



Pearson International Edition

Strategic Management | **A Dynamic Perspective**

Concepts and Cases

Mason A. Carpenter

Wm. Gerard Sanders

BRIEF CONTENTS

- PART ONE** **STRATEGY AND STRATEGIC LEADERSHIP IN DYNAMIC TIMES**
- 1 Introducing Strategic Management 2
 - 2 Leading Strategically Through Effective Vision and Mission 26
- PART TWO** **THE INTERNAL AND EXTERNAL ENVIRONMENT OF STRATEGY**
- 3 Examining the Internal Environment: Resources, Capabilities, and Activities 60
 - 4 Exploring the External Environment: Macro and Industry Dynamics 86
- PART THREE** **BUSINESS, CORPORATE, AND GLOBAL STRATEGIES**
- 5 Creating Business Strategies 122
 - 6 Crafting Business Strategy for Dynamic Contexts 150
 - 7 Developing Corporate Strategy 184
 - 8 Looking at International Strategies 212
- PART FOUR** **STRATEGY VEHICLES FOR NEW DIRECTIONS**
- 9 Understanding Alliances and Cooperative Strategies 246
 - 10 Studying Mergers and Acquisitions 274
- PART FIVE** **IMPLEMENTATION, NEW VENTURES, AND GOVERNANCE IN DYNAMIC CONTEXTS**
- 11 Employing Strategy Implementation Levers 302
 - 12 Considering New Ventures and Corporate Renewal 336
 - 13 Corporate Governance in the Twenty-First Century 366
- PART SIX** **CASE STUDIES: PULLING IT ALL TOGETHER**
- 1 Kmart—Fall of a Retailing Giant 402
 - 2 Charlotte Beers at Ogilvy & Mather Worldwide (A) 412
 - 3 Trilogy Farm (A) 426
 - 4 The Formula One Constructors 433
 - 5 Prince Edward Island Preserve Co. 443
 - 6 Carrefour vs. Wal-Mart: The Battle for Global Retail Dominance 454
 - 7 The Chinese Fireworks Industry 476
 - 8 Home Depot's Strategy Under Bob Nardelli 483