



Cases in Strategic Management and Business Policy, Ninth Edition

By Tom Wheelen, J. David Hunger

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This comprehensive text offers an engaging look into new and traditional strategic management topics. Its thorough coverage helps students develop an understanding of the wide range of theories and research available in this field—from competitive strategy and industry analysis to environmental trends and ethics. Integration of international issues throughout provides an essential understanding of global economics and its impact on business activities in any location.

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Editorial Review

From the Back Cover

New Cases

Five new cases dealing with contemporary issues and industries.

- A new case on corporate governance: *McKesson Makes a Deal*
- Two new technology cases: *Palm Computing* and *Handspring*
- A new entrepreneurial venture: *Adrenaline Air Sports*
- A new airline case: *American Airlines*

About the Author

J. David Hunger, Ph.D. (Ohio State University), is Professor of Strategic Management at Iowa State University. He previously taught at George Mason University, the University of Virginia, and Baldwin-Wallace College. His research interests lie in strategic management, corporate governance, and entrepreneurship. He served as Academic Director of the Pappajohn Center for Entrepreneurship at Iowa State University. He worked in brand management at Procter & Gamble Company, as a selling supervisor at Lazarus Department Store, and served as a Captain in U.S. Army Military Intelligence. He has been active as consultant and trainer to business corporations, as well as to state and federal government agencies. He has written numerous articles and cases that have appeared in the *Academy of Management Journal*, *International Journal of Management*, *Human Resource Management*, *Journal of Business Strategies*, *Case Research Journal*, *Business Case Journal*, *Handbook of Business Strategy*, *Journal of Management Case Studies*, *Annual Advances in Business Cases*, *Journal of Retail Banking*, *SAM Advanced Management Journal*, and *Journal of Management*, among others. Dr. Hunger is a member of the Academy of Management North American Case Research Association (NACRA), Society for Case Research (SCR), North American Management Society, World Association for Case Method Research and Application (WACRA), Textbook and Academic Authors Association, and the Strategic Management Society. He is past President of the Society for Case Research and the Iowa State University Board of Directors. He also served as Vice President of the U.S. Association for Small Business and Entrepreneurship (USASBE). He is currently serving as President of the North American Case Research Association and on the editorial review boards of *SAM Advanced Management Journal*, *Journal of Business Strategies*, *Business Case Journal* and *Current Issues in Management*. He is also a member of the Board of Directors of the North American Case Research Association and the Society for Case Research. He is coauthor with Thomas L. Wheelen of *Strategic Management and Business Policy*, *Essentials of Strategic Management*, *Cases in Strategic Management and Business Policy*, as well as *Concepts in Strategic Management and Business Policy*, and a monograph assessing undergraduate business education in the United States. His textbook *Strategic Management and Business Policy* received the McGuffey Award for Excellence and Longevity in 1999 from the Text and Academic Authors Association. Dr. Hunger received the *Best Case Award* given by the McGrawHill Publishing Company and the Society for Case Research in 1991 for outstanding case development. He is listed in various versions of *Who's Who*, including *Who's Who in the World*. He was also recognized in 1999 by the Iowa State University College of Business with its Innovation in Teaching Award and was elected a Fellow of the Teaching and Academic Authors Association in 2001.

