

<<组织战略管理>>

图书基本信息

书名：<<组织战略管理>>

13位ISBN编号：9787810443951

10位ISBN编号：781044395X

出版时间：1998-04

出版时间：东北财经大学出版社

作者：哈里森(美)

版权说明：本站所提供下载的PDF图书仅提供预览和简介，请支持正版图书。

更多资源请访问：<http://www.tushu007.com>

## <<组织战略管理>>

### 内容概要

#### 内容提要

本书从组织与股东的角度审视战略管理，系统讲述了战略管理的基本原理与技术方法，并精选了来自11个不同行业（领域）的30项典型案例，逐一进行分析和评述，为造就未来企业高层决策人员提供了一个全面、系统、合理、实用的理论框架和知识体系。

本书被包括多所一流大学在内的100多所大学采用。

作为“战略管理”课题的核心教材。

<<组织战略管理>>

作者简介

作者简介

杰夫利.S.哈里森，佛罗里达中部大学教授。

卡隆.H.圣约翰，克伦森大学教授。

书籍目录

Preface

PART I

STRATEGIC MANAGEMENT AND ENVIRONMENTAL ANALYSIS

Chapter 1

Stakeholders and the Strategic Management Process

Chapter 2

The Broad Environment

Chapter 3

The Operating Environment and External Stakeholders

PART2

ORGANIZATIONAL ANALYSIS AND STRATEGIC DIRECTION

Chapter 4

The Internal Environment and Competitive Advantage

Chapter 5

Strategic Direction

PART3

STRATEGY FORMULATION

Chapter 6

Business-Level Strategy

Chapter 7

Corporate-Level Strategy

PART4

STRATEGY IMPLEMENTATION AND CONTROL

Chapter 8

Strategy Implementation

Chapter 9

Strategic Control

Chapter 10

Corporate Restructuring

Case Note:

Preparing a Case Analysis

CASES

PART 1 PREFACE

Chapter 1 STRATEGIC MANAGEMENT AND ENVIRONMENTAL ANALYSIS

Stakeholders and the Strategic Management Process

THE STRATEGIC MANAGEMENT PROCESS

Strategic Insight 1.1 The Increasing Importance of Strategic Management

Environmental and Organizational Analysis

Strategic Direction

Strategy Formulation

Strategy Implementation and Control

Strategic Application 1.1 Identifying the Strategic Management Process

Strategic Restructuring

## ALTERNATIVE PERSPECTIVES ON STRATEGY DEVELOPMENT

### STAKEHOLDER ANALYSIS AND MANAGEMENT

Strategic Insight 1.2 Stonyfield Farm Saved from Demise Through Innovative Use of Stakeholders

Stakeholder Analysis

Stakeholder Management

### THE CASE FOR GOING GLOBAL

Strategic Insight 1.3 Management Differences Across the United States, Europe, and Japan

Chapter 2 The Broad Environment

### ASSESSMENT OF THE BROAD ENVIRONMENT

Sociocultural Forces

Strategic Insight 2.1 Eliminating Waste Makes Bottom-Line Sense

Global Economic Forces

Technological Forces

Global Political and Legal Forces

Strategic Insight 2.2 Golfing Conglomerate Forgets to Check with Regulators

Foreign Environments 38

Strategic Insight 2.3 Need a Friend in Asia! Try the Singapore Connection

### COLLECTING INFORMATION ON THE BROAD ENVIRONMENT

Strategic Application 2.1 Examples of Questions to Ask About a Potential Foreign Market

Strategic Application 2.2 Assessment of the Broad Environment

Chapter 3 The Operating Environment and External Stakeholders

### ASSESSMENT OF THE OPERATING ENVIRONMENT

External Stakeholders and Environmental Uncertainty

Strategic Management of Organizations and Stakeholders: Concepts and Cases

Competitive Forces

Strategic Application 3.1 Abbreviated Example of the Five Forces in the Brewing Industry

