

## Desperately Seeking Synergy Harvard Business Review

Drawing on the work of leading experts in strategy, this collection provides a clear understanding of what strategy is and how it affects organizations. The work combines some of the latest thinking on resource allocation, with models designed for actually building the systems.

This book is about using information in small businesses to compete; it is about strategy and information systems. It examines problems that these businesses face and suggests some solutions. It looks at how strategic planning takes place and how information systems should be designed and developed in line with strategy, from a business rather than a purely technical point of view. The main contribution made is proposing an approach to crafting strategy, designing new business processes and information systems planning that could realistically be used by the average small business, that is one without great knowledge of strategy or information systems, and one that cannot afford to buy in this knowledge. The approach differs from others suggested in the literature in that it emphasises the important role of creativity in the process of creating strategy and in information system design and illustrates where this creativity may come from, it emphasises the importance of getting staff involved and it attempts to lessen the communication problems that exists between business people and information system developers, something that historically has caused problems.

Strategic Management is a modern tool that seeks the determination of long term goals and objectives of a firm, taking various courses of actions to achieve objectives and allocation of resources. Strategic Management has covered almost all the basic aspects that are today required by a firm to get success and development in this dynamic environment. It is one of the most fundamental areas of concern in this contemporary world. Strategic Management got much concern from researchers and experts as it is considered as Critical Success Factor (CSF) for any type of organizations. It is also one among the most relevant field for research and study for students, scholars as well as other researchers. The current book is one such initiative that is equipped with MCQ's on Strategic Management and surely shall help the learners up to greater extent in getting latest knowledge about basis aspects of Strategic Management and in qualifying competitive examination. The book has been written with one prime objective of providing comprehensive knowledge to those students who are eager to qualify UGC NET/SET/SLET and want to join the prestigious teaching profession. The themes on whom various MCQ's have been covered in this book include understanding of Business policy and strategy, Scope of Strategic Management, Levels at which various types of strategies operate, strategic intent and its components, strategic formulation including SWOT analysis, organizational and environmental appraisal, corporate and business level strategies, types of corporate and business level strategies, strategic analysis and choice, resource allocation, interlinkages between strategy formulation and implementation, behavioural and structural implementation, project and procedural implementation, strategic evaluation, process of strategic evaluation, evaluation techniques, strategic and operational control, types of strategic and operational control etc.

Frameworks for Market Strategy helps students understand how to develop and implement a market strategy and how to manage the marketing process. Marketing activity is the source of insight on the market, customers, and competitors and lies at the core of leading and managing a business. To understand how marketing fits into the broader challenge of managing a business, Capon and Go address marketing management both at the business and functional levels. The book moves beyond merely presenting established procedures, processes, and practices and includes new material based on cutting-edge research to ensure students develop strong critical thinking and problem-solving skills for success. In this European edition, Capon and Go have retained the strong framework of the book, but have updated the cases, examples, and discussions to increase the book's relevance for students outside the USA. Key features include: • A strong strategic focus, teaching students how to analyze markets, customers, and competitors to plan, execute, and evaluate a winning market strategy • Practical examples from a range of contexts, allowing students to develop the skills necessary to work in for-profit, public, or non-profit firms • Emphasis on understanding the importance of working across organizational boundaries to align firm capabilities • Full chapters devoted to key topics, including brand management, digital marketing, marketing metrics, and ethical as well as social responsibilities • Focus on globalization with a chapter on regional and international marketing • Multiple choice, discussion, and essay questions at the end of each chapter Offering an online instructor's manual and a host of useful pedagogy – including videos, learning outcomes, opening cases, key ideas, exercises, discussion questions, a glossary, and more – this book will provide a solid foundation in marketing management, both for those who will work in marketing departments, and those who will become senior executives.

