MANAGING STRATEGY

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and

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Preface

Since we first started researching and writing about strategic management over ten years ago the topic has developed significantly. In tandem with such developments we have seen an increasing degree of complexity in the business world coupled with a rate of change in organisations that was probably unimaginable over a decade ago.

This poses a problem for authors with regard to what to include in or exclude from a book like this since the literature in the field is now more sophisticated and more comprehensive. Our experience of teaching MBAs and managers is that many conventional texts are too academic, too long (though not necessarily comprehensive) and of little practical value. As a consequence we have decided to try a much more focused approach based not only on some new ideas concerning the content and process of strategy but also on some empirical findings in the area. We believe that this blend of new ideas and empiricism is preferable to merely rehearsing a range of theories. So the focus of the book is on 'doing' strategy and it is designed to be more action orientated.

Strategic management is often used as a final integrating unit in many advanced business and management courses because of a recognition that a 'strategic perspective' is a desirable attribute for all levels of management. This book is primarily aimed at managers who require further insights into the strategy of their organisation. It will also be appropriate for postgraduate and final-year undergraduate strategic management courses.

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