### MANAGING AND PARTNERING WITH EXTERNAL STAKEHOLDERS

Traditional Stakeholder Management Techniques

Strategic Partnering

Strategic Insight 3.2 International Rivals Join Forces in Major Alliances

### PART 2 ORGANIZATIONAL ANALYSIS AND STRATEGIC DIRECTION

Chapter 4 The Internal Environment and Competitive Advantage

### INTERNAL STAKEHOLDERS AS COMPETITIVE RESOURCES

The Chief Executive and Organization Managers

Strategic Insight 4.1 America's Most Successful Businesswomen

Strategic Insight 4.2 Sam Walton: A Visionary Leader

Owners

Employees and Human Resource Management

Strategic Insight 4.3 Effective Human Resource Management Leading to Competitive Advantage

Strategic Insight 4.4 Analyzing Geographically Diverse Employees

Strategic Application 4.1 Conducting a Cultural Audit

### INTERNAL RESOURCES AND COMPETITIVE ADVANTAGE

Strategic Application 4.2 Competitive Resources Associated with Internal Stakeholders .

Uniquely Valuable Resources

Financial Resources

Value-Creating Activities

APPENDIX: AGENCY PROBLEMS: CONSEQUENCES AND PREVENTIONS

Executive Compensation

Short-Run versus Long-Run Decision Making

Agency and Growth

Agency and Boards of Directors

Chapter 5 Strategic Direction

ESTABLISHMENT OF STRATEGIC DIRECTION

Organizational Mission

Business Definition

Organizational Vision

Strategic Insight 5.1 TLC Group Uses Tragedy As an Opportunity for Redefining Its Business

Enterprise Strategy and Ethics

Strategic Application 5.1 Applying the Ethical Theories to an Ethical Dilemma

Strategic Insight 5.2 Daw Coming's Ethics Audit Process

Strategic Insight 5.3 Is the Japanese Market Open to Foreign Companies?

Strategic Application 5.2 Identification of Strategic Direction

ATTITUDE TOWARD GROWTH

Growth Strategies

Strategic Insight 5.4 Culligan Water Conditioning Expands Its Scope

Stability Strategies

INTERNATIONAL EXPANSION AND STRATEGIC DIRECTION

PART 3 STRATEGY FORMULATION

Chapter 6 Business-Level Strategy

GENERIC BUSINESS STRATEGIES

Cost Leadership

Strategic Insight 6.1 Chaparral Steel Unleashes Worker to Cut Costs

Differentiation

Best Cost

Focus

Strategic Insight 6.2 Norton Manufacturing Focuses on Precision Crankshafts

GLOBAL BUSINESS STRATEGY

Strategic Application 6.1 Analysis of Business-Level Strategies

Global Product/Market Approach

Strategic Insight 6.3 Porter's Competitive Advantage of Nations

Global Expansion Tactics

Enhancing Global Business-Level Strategy

POSITIONING COMPETITIVE STRATEGIES IN A DYNAMIC ENVIRONMENT

Chapter 7 Corporate-Level Strategy

DEVELOPMENT OF CORPORATE-LEVEL STRATEGY

Concentration

Vertical Integration

Diversification

Strategic Insight 7.1 Hitachi's Unrelated Diversification Strategy

Strategic Insight 7.2 Grand Metropolitan's Related Diversification Strategy

Corporate-Level Core Capabilities

Strategic Insight 7.3 Novell's Corporate-Level Tactics

#### DIVERSIFICATION METHODS

Internal Venturing

Acquisitions

Strategic Alliances

Strategic Application 7.1 Diversification Strategy Impact Analysis

#### APPENDIX: PORTFOLIO MODELS FOR SELECTION OF BUSINESSES AND INVESTMENT PRIORITIES

Boston Consulting Group Matrix

General Electric Business Screen

Strategic Application 7A.1 Assessing Industry Attractiveness

Strategic Application 7A.2 Assessing Competitive Position

#### PART 4 STRATEGY IMPLEMENTATION AND CONTROL

Chapter 8 Strategy Implementation

#### FUNCTIONAL STRATEGIES

Strategic Application 8.1 Evaluating Activities Using the Value Chain

Strategic Insight 8.1 An Example of Integrated, Interdependent Activity Management-