Students trying to navigate the strategy jungle may lose sight of the fact that strategic management is about creating value in an organization. Understanding strategic management is a core part of all business qualifications and this textbook brings a new and easy-to-follow understanding of this vital business function. In addition to walking the student through the basics of the subject, the authors provide an array of analytical tools to help facilitate a thorough understanding of strategic management. The book addresses thoroughly the impact of financial markets on a firm's strategic capabilities, as well as looking at other challenging environmental factors. Aided by an array of student-friendly features, such as: learning objectives, 'strategic management in practice' case studies and review questions in each chapter, Strategic Management will help students to excel in their strategic management classes and better prepare them for the real business world. A comprehensive companion website, containing a wealth of supplementary materials for students and lecturers alike, is available at: <http://www.routledge.com/cw/fitzroy>.

Sebastian Knoll suggests that the successful realization of growth synergies is associated with a selective focus on specific growth opportunities, decentralized cross-business collaboration that motivates productive business unit self-interest, and a corporate management approach that guides and balances this self-interest in an evolutionary fashion.

The 'Resource-Based View of the Firm' has emerged over the last fifteen years as one of the dominant perspectives used in strategic management. It addresses the fundamental research question of strategic management: Why it is that some firms persistently outperform others? Resource-Based Theory provides a considered overview of this theory, including the latest developments, from one of the key thinkers in its development. In broad terms it offers an alternative to Michael Porter's approach, focusing more on the competences and capabilities of the firm, rather than its positioning in its chosen markets. Jay B. Barney has long been recognised as one of the leading contributors to the resource-based theory literature. In this book he has collaborated with Delwyn N. Clark to produce the first book to examine the theory in a holistic and in-depth manner. The authors explore not only the applications of the theory in research, teaching, and practice, but also its early roots in traditional economic theory, development and proliferation in the 1990s, and later influence on management thinking.

Provides a concise yet rigorous introduction to strategic management and its contemporary challenges, with multiple examples, case studies and references.

The definitive organization management text for executives and aspiring business leaders Organization: Contemporary Principles and Practices, Second Edition is the completely updated and revised landmark guide to "macro" organization theory and design, fully grounded in current international practice. International management expert John Child explores the conditions facilitating the development of new organizational forms and provides up-to-date coverage of the key developments driving new organization structure and practice. This revised Second Edition includes a new introductory section on Organization Theory as well as a complete Instructor Manual updated with new material on the basic principles of organizational design. With detailed case studies and examples from throughout the UK, Europe, Asia and North America, Organization provides a truly international overview for advanced students and business executives who want to be at the forefront of the evolution in Organization Theory. 21st Century organizations will be faced with entirely new challenges and opportunities than those faced by previous generations, and emerging business leaders must understand the new "macro" realities in order to succeed. Organization will help readers: Understand the "macro" organization, which is distinct from organizational behaviour Explore the way organizations fit into the international business environment and global economy Analyze the way organizational structure and design affect management performance Apply advanced organization theory and principles to day to day management activities Written by one of the foremost scholars, the fully updated Second Edition of this successful text provides executives and advanced business students with a wide-ranging and trustworthy guide to organizations as the conditions for their survival in our global business environment change.

There is a growing interaction between companies and countries, illustrated by a constant flow of trade, capital, and work. With the rapid emergence of other countries with sufficient potential to join the globalization process, it is necessary to provide techniques for managerial planning, organization, and control in an international context. Managerial Competencies for Multinational Businesses is a collection of innovative research on the methods of leadership styles and skills required for managers to be successful in an international company. Highlighting a range of topics, including human resource management, industrial relations, and international careers, this book is ideally designed for senior managers, business professionals, team leaders, and human resource managers seeking current research on the key aspects of managing a company in a developing globalized market.

Good management is a precious commodity in the corporate world. Guide to Management Ideas and Gurus is a straight-forward manual on the most innovative management ideas and the management gurus who developed them. The earlier edition, Guide to Management Ideas, presented the most significant ideas that continue to underpin business management. This new book builds on those ideas and adds detailed biographies of the people who came up with them—the most influential business thinkers of the past and present. Topics covered include: Active Inertia, Disruptive Technology, Genchi Genbutsu (Japanese for "Go and See for Yourself"), The Halo Effect, The Long Tail, Skunkworks, Tipping Point, Triple Bottom Line, and more. The management gurus covered include: Dale Carnegie, Jim Collins, Stephen Covey, Peter Drucker, Philip Kotler, Michael Porter, Tom Peters, and many others.