Thomas L. Wheelen, D.B.A., M.B.A., B.S. Cum Laude (George Washington University, Babson College, and Boston College, respectively), **Teaching Experience**: Visiting Professor, Trinity College-University of Dublin (Fall 1999); Professor of Strategic Management, University of South Florida (1983-present); Ralph A. Beeton Professor of Free Enterprise, University of Virginia-McIntire School of Commerce (1985-1981); Professor (1981-1974); Associate Professor (1974-1971); and Assistant Professor (1971-1968); Visiting Professor University of Arizona (1980-1979) and Northeastern University (Summer 1979, 1977, and 1975). **Academic, Industry, and Military Experience**: University of Virginia College of Continuing Education: (1) Coordinator for Business Education (1983-1978, 1976-1971) approved all undergraduate courses offered at seven Regional Centers and approved faculty; (2) Liaison Faculty and Consultant to the National Academy of the FBI Academy (1983-1972); and (3) developed, sold, and conducted over 200 seminars for local, state, and national governments, and companies for McIntire School of Commerce and Continuing Education. *General Electric Company*—various management positions (1965-1961); *U.S. Navy Supply Corps* (SC)—Lt. (SC) USNR—Assistant Supply Officer Aboard Nuclear Support Tender (1960-1957). **Publications**: (1) *Monograph—An Assessment of Undergraduate Business Education in the United States* (with J. D. Hunger), 1980; (2) *Books*—coauthor with J. D. Hunger—five active books: *Strategic Management and Business Policy*, 9th ed. (2004); Cases in *Strategic Management and Business Policy*, 9th ed. (2004); *Concepts in Strategic Management and Business Policy*, 9th ed. (2004); *Strategic Management*, 8th ed. (2002); *Strategic Management and Business Policy*, 8th ed., *International Edition* (2002); and *Essentials of Strategic Management*, 3rd ed. (2003). (3) *Coeditor*—*Developments in Information Systems* (1974) and *Collective Bargaining in the Public Sector* (1977) and (4) *Codeveloper of software—STrategic Financial ANalyzer* (ST. FAN) (1993, 1990, 1989—different versions); (5) *Articles*—authored over 40 articles that have appeared in such journals as the *Journal of Management*, *Business Quarterly*, *Personnel Journal*, *SAM Advanced Management Journal*, *Journal of Retailing*, *International Journal of Management*, and the *Handbook of Business Strategy*. (6) *Cases*—about 200 cases appearing in over 65 text and case books, as well as the *Business Case Journal*, *Journal of Management Case Studies*, *International Journal of Case Studies and Research* and *Case Research Journal*. **Awards**: (1) *Fellow* elected by the Society for Advancement of Management in 2002; (2) *Fellow* elected by North American Case Research Association in 2000; (3) *Fellow* elected by Text and Academic Authors Association in 2000; (4) *1999 Phil Carroll Advancement of Management Award in Strategic Management* from the Society for Advancement of Management; (5) *1999 McGuffey Award for Excellence and Longevity for Strategic Management and Business Policy—6th Edition* from the Text and Academic Authors Association; (6) *1996/97 Teaching Incentive Program Award* for teaching undergraduate strategic management; (7) *Fulbright, 1996-97*, to Ireland but had to turn it down; (8) *Endowed Chair, Ralph A. Beeton Professor*, at University of Virginia (1981-1985); (9) Sesquicentennial Associateship research grant from the Center for Advanced Studies at the University of Virginia, 1979-80; (10) *Small Business Administration* (Small Business Institute) supervised undergraduate team that won *District, Regional III, and Honorable Mention Awards*; and (11) awards for two articles. **Associations**: Dr. Wheelen currently serves on the Board of Directors of Adhia Mutual Fund, Society for Advancement of Management, and on the Editorial Board and the Associate Editor of *SAM Advanced Management Journal*. He served on the Board of Directors of Lazer Surgical Software, Inc, and Southern Management Association and on the Editorial Boards of the *Journal of Management* and *Journal of Management Case Studies*, *Journal of Retail Banking*, *Case Research Journal*, and *Business Case Journal*. He was Vice President of *Strategic Management for the Society for the Advancement of Management*, and President of the *North American Case Research Association*. Dr. Wheelen is a member of the *Academy of Management*, *Beta Gamma Sigma*, *Southern Management Association*, *North American Case Research Association*, *Society for Advancement of Management*, *Society for Case Research*, *Strategic Management Association*, and *World Association for Case Method Research and Application*. He has been listed in *Who's Who in Finance and Industry*, *Who's Who in the South and Southwest*, and *Who's Who in American Education*.