The Just-in-Time Philosophy

#### MARKETING STRATEGY

Strategic Insight 8.2 Wallace Co., Inc., Wins Malcolm Baldrige National Quality Award after

Redesign of Functional Strategies

Operations Strategy

Research and Development Strategy

Information Systems Strategy

Human Resources Strategy

Financial Strategy

Managing Functional Strategies

#### STRUCTURING TO SUPPORT STRATEGY

Strategic Application 8.2 Conducting a Functional Strategy Audit

Business-Level Structures

Strategic Insight 8.3 A Change in Organizational Structure at TransAmerica Telemarketing

Inc., Improves Customer Service

Corporate-Level Structures

Strategic Insight 8.4 Strategic Business Unit Structure at Johnson & Johnson

Chapter 9 Strategic Control

#### DEVELOPMENT OF STRATEGIC CONTROL SYSTEMS

Designing a Strategic Control System

Determination of Control Factors

Strategic Insight 9.1 Lifeline Systems Implements TQM

Strategic Application 9.1 A Sample Scorecard for "Keeping Score with Stakeholders"

#### ELEMENTS OF A STRATEGIC CONTROL SYSTEM

Feedforward Controls

Feedback Control Systems

Concurrent Controls

Combining Control Elements

#### CRISIS PREVENTION AND MANAGEMENT

Strategic Application 9.2 Crisis Management Strategic Checklist

Chapter 10 Corporate Restructuring

REORIENTATION THROUGH RESTRUCTURING

Refocusing Corporate Assets

Retrenchment

Strategic Insight 10.1 Voices of Suroivors: Words That Downsizing CEOs Should Hear

Chapter XI Reorganization

Leveraged Buyouts

Strategic Insight 10.2 FM Corporation Survives Chapter XI

Strategic Insight 10.3 Kelly Truck Line-A Small LBO That Worked

Changes to Organizational Design

Combined Restructuring Approaches

Strategic Insight 10.4 Internatwnal Harvester's Restructuring Process

REORIENTATION THROUGH CONTINUOUS LEARNING

Strategic Application IO.I Restructuring Impact Analysis for a Large, Diversified Firm

THE CHALLENGE OF THE FUTURE

Strategk insight 10.5 Learning Profile of a Learning Organization

Case Note : Preparing a Case Analysis Case Note-I

STRUCTURING AN ENVIRONMENTAL ANALYSIS Case Note-S

Industry Analysis Case Note-3

External Stakeholders and the Broad Environment Case Note-4

Strategic Issues Facing the Industry Case Note-5

STRUCTURING AN ORGANIZATIONAL ANALYSIS Case Note-6

Evaluation of the Internal Environment Case Note-6

identification of Resources and Capabilities Case Note-7

Performance Evaluation Case Note-8

Sources of Competitive Advantage Case Note-8

DEVELOPING A STRATEGIC PLAN Case Note-9

Strategic Direction and Major Strategies Case Note-9

Evaluation of Opportunities and Recommendations Case Note-IO

Strategic Application A.I A Payoff Matrix Approach to Evaluating Opportunities Case Note-II