Globalization has produced opportunities and challenges that countries and firms respond to with a variety of policies and strategies. Approaches that scholars may find intuitively appealing may be considered inappropriate in some contexts. This book highlights the diversity of challenges, opportunities as well as the policy and strategy options that governments and businesses have considered useful in different operational contexts. It brings together research done by scholars at the International Business Centre, Department of Business and Management at Aalborg University, Denmark, and seeks to provide inspiration for further research into some key international business issues. Issues discussed include the following: A\* The role of social capital in the internationalization process of firms. A\* Downstream and upstream aspects of internationalization. A\* Network organizational perspective on globalized innovation processes. A\* Performance assessment in cross-border mergers and acquisitions. A\* The human side of national and firm-level competitiveness. A\* Country-of-origin effect on brand perception. A\* Role of culture international joint venture management. A\* Multiculturalism and strategizing in international firms.

The challenges faced by diversified corporations – firms that operate in more than one industry or market – have changed over the years. There is now a wide range of strategies, including corporate level strategy, to add competitive advantage to these corporations as a whole. In Corporate Level Strategy, Furrer guides the reader in developing the ability to consider the impact of change and other important environmental forces on the opportunities for establishing and sustaining corporate advantage by exploring three fundamental questions: Why are some companies highly specialized, while others embrace a wide range of products, markets and activities? What is the link between scope and performance? What can we say about the management of multi-business firms in terms of structure, management systems and leadership? Replete with case studies and international examples, and featuring a companion website, this incisive book is an ideal read for advanced undergraduate and postgraduate students.

Business Planning and Market Strategy offers students, entrepreneurs, and executives penetrating insights into developing business plans and market strategies that bolster the odds of succeeding in today's highly competitive marketplace. Rather than reduce the planning process to mechanistic, step-by-step instructions, which promote "thinking inside the box," author E.K. Valentin provides practical planning guidelines that encourage creative strategic problem solving. Drawing on both his business experience and the business literature, he explains not only what entrepreneurs and executives should look at when pondering plans and strategies, but also what they should look for. The book's unique applied perspective, sets Business Planning & Market Strategy apart from conventional "how to" planning guides.

In 1999, MCI WorldCom and Sprint agreed to merge. Valued at \$129 billion, this expected transaction was the largest in history. However, it fell victim to regulators in Europe concerned with the potential monopoly power of the merged firm. This M&A action was merely the latest in a growing trend of "blockbuster" mergers over the past several years. Once a phenomenon seen primarily in the United States, mergers and acquisitions are increasingly being pursued across national boundaries. In short, acquisition strategies are among the most important corporate-level strategies in the new millennium. The need for clear, complete, and up-to-date guide to successful mergers and acquisitions had never been greater. This book more than fills that need. Looking at successful—and unsuccessful—mergers and acquisitions in a number of different industries, Mergers and Acquisitions: A Guide to Creating Value explains how to conduct an acquisition and how to avoid pitfalls

that have doomed many such ventures. The authors take the reader step-by-step through the process, starting with the elements of a successful merger, due diligence to ensure that the target firm is sound and fits well with the acquiring firm, and how mergers and acquisitions are financed. They move on to explore how firms find partners/targets for acquisitions that have complementary resources and how to find partners with which integration and synergy can be achieved. Finally, they discuss the potential hazards found in M&A's and how to avoid them, how to conduct successful cross-border acquisitions, and how to ensure that ethical principles aren't breached during the process. Based on 15 years of research, this essential guide goes beyond specific case studies to cover all aspects of these ventures, making it required reading for all managers seeking to build a successful strategy.