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We wrote *Cases in Strategic Management and Business Policy* to introduce you to strategic management—a field of inquiry that focuses on the organization as a whole and its interactions with its environment. The corporate world is in the process of transformation driven by information technology (in particular the Internet) and globalization. Strategic management takes a panoramic view of this changing corporate terrain and attempts to show how large and small firms can be more effective and efficient not only in today's world, but in tomorrow's as well.

The cases have been class-tested in strategy courses and revised based on feedback from students and instructors. For the most part, the text is unchanged from the eighth edition. The only changes are the additions of Enron, Tyco, and Worldcom examples in Chapter 2 and the inclusion of a glossary of key terms at the back of the book. The first 10 chapters are organized around a strategic management model that prefaces each chapter and provides a structure for both content and case analysis. We emphasize those concepts that have proven to be most useful in understanding strategic decision-making and in conducting case analysis. Our goal was to make the text as comprehensive as possible without getting bogged down in any one area. Endnote references are provided for those who wish to learn more about any particular topic. The primary changes from the eighth edition are the selection of cases. We included new versions of eight popular full-length cases and five entirely new cases. We also added a special category of ten experiential cases called Internet Research Mini-Cases. All of the cases are about actual organizations. The firms range in size from large, established multinationals to small, entrepreneurial ventures, and cover a broad variety of issues. As an aid to case analysis, we propose the strategic audit as an analytical technique.

Objectives

This book focuses on the following objectives, typically found in most strategic management and business policy courses:

- To develop an understanding of strategic management concepts, research, and theories.
- To develop a framework of analysis to enable a student to identify central issues and problems in complex, comprehensive cases; to suggest alternative courses of action; and to present well-supported recommendations for future action.
- To develop conceptual skills so that a student is able to integrate previously learned aspects of corporations.
- To develop an understanding of the global economy and the Internet and their current and potential impact on business activities in any location.
- To develop an understanding of the role of corporate governance in strategic management.
- To develop the ability to analyze and evaluate, both quantitatively and qualitatively, the performance of the people responsible for strategic decisions.
- To bridge the gap between theory and practice by developing an understanding of when and how to apply concepts and techniques learned in earlier courses on marketing, accounting, finance, management, operations, and information systems.
- To improve research capabilities necessary to gather and interpret key environmental data.
- To develop a better understanding of the present and future environments in which corporations must function.
- To develop analytical and decision-making skills for dealing with complex conceptual problems in an ethical manner.

This book achieves these objectives by presenting and explaining concepts and theories useful in understanding the strategic management process. It critically analyzes studies in the field of strategy to

acquaint the student with the literature of this area and to help develop the student's research capabilities. It also suggests a model of strategic management. It recommends the strategic audit as one approach to the systematic analysis of complex organization-wide issues. Through a series of special issue and comprehensive cases, it provides the student with an opportunity to apply concepts, skills, and techniques to real-world corporate problems. The book focuses on the business corporation because of its crucial position in the economic system of the world and in the material development of any society.

Time-Tested Features

This edition contains many of the same features and content that helped make previous editions successful. Some of the features are the following:

- A **strategic management model** runs throughout the first 10 chapters as a unifying concept. (Explained in Chapter 1)
- **Corporate governance** is examined in terms of the roles, responsibilities, and interactions of top management and the board of directors. (Chapter 2) Most of the cases contain information about the company's board of directors and top management.
- **Social responsibility and managerial ethics** are examined in detail in terms of how they affect strategic decision making. (Chapter 2)
- Equal emphasis is placed on **environmental scanning** of the societal environment as well as on the task environment. Topics include forecasting and Miles and Snow's typology in addition to Porter's industry analysis. (Chapter 3)
- **Core and distinctive competencies** are examined within the framework of the resource-based view of the firm. (Chapter 4)
- Internal and external strategic factors are emphasized through the use of specially-designed **EFAS, IFAS, and SFAS tables**. (Chapters 3, 4, and 5)
- Two chapters deal with issues in **strategy implementation**, such as organizational and job design plus strategy-manager fit, action planning, and corporate culture. (Chapters 8 and 9)
- A separate chapter on **evaluation and control** explains the importance of measurement and incentives to organizational performance. (Chapter 10)
- The **strategic audit**, a way to operationalize the strategic decision-making process, provides a tested methodology in case analysis. (Chapter 10)
- Special chapters deal with strategic issues in **managing technology and innovation, entrepreneurial ventures and small businesses, and not-for-profit organizations**. (Chapters 11, 12, and 13, respectively) These issues are often ignored by other strategy textbooks.
- **Suggestions for in-depth case analysis** provide a complete listing of financial ratios, recommendations for oral and written analysis, and ideas for further research. (Chapter 14)
- The **Strategic Audit Worksheet** is based on the time-tested strategic audit and is designed to help students organize and structure daily case preparation in a brief period of time. The worksheet works exceedingly well for checking the level of daily student case preparation—especially for open class discussions of cases. (Chapter 14)
- **Key Theory As It Applies Capsules** in various chapters explain key theories underlying strategic management. This feature adds emphasis to the theories, but does not interrupt the flow of the text material.
- **Projections for the 21st Century** end each chapter by forecasting what the world will be like in 2010.
- An **experiential exercise** focusing on the material covered in each chapter helps the reader to apply strategic concepts to an actual situation.
- A list of **key terms** and the pages in which they are discussed enable the reader to keep track of important concepts as they are introduced in each chapter.
- **Timely, well-researched, and class-tested cases** deal with interesting companies and industries. Many of

the cases are about well-known, publicly held corporations—ideal subjects for further research by students wishing to "update" the cases.

- An **Industry Note for use in industry analysis** of the major home appliance industry is included for use by itself or with the Maytag case.

Features New to This 9th Edition

TEXT

We have incorporated information from some of the recent scandals in corporate governance and business ethics in Chapter 2, Corporate Governance and Social Responsibility. The opening vignette to the chapter now deals with governance issues at Tyco International. A special boxed feature highlights the "whistle blowers" who brought to light the unethical and even criminal practices at Enron and Worldcom.

NEW! We have added a Glossary to the back of the book listing the many key terms and their definitions used within the chapters. Rather than paging through the book to find a particular term, the reader can go to one spot to find the definition and the page location of any important concept and technique.

NEW CASES

We have added five new cases dealing with contemporary issues and industries.

- A new case on corporate governance: McKesson Makes a Deal
- Two new technology cases: Palm Computing and Handspring
- A new entrepreneurial venture: Adrenaline Air Sports
- A new airline case: American Airlines

NEW VERSIONS OF POPULAR CASES

We have updated eight of our most popular cases to make them even more relevant in the classroom.

- Harley-Davidson
- Carnival Cruise Lines
- Reebok
- U. S. Major Home Appliance Industry
- Maytag Corporation
- Kmart
- Wal-Mart
- Arm & Hammer

We have added the address, phone numbers, Web site and stock market symbol for each case of a publicly-held company. This table appears on pages xlvi and xlvii of this book.

Users Review

From reader reviews:

Stephen Louis:

What do you think about book? It is just for students because they are still students or this for all people in

the world, the actual best subject for that? Only you can be answered for that problem above. Every person has various personality and hobby for each and every other. Don't to be pushed someone or something that they don't need do that. You must know how great as well as important the book *Cases in Strategic Management and Business Policy, Ninth Edition*. All type of book would you see on many methods. You can look for the internet methods or other social media.

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Barbara Norwood:

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Amanda Bernard:

As a university student exactly feel bored to be able to reading. If their teacher expected them to go to the library or even make summary for some reserve, they are complained. Just minor students that has reading's spirit or real their interest. They just do what the professor want, like asked to go to the library. They go to there but nothing reading critically. Any students feel that studying is not important, boring and can't see colorful pics on there. Yeah, it is for being complicated. Book is very important for yourself. As we know that on this age, many ways to get whatever we would like. Likewise word says, ways to reach Chinese's country. So , this *Cases in Strategic Management and Business Policy, Ninth Edition* can make you experience more interested to read.

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