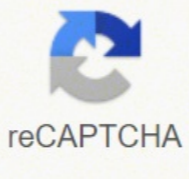




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• Competing demands on people may create stress. These pressures are essentially economic and in response to Japanese and Pacific Rim, Chinese and Indian penetration of Western markets. • It is easier to manage specialists if they are grouped together, especially when the manager has the same experience. It is the use of all the entity's resources.Strategy Deployment of resources objectivesDesiredFigure 3.1t is a set of policies adopted by senior management, which guides the scope and direction of the entity. UBS's Graduate Programme and internships are a chance for you to experience for yourself what it's like to be part of a global team that rewards your input and believes in succeeding together.Wherever you are in your academic career, make your future a part of ours by visiting [ubs/graduates](#).You're full of energyyand ideas. Such organisations would range from co-operatives between organisations and their suppliers, to all forms of partnerships and alliances in which co-ordination of resources was based on co-operation between the parties concerned.Mergers are a form of complex organization often defensive in nature. Such corporate planning at the operational level is means oriented and most activities are concerned only with the ability to undertake directions.Example: revising delivery schedules and drivers' hours to improve customer service or recruiting a German-speaking sales person to assist a UK company's sales drive in Europe.However, the boundaries between the three categories are very indistinct and much depends upon the circumstances prevailing and the kind of organisation. General Motors, has specific products - Chevrolet, Cadillac, Pontiac.This enables technical excellence and concentration on fewer product lines, and a liaison with a smaller set of customers, realising more creativity in marketing and sales through focus, teamwork and goal consensus. The intention is to supplement renowned strategy textbooks such as Johnson and Scholes.This compendium is designed such that it follows the structure of a typical strategy course.Throughout this compendium theory is supplemented with examples and illustrations.Download free ebooks at [bookboonStrategic Management 2 The Basis of Strategy: Structure2 The Basis of Strategy: Structure](#)##### 2 Introduction -definition 'Structure' is the allocation and control of work tasksThis implies power relationships based on the acceptance of managerial power by subordinates and society - this use of power is termed the 'legitimacy' of management - which Max Weber called its 'authority' All organisations have some form of structure, based on 'the established pattern of relationships among the individuals, groups and departments within it'There are two structures - a vertical structure of authority and responsibility where clear limits of financial authority exist, and a horizontal structure of groupings of activities designed to use the resources towards goal-attainment.The horizontal structure can be changed from time to time, to suit the environment (see later sections on the internal and external environments).The basic vertical structure of an organisation is a relatively static framework within which processes such as communication, leadership and decision-making take place.In most organizations, structure will be illustrated in the form of a chart.##### 2 Functional StructureThis is the most common form of structure. It also allows the organisation to co-ordinate its activities internally.3.4 Emergent StrategyAccording to Mintzberg and Waters, strategies can be deliberate or emergent or a stage in-between. • Co-ordination across divisions is difficult.Tension between the centre and divisions is a crucial problem of control. People can be flexibly relocated across products or projects, aiding the speedy implementation of new ones. Cellular manufacturing can even be considered a kind of internal divisionalisation with an emphasis on internal customers, just-in-time links between different 'products' and the dynamism created through teamwork.The emphasis on profit centres, should promote clear accountability, longer planning horizons, and the development of future senior executives with general management experience as divisional leaders.Example: Alfred Sloan (1965) developed a true divisional structure for the disparate firms owned by General Motors Corporation in the 1930s, bringing together a central function to garner expertise from the different firms such as Pontiac, Cadillac and Chevrolet. • A career structure enables people to advance within their functional specialism. A term that is often used in relation to business strategy is SBU, or strategic business unit. These two ways of grouping activities are supposed to ensure a closeness to the customer which is not really possible in a functional structure.2.3 Advantages of divisionalisation• It provides excellent co-ordination across functional departments. This format is used most successfully where there is a variety of products, each addressing different markets.Figure 2 Divisional structuresDownload free ebooks at [bookboonStrategic Management 2 The Basis of Strategy: Structure](#)Figure 2.2.6 Advantages• Improves decision-making by bringing a wide range of expertise to problems that cut across departmental or divisional boundaries. • Replaces formal control by direct contact. • Assists in the development of managers by exposing them to company-wide problems and decisions. • Improves lateral communication and co-operation between specialists. • Little creativity and innovation. They are concerned with how the various functions of the organisation contribute to the achievement of strategyIt examines how the different functions of the business (marketing, production, finance etc) support the corporate and business strategies. • Operate in an environment that is reasonably predictable and stable. Do you think there are some types of situations when this form of organisation would work well?