Develop with the confidence and innovative skills to lead in today's rapidly changing, turbulent business environment with Daft's market-leading *MANAGEMENT*, 14E. This reader-friendly presentation blends coverage of the latest managerial theories and emerging trends with a strong foundation in best management practices. New personal feedback inventories let you evaluate your strengths while updated engagement exercises and the latest applications guide you in expanding your management competencies, harnessing your creativity and putting theory into practice. Recent research, organized around the four functions of management, helps you look beyond traditional techniques to consider a full breadth of progressive management solutions. In addition, numerous new examples and cases from familiar organizations bring the practice of management into clear focus. Author Richard Daft equips you with new and proven management concepts to achieve exceptional results in your managerial role. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

This is the definitive textbook on strategic planning and management in health care organizations for those pursuing a career in health care in undergraduate, business, and medical schools, and ancillary health professions such as nursing or physician assistant, as well as for established health care professionals, including doctors, who are completing programs and degrees in business administration to prepare themselves for greater involvement in the management of health care delivery. This book features all the basic information on strategic planning and management within the unique context of organizations concerned with the delivery and financing of health care. It notes the singular strategic environment in health care, explaining the special procedures and options available to health care organizations, and providing real-life examples in the form of case studies.

Prepare for management success with this engaging survey of modern management practice. *UNDERSTANDING MANAGEMENT*, 10E, seamlessly integrates classic management principles with today's latest management ideas to create a current market-leading text that you will find captivating. Acclaimed authors Richard Daft and Dorothy Marcic cover management and entrepreneurial issues within small to midsize companies, where you are most likely to begin your career, as well as within larger global enterprises. You'll gain valuable insights into real contemporary business as you examine today's best management practices. This text helps you establish and build on practical skills with engaging examples and numerous skill-building and application exercises in every chapter. Using a streamlined format, this edition takes a close look at how change demands innovation and how innovation requires forward-thinking, flexible leaders and organizations. *UNDERSTANDING MANAGEMENT*, 10E, provides everything you need to become a successful manager who seizes business opportunities and leads change. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

Electronic Inspection Copy available for instructors here 'This is a fantastically well written text which incorporates the latest thinking on strategic management. Striking a balance between theory and application, it is extremely readable and loaded with a wide range of case studies. An essential source for undergraduate, postgraduate and professional courses on strategic management.' Dr Tahir Rashid, Lecturer in Strategy and Marketing, Salford Business School, University of Salford This exciting new textbook is built on the belief that strategic management principles are more straightforward than they seem. Unlike other textbooks, it does not overcomplicate the discussion with enigmatic layers of theory or irrelevant perspectives from other disciplines. Instead you will find focused, clearly articulated coverage of the key topics of strategic management, encouraging critical reflection and deeper exploration on your own terms. Fully developed to cover the essentials of any strategic management course, this textbook not only creates understanding of the principles of strategy, but shows you how to apply them constructively in the face of real-world practicalities. Throughout the text, these principles are put into context with illustrations and examples drawn from all over the world and from all kinds of organization - from Shell, Airbus and Tesco to small and non-profit enterprises. With an emphasis on topical, distinctive and engaging features, this text offers: - Over 120 short, topical case studies drawn from every type of organization across more than 20 countries, written especially for this book and supplemented with questions and tasks. - Worksheets for strategy analysis that can be used to tackle real-world situations - Learning outcomes, key points and summaries to focus your reading on what matters - Chapter-by-chapter exercises for further study and discussion - Suggestions for further reading to deepen your understanding of the theories underpinning the chapters In addition, tutors will benefit from a fully developed companion website offering lecture slides, teaching notes for case studies and assignments, module plans and links to further cases [www.sagepub.co.uk/pitt](http://www.sagepub.co.uk/pitt) Martyn R Pitt is formerly Senior lecturer in Strategic Management at Brunel Business School, Brunel University. Dimitrios Koufopoulos is Senior Lecturer in Strategic Management at Brunel Business School, Brunel University.

Analyzes the costly mistakes of companies throughout the past quarter century to counsel business professionals on what not to do, in a guide that profiles key strategy failures and challenges popular beliefs about leadership, luck, and effective execution. 25,000 first printing.

Global firms must operate in turbulent conditions, facing relentless pressure to be efficient, whilst also accommodating local factors and ways of thinking. This book offers an insight into how an adaptive multinational enterprise can achieve a sustainable competitive advantage in an uncertain environment. Drawing on ground-breaking research into adaptive strategy, this book introduces compelling tools to help design responsive strategic organizations by cultivating global strategic democracy. Written by two leading scholars, this book provides models to inform strategic decisions through the aggregation of frontline information. With a wealth of illustrative case examples supplementing unique research, this text is essential reading for students of strategic management and provides illuminating insights for the reflective practitioner.