Implementation and Control Case Note-II

CASES

Part1 Agricultural Products

CASE I DIBRELL BROTHERS, INC. C-I

David W. Grigsby and Lester A. Hudson

CASE 2 PERDUE FARMS INC.--1995 C-I9

George C. Rubenson, Frank M. Shipper and Jean M. Hanebury

Part2 Automobile Industry

CASE 3 ELECTRIC VEHICLES: MACROENVIRONMENTAL CONDITIONS FOR INDUSTRY

REJUVENATION C-32

Robert N. McGrath

CASE 4 THE GENERAL MOTORS CORPORATION IN 1995 C-42

Stephen J. Snyder and E. Brian Peach

CASE 5 U.S. ELECTRICAR C-60

Robert N. McGrath

Part3 Communications

CASE 6 NTN COMMUNICATIONS, INC.-INTERACTIVE TELEVISION: THE FUTURE IS NOW C-71

Julie Driscoll, Alan N. Hoffman, Alison Rude, Carol Rugg, and Bonnie Silveria



<<组织战略管理>>

CASE 7 XEL COMMUNICATIONS INC. (A) C-80

Robert P. McGowan and Cynthia V. Fukami

CASE 8 XEL COMMUNICATIONS, IIMC. (0: FORMING A STRATEGIC PARTNERSHIP C-97

Cynthia V. Fukami and Robert P. McGowan

Part4 Computers and Software

CASE 9 HAMILTON TECHNOLOGIES, IINC. C-103

John A. Seeger, John H. Friar, and Raymond M. Kinnunen

CASE IO IBM REBORN: RESTRUCTURING A SLUGGISH COMPUTER INDUSTRY GIANT C-124

William C. House

Part5 Consumer Products (Miscellaneous)

CASE II HARLEY-DAVIDSON C-132

Nabil A. Ibrahim

CASE 12 RUBBERMAID INCORPORATED: BEYONDGAULT C-148

Bernard A. Deitzer, Susan Hanlon, Alan G. Krigline, and Thomas C. Peterson

CASE 13 WHIRLPOOL'S QUEST FOR GLOBAL LEADERSHIP C-172

Arieh A. Ullmann

Part6 Diversified Firms

CASE 14 BOMBARDIER IN THE 1990s C-192

Joseph Lampel and famal Shamsie

CASE 15 EASTMAN KODAK COMPANY C-206

James A. Kidney

CASE 16 TEXTRON INC. AND THE CESSNA 172 C-219

Robert N. McGrath, Blaise P. Waguespack, Jr, and George A. Wrigley

Part7 Entertainment Products and Services

CASE 17 CARMIKE CINEMAS, INC, iN 1995 C-231

Tracy Robertson Kramer and Marilyn L. Taylor

CASE 18 CINEPLEX ODEON: BACK TO THE FUTURE C-246

Joseph Lampel and Jamal Shamsie

CASE 19 NINTENDO VERSUS SEGA (A): THE VIDEOGAME INDUSTRY C-259

Romuald A. Stone

CASE 20 NINTENDO VERSUS SEGA (B): THE VIDEOGAME WARS C-286

Romuald A. Stone

Part8 Specialty Food and Beverage

CASE 21 BEN & JERRY'S HOMEMADE INC.: "Yo! I'M YOUR CEO !C-297

Katherine A. Auer and Alan N. Hoffman

CASE 22 BROOKLYN BREWERY, LTD.: THE BEER INDUSTRY C-312

Robert J. Mockler, Narasimhaswamy Banavara, Alfred Sturup and Dorothy G. Dologite

Part9 Health Care

CASE 23 INVACARE CORPORATION, 1997 C-341

Walter E. Greene

CASE24 PERRIGO COMPANY C-354

Ram Subramanian

CASE 25 BIOMET, INC.--1996 C-366

Peter Schoderbek

Part10 Retailing

CASE 26 DAYTON HUDSON CORPORATION C-375

Jan Zahrly, Marshall Foote, Troy Gleason Aaron Martin, Brent Olson

and Brian Wavra

CASE 27 NORDSTROM INC., 1996 C-383

Stephen E. Barndt

Paer11 PSpecial Stakeholder Issues

CASE 28 THE IRAN-CONTRA AFFAIR (A): "WILL NO ONE RID ME OF THB TROUBLESOME  
PRIEST?" C-403

Steven J. Maranville

CASE 29 COLUMBIA COLLEGE AND LEADERSHIP POR WOMEN C-413

Michael F. Welsh

CASE 30 ASHLAND OIL AND THE TRI-CmES: TENSION ON THE RIVER 0-422

Brian K. Burton and W. Harvey Hegarty

GLOSSARY G-I

INDEX 1-1

版权说明

本站所提供下载的PDF图书仅提供预览和简介，请支持正版图书。

更多资源请访问:<http://www.tushu007.com>