##### 2 Complex forms of organisation2.7 Definition:The complex forms attempt to overcome the inadequacies of other structures through collaboration between existing organisations.2.7 ExplanationWhy? • Interdepartmental conflicts. Increasingly organisations are forming complicated vertical and horizontal relationships through demergers, downsizing, delaying and margin retreat from product scope and geographical spread.What? Applications are now open for entry in September 2011. SBU means a unit within the overall corporate entity for which there is an external market for its goods and services, which is distinct from that of another SBU.Example: Ford's MotorCo's car division - an SBU - launched its Mondeo model, aimed at fleet car buyers, who had not favoured the Sierra, its predecessor.3.3 Operational or functional strategies - how the different functions of the business support the corporate and business strategies. Burns and Stalker (1961) devised the term 'mechanistic' for firms where the interconnections are strong as they are unsuited to changeable environments and non-routine technologies.A more flexible and responsive form is needed than the rigidly functional by adopting a holding company or a divisional structure in which profit centres based on particular products or geographical areas are created.##### 2 Divisional structureA divisional structure (see Figure 2 on the next page) can help to overcome the limitations of the holding company and/or a functional structure, as it contains within it functional specialists but groups its activities around products or geographical regions. • Quality is enhanced by other specialists from the same functional area. Functional flexibility - was flexibility over tasks - staff capable of doing different things - core employees were well-trained and valuable Numerical flexibility - comprised employees in a First Peripheral Group - internal workers who are expected to be flexible by adding to the numbers already there; Second Peripheral Group - became more important - it involved part-time. • Collect internal and external information and integrate decisions into a comprehensive strategy. Sometimes this intent is not formally written down but emerges over time as part of the culture, as a series of related decisions.Example 1 Top-downA culture of like minded people who have values which coincide on a focus - on quality or a desire to be internationally. • Since departmental units are often small, as well as self-contained, employees identify with the product or project rather than their own function. • Difficulties in identifying profitable and unprofitable products. These problems are likely to occur with professionalism and a role culture where job demarcations are felt to be important. Too much control stifles innovationDivisional CEOs gain too much power and can introduce wild excesses of spending on favoured 'pet' projectsExample: in Rolls-Royce the RB211 engine project overruns nearly bankrupted the company.##### 2 Product structurePeople and resources are grouped according to an organisation's products. • Take a systematic and structured approach to its development. When the organisation reaches a certain size, they are likely to be exacerbated especially if it has developed a wide range of products or services. At the same time globalisation means that scale economies are necessary to maintain price differentials and so mergers of parts of businesses where there is strategic fit is becoming commonplace.How? Overall, corporate planning is concerned with the scope of an organisation's activities and the matching of these to the organisation's environment. Its resource capabilities and the values and expectations of its various stakeholders.##### 3 Types of StrategyStrategies may come about in different ways and Mintzberg has recognised that there are different modes of strategy formulation, which are described below.The figure below shows the alternatives:Download free ebooks at [bookboonStrategic Management 3 The Level and Formulation of Strategy](#)Planned strategyDeliberate strategyImposed strategyRealised strategyEmergent strategyOpportunistic strategy Figure 3. It takes into account the environment in which the company operates.A sequence of development plans that move from general to specific and intent to action would create several levels of planning, which could be illustrated in the triangle below.Mission Objectives Strategies Tactics Actions, programmes and rulesFig 3.Download free ebooks at [bookboonStrategic Management 3 The Level and Formulation of Strategy](#)##### 3 Levels of StrategyMost academics classify strategies into three levels:3.3 Corporate