The book examines the market reaction to mergers and acquisitions (M&A) announcements over a period from 2003 to 2015. Mergers and acquisitions continue to be amongst the preferred competitive options available to the companies seeking to grow fast in the rapidly changing global business scenario. M&A as a growth strategy has received attention from developed as well as emerging economies. It has been extensively used by managers as an expansion strategy and also serves as an important instrument for increasing corporate efficiency. Recently, M&A has grown at a rapid pace, creating a need for research to analyze

what drives this phenomenon and how it affects firms and markets. As such, this book evaluates the impact of M&A on short-term abnormal returns as well long-term financial performance. It also assesses the management view concerning the motives for undertaking M&A. In addition, the book investigates the corporate governance practices of the acquiring firms and their impact on the short-term as well as long-term performance of those firms.

This textbook on knowledge management draws on the authors' more than twenty years of research, teaching and consulting experience. The first edition of this book brought together European, Asian and American perspectives on knowledge-based value creation; this second edition features substantial updates to all chapters, reflecting the implications of the digital transformation on knowledge work and knowledge management. It also addresses three new topics: the impact of knowledge management practices on performance; knowledge management in the public sector; and an introduction to ISO 9001:2015 as an implementation framework. The book is intended not only for academic education but also as an essential guide for managers, consultants, trainers, coaches, and all those engaged in business, public administration or non-profit work who are interested in learning about organizations in a knowledge economy. Given its wealth of case studies, examples, questions, exercises and easy-to-use knowledge management tools, it offers a true compendium for learning about and implementing knowledge management initiatives.

The "how-not-to" leadership book There is a paradox in leadership: we can only succeed by knowing failure. Every accomplished leader knows there are minefields of failures that need to be navigated in order to succeed. Wouldn't it be great to have the insights to help you prevent from making avoidable mistakes? Unfortunately, in business talking about mistakes can be taboo, and, at a certain level, learning from failure is not an option. Weinzimmer and McConoughey speak frankly about the things that are difficult to talk about – the unvarnished truths necessary to become a successful leader. Based on a groundbreaking 7-year study of what almost 1000 managers across 21 industries really think about lessons from failures Includes exclusive interview material from CEOs at a wide range of organizations, including major firms such as Caterpillar, Priceline.com, and Allstate; startups; and entrepreneurial small businesses Drills down into failure to uncover the strategies that aspiring leaders need in order to avoid the most damning leadership mistakes: unbalanced orchestration, drama management, and reckless vanity Learning from the mistakes of others is a necessary part of the journey of effective leadership, and this book offers an indispensable guide to learning these powerful lessons—without paying the price of failure.

Open Innovation through Strategic Alliances demonstrates the vital role and applications of strategic alliances between firms and research organizations in creating and applying knowledge for the development of new products, technologies, or business models.

Linking various disciplines and management functions, Integrated Performance Management provides the reader with a concrete framework to manage organizations successfully. The authors do not isolate a single strategy to manage performance. Instead, the book focuses on a range of strategies providing the reader with an introduction to each one. The concepts under analysis were developed through intense dialogue with business managers. While maintaining academic rigour, Integrated Performance Management presents ideas that students will find relevant outside of the classroom. Postgraduate and MBA students in a range of areas including strategy, accounting, finance, operations management, marketing, leadership and human resource management will find this book useful.

An accessible introduction written by a stellar contributor line up of world-renowned lecturers and practitioners in the field (including Linda Holbeche, Stephen Taylor and Jim Stewart).

'It is hard to imagine a more enticing topic: why some Japanese firms succeeded in the 1990s despite an economy that failed. The answers are both common sense - operational effectiveness and CEO leadership - and Japan specific - break with traditions. The lessons about leadership, in particular, have wider relevance for leaders, managers, consultants and academics.' - Andrew Campbell, Ashridge Strategic Management Centre, UK Transformational CEOs questions why some Japanese firms succeeded in the 1990s despite an economy that failed - regardless of the burst of the 'bubble' economy, a number of Japanese companies have maintained or extended their international leadership in particular sectors. The authors argue that whilst some of the reasons for successes are plain common sense - operational effectiveness and superior CEO leadership - some are Japan-specific and point to a break with traditional leadership rationale.

