

<<战略管理>>

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## <<战略管理>>

### 内容概要

《战略管理理论与案例(第9版)(英文版)》是目前市场上最受教师和学生以及企业界欢迎的战略管理教材。

《战略管理理论与案例(第9版)(英文版)》在教学方法上强调概念的整体性和关联性，分战略管理导论、竞争优势、战略制定和战略实施4个部分对战略管理理论展开论述。

第5部分战略管理案例帮助读者理解真实企业面临的战略挑战以及如何在相互冲突的选择中进行权衡与取舍。

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作者简介

加雷斯·R·琼斯 (Gareth R. Jones) 琼斯教授是著名的组织行为与组织理论学者，现任美国得克萨斯A&M大学梅斯商学院管理学教授，其研究方向为战略管理和组织理论，并因把交易成本理论分析应用于解释各种战略行为而闻名。

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版权页：插图：Output Control Output control is a system in which strategic managers estimate or forecast appropriate performance goals for each division, department, and employee and then measure actual performance relative to these goals. Often a company's reward system is linked to performance on these goals, so output control also provides an incentive structure for motivating employees at all levels in the organization. Goals keep managers informed about how well their strategies are creating a competitive advantage and building the distinctive competencies that lead to future success. Goals exist at all levels in an organization. Divisional goals state corporate managers' expectations for each division concerning performance on dimensions such as efficiency, quality, innovation, and responsiveness to customers. Generally, corporate managers set challenging divisional goals to encourage divisional managers to create more effective strategies and structures in the future. At Liz Claiborne, for example, each division is given clear performance goals to achieve, and divisional managers are given considerable autonomy to formulate a strategy to meet these goals. Output control at the functional and individual levels is a continuation of control at the divisional level. Divisional managers set goals for functional managers that will allow the division to achieve its goals. As at the divisional level, functional goals are established to encourage the development of generic competencies that provide the company with a competitive advantage, and functional performance is evaluated by how well a function develops a competency. In the sales function, for example, goals related to efficiency (such as cost of sales), quality (such as number of returns), and customer responsiveness (such as the time needed to respond to customer needs) can be established for the whole function. Finally, functional managers establish goals that individual employees are expected to achieve to allow the function to achieve its goals. Sales personnel, for example, can be given specific goals (related to functional goals) that they are required to achieve. Functions and individuals are then evaluated on the basis of achieving or not achieving their goals; in sales, compensation is commonly pegged to achievement. The achievement of these goals is a sign that the company's strategy is working and meeting organizational objectives. The inappropriate use of output control can promote conflict among divisions. In general, setting across-the-board output targets, such as ROIC targets for divisions, can lead to destructive results if divisions single-mindedly try to maximize divisional ROIC at the expense of corporate ROIC. Moreover, to reach output targets, divisions may start to distort the numbers and engage in strategic manipulation of the figures to make their divisions look good—which increases bureaucratic costs.<sup>22</sup>

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