide number-crunching assistance, and tutor students in use of the concepts and tools presented in the chapters.

The Self-Testing Feature

The test section of Strat-TUTOR contains (1) a 25-question self-test for each text chapter, (2) a 50-question self-exam covering the material in Chapters 1–6, and (3) a 50-question self-exam covering the material in Chapters 7–11. The 11 chapter tests

consist of an assortment of true-false, fill-in-the-blank, and challenging multiple answer questions that cover the text presentation rather thoroughly. These tests were deliberately made demanding (given their “open book” nature) so as to require careful reading and good comprehension of the material. When the student completes each test, Strat-TUTOR automatically grades the answers, provides a test score, posts the test score in the student’s personal “grade book,” indicates the questions with wrong answers, and directs students to the text pages where the correct answers can be found. Questions incorrectly answered can be attempted as many times as needed to arrive at the right answer. In addition, we created conventional (single-answer) multiple-choice tests covering Chapters 1–6 (50 questions) and Chapters 7–11 (50 questions) that students can use to prepare for in-class exams given by the instructor.

Used properly and in conjunction with each other, we think these tests will provide students with a welcome and effective way to gauge their readiness for the course instructor’s own examinations on the 11 chapters. *None of the questions on Strat-TUTOR correspond to those on the instructor’s test bank.*

The Study Questions and Case Preparation Guides

We’ve all experienced poor and uneven student preparation of cases for class discussion. Sometimes it’s because of inadequate effort, but more often it is because of confusion over exactly what analysis to do and/or inexperience in using the tools of strategic analysis to arrive at solid recommendations. To give students some direction in what to think about in preparing a case for class, Strat-TUTOR provides study questions for all 34 cases in the tenth edition. To help them learn how to use the concepts and analytical tools properly, there’s an interactive guide (not a solution!) for use in preparing 17 of the cases. Each study guide has been tailored to fit the specific issues/problems and analytical requirements posed by the case. We have scrupulously avoided creating one generic study guide because cases in strategic management cut across a broad range of issues/problems and entail diverse analytical requirements (strategy analysis in single-business situations is fundamentally different from strategy analysis of diversified companies; cases where the spotlight is on developing a strategy are fundamentally different from cases where the main issues revolve around strategy implementation and execution).

The Strat-TUTOR case preparation guides provide:

- *Study questions* to trigger the process of thinking strategically and to point students toward the analysis needed to arrive at sound recommendations.
- *A series of interactive screens that coach students in the use of whatever analytical tools are appropriate*—whether it be five-forces analysis, strategic group mapping, identification of key success factors, SWOT analysis, value chain analysis, competitive strength assessments, construction of a business portfolio matrix, industry attractiveness assessments, or strategic fit matchups.
- *Follow-on questions* to prod students to think clearly about what conclusions flow from their analysis.
- *Calculations of financial ratios, compound average growth rates, common-size income statements and balance sheets, and any other statistics useful in evaluating industry data, company financial statements, and company operating performance.*