When Profit from the Core was published in 2001, it became an international bestseller, helping hundreds of companies find their way back to profitable growth after the bursting of the Internet bubble. The 2007 global financial meltdown reaffirmed the perils of pursuing heady growth through untested strategies, as firms in industries from finance to retailing to automobiles strayed too far from their core businesses and suffered the consequences. In this updated edition of Profit from the Core, authors Chris Zook and James Allen show that a renewed focus on the core is more critical than ever as firms seek to rebuild their competitive advantage coming out of the downturn—and that a strong core will be the foundation for successful expansion as the economy recovers. Based on more than ten years of Bain & Company research and analysis and fresh examples from firms responding to the current downturn, the book outlines what today's executives and managers need to do now to revitalize their core, identify the next wave of profitable growth, and build on it successfully. Zook and Allen explain how companies can:

- Develop a strong, well-defined core and use it to establish a leadership position
- Follow the golden rule of strategy: discourage competitors from investing in your core
- Assess whether your core is operating at its full potential
- Uncover hidden assets in your core that provide the seeds for new growth
- Find a repeatable formula to apply core business strengths in adjacent markets

Building on powerful and proven ideas to meet today's formidable business challenges, Profit from the Core is the back-to-basics strategy field guide no manager should be without.

This is a concise, thematic strategy text which will help students to see organizations from the perspective of the Chief Executive and to understand and debate the challenges, opportunities and issues which constitute the role of the CEO. This volume presents new methods and applications in longitudinal data estimation methodology in applied economic.

Featuring selected papers from the 2020 the International Conference on Applied Economics (ICOAE 2020) held virtually due to the corona virus pandemic, this book examines interdisciplinary topics such as financial economics, international economics, agricultural economics, marketing and management. Country specific case studies are also featured. The American Comic Book Industry and Hollywood traces the evolving relationship between the American comic book industry and Hollywood from the launch of X-Men, Spider-Man, and Smallville in the early 2000s through the ascent of the Marvel Cinematic Universe, the Arrowverse, and the Walking Dead Universe in the 2010s. Perren and Steirer illustrate how the American comic book industry simultaneously has functioned throughout the first two decades of the twenty-first century as a relatively self-contained business characterized by its own organizational structures, business models, managerial discourses, production cultures, and professional identities even as it has remained dependent on Hollywood for revenue from IP licensing. The authors' expansive view of the industry includes not only a discussion of the "Big Two," Marvel/Disney and DC Comics/Time Warner, but also a survey of the larger comics ecosystem. Other key industry players, including independent publishers BOOM! Studios, IDW, and Image, digital distributor ComiXology, and management-production company Circle of Confusion, all receive attention. Drawing from interviews, fieldwork, archival research, and trade analysis, The American Comic Book Industry and Hollywood provides a road map to understanding the operations of the comic book industry while also offering new models for undertaking trans- and inter-industrial analysis.

This book presents a comprehensive analysis of the alterations and problems caused by new technologies in all fields of the global digital economy. The impact of artificial intelligence (AI) not only on law but also on economics is examined. In the first part, the economics of AI are explored, including topics such as e-globalization and digital economy, corporate governance, risk management, and risk development, followed by a quantitative econometric analysis which utilizes regressions stipulating the scale of the impact. In the second part, the author presents the law of AI, covering topics such as the law of electronic technology, legal issues, AI and intellectual property rights, and legalizing AI. Case studies from different countries are presented, as well as a specific analysis of international law and common law. This book is a must-read for scholars and students of law, economics, and business, as well as policy-makers and practitioners, interested in a better understanding of legal and economic aspects and issues of AI and how to deal with them. .

The book is a compilation of selected papers presented at the Asia Conference on Economics & Business Research in 2015. The peer-reviewed contributions cover topics such as microeconomics, macroeconomics, financial economics, accounting and economics, organizational behavior, marketing, business ethics, general management, strategic management, operations management and public sector management. The volume serves as a valuable resource for researchers and practitioners in the area of economics and business research in Asia.

Short Introduction to Strategic Management Cambridge University Press

'A remarkably insightful collection of contributions, combining the strategy capability and the knowledge creation and sharing perspectives. Very useful reading for the serious scholar.' - Yves L. Doz, INSEAD, France This volume is the imaginative outcome of several international strategy scholars who have cultivated original research on the broad relationship between strategic capabilities and knowledge transfer at both intra- and inter-organizational levels.

The creation of synergy, which is often illustrated as the "2+2=5-effect," is a dominant motive as well as a key success factor for Mergers & Acquisitions (M&A). Inadequate expectations with respect to the synergistic potential can however easily result in an overrated acquisition price. If the planned synergies later fail to materialize, it will be increasingly hard for the acquiring firm to achieve positive value gains for its shareholders. It is therefore vital to obtain a comprehensive understanding of the synergistic potential of a planned M&A project. This issue was addressed with a doctoral thesis investigating the underlying drivers of synergy realization, in particular the concept of business relatedness which describes the similarity of firm attributes, such as product-market presence, resource configuration and supply channel types. Using a quantitative hypothesis-testing survey design, more than 300 M&A consultants worldwide have been invited to evaluate past M&A transactions with respect to their synergistic effects. In contrast to earlier studies, the relatedness of the merging firms is established as a multi-dimensional concept considering various attributes of business relatedness simultaneously. The degree of relatedness is measured using managerial perceptions which is a comparatively new measurement approach transferred from diversification research to the field of M&A. The individual dimensions of relatedness show a different effectiveness concerning synergy realization providing further support to recent contributions which advocate a multi-dimensional conceptualization of business relatedness. The study identifies dimensions of business relatedness and their underlying drivers which are particularly relevant to predictions concerning the synergistic potential. The research project thus makes a valuable contribution to clarify the impact of relatedness on M&A performance and provides important implications for practitioners regarding the eval

Managing Health Care Business Strategy is the definitive textbook on strategic planning and management for healthcare organizations. It offers all the basic information on strategic planning and management within the unique context of organizations concerned with the delivery and financing of health care. It does this by noting the singular strategic environment in health care, explaining the special procedures and options available to health care organizations, and providing real-life examples in the form of case studies. It includes not only a description of the basic multi-step process of creating and then managing a strategic plan, but also a detailed look at the role played by the key business functions (finance, marketing, human resources, information technology, and law) as well as specific strategic options (merger/acquisition, reorganization, joint venture) and some of the popular tools for analyzing strategic situations (balanced scorecard, Six Sigma, SWOT).

A manager argued that he could either increase his business unit's margins or its sales, but not both. His chief executive reminded him of the time when people lived in mud huts and faced the stark choice between light and heat: punch a hole

in the side of your hut and you let the daylight in but also the cold, or block up all the openings and you stay warm but sit in darkness. The invention of glass made it possible to overcome the dilemma—to let in the light but not the cold. How then, he asked his manager, will you resolve your dilemma between no sales or no margin improvement? Where is the glass? —From the Introduction "To win, leaders have to push their companies beyond trade-offs. They must find strong growth at premium returns, not one or the other. They must deliver great results today and build for the future at the same time, not push for earnings that can't be sustained. The Three Tensions is about having both at the same time, more of the time. I recommend it to any manager serious about winning." —James Kilts, former chairman, CEO, and president, The Gillette Company "Leadership can't be just about telling people what you expect of them. The Three Tensions sets out a range of helpful tactics leaders can adopt to really engage their people in the search for good performance on many fronts." —Andrew Cosslett, chief executive, InterContinental Hotels Group PLC "The Three Tensions speaks to fundamental management issues, perhaps the most fundamental. Managers looking for new ideas on how to improve performance will find it very stimulating. I found my own thinking very much influenced by it." —John Roberts, professor of economics, strategic management, and international business, Stanford Business School

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