strategy - what business or businesses the firm should be in?It relates to the future formula and structure of the company, and affects the rationale of the company and the business in which it intends to compete.Example Racal Electronics' decision to float off Vodafone as a separate company.3.3 Competitive or business strategy - how each business attempts to achieve its mission within its chosen area of activity.Here strategy is about which products or services should be developed and offered to which markets and the extent to which the customer needs are met whilst achieving the objectives of the organisation. Additionally there was Financial Flexibility - performance related pay, bonuses (lump sums) commission (rate or %).The flexible firmCORE GROUP PRIMARY LABOUR MARKET FUNCTIONAL FLEXIBILITY SHORT- CONTRACTSTERMSUBSIDYPUBLIC TRAINEES DELAYED RECRUITMENTJOB SHARINGPART-TIMEFigure 2 The Flexible Firm Model Source: Adapted from Atkinson 1984'Download free ebooks at [bookboonStrategic Management 3 The Level and Formulation of Strategy](#)3 The Levels and Formulation of Strategy##### 3 Introduction - definitionThere is a need in modern times for strategies to achieve agreed goals and objectives, giving a sense of purpose and direction to the organisation, because of recent technological and social changes and competition from rival organisations.In ancient Greek, 'stratos' was the term for the army and so in military terms, 'strategy' referred to 'the act of the general' so a strategy is some sort of future plan of action, undertaken by senior management at a high level of abstraction.A strategy is the mediating force or 'match' between the organisation and the environment' according to Hofer and Schendel (1979)##### 3 Process of strategyStrategic management is the organised development of the resources of the functional areas: financial, manufacturing, marketing, technological, manpower etc. in the pursuit of its objectives. • It is useful for medium-sized organisations with a medium number of products or for task-centred organisations.2.4 Disadvantages:• A lack of clear responsibility. • Clashes of priority between product and function; • Functions lose control of the psychological contract;Download free ebooks at [bookboonStrategic Management 2 The Basis of Strategy: Structure](#)• Career development can often be stymied; • Difficult for one specialist to appraise performance of another discipline in multi-skilled teams; • Project managers are reluctant to impose authority as they may be subordinates in a later project; • Employees may be confused by reporting to two bosses; • Managers will need to be able to resolve interpersonal frictions and may need training in human relations skills; • Managers spend a great deal of time in meetings to prioritise tasks. • Opportunities exist for extensive division of labour. Key features include a large number of controls to ensure surprise-free implementation in an environment, which is controllable, with managers who are able to ascertain, review and evaluate every option available, and they are then able to choose what appears to be the best option in the light of rational criteria. Through 11 months of full-time study, you will gain the business knowledge and capabilities to increase your career choices and stand out from the crowd. Often there is a specialist Strategy Department.Organisations using this strategy should• be large enough to afford the costs of formal analysis • have goals that are operational. There is a corporate intent followed by its implementation. • The complexity of the matrix structure makes it difficult to implement successfully.Indeed some commentators are very critical of this form of organisation, and question whether it should be adopted at all.Exercise:Peterson and Waterman (1982, p. Employees have the opportunity to develop either functional or general management skills. For more information visit [london/mim/ email mim@london or call +44 \(0\)20 7000 7573](#)Masters in ManagementLondon Business School Regent's ParkLondon NW1 4SA United KingdomTel +44 (0)20 7000 7573 Email [mim@london/mim](mailto:mim@london/mim)Fast-trackyour careerPlease click the advertDownload free ebooks at [bookboonStrategic Management 4 The 'planning' school 24 4 The 'positional' school 25 4 The 'resource based' school 25 4 Key points 255 Stakeholder Theory 26 5 Introduction - definition of Stakeholders 26 5 Explanation 26 5 External stakeholders 286 External Analysis 30 6 Explanation 307 Internal Analysis 35 7 Introduction and Definition of The Value Chain 35 7 Explanation 35 7 Definition: margin 37 7 Culture: 37 7 The Human resource audit 37 7 Culture: 37 6 UBS 2010. People aren't sure to whom they should report for what the organisation gets paralysed because the structure not only does not make priorities clear, it automatically dilutes priorities. • Suits rapidly changing environments because the equal balance of power between functional and product management aids communication and co-ordination. Sort by Title Author Language Rating Filter by All Content Audio eBooks Download free ebooks at \[bookboonNeil RitsonStrategic Management\]\(#\)Download free ebooks at \[bookboonStrategic Management\]\(#\)Contents1 Introduction 72 The Basis of Strategy: Structure 8 2 Introduction -definition 'Structure' is the allocation and control of work tasks 8 2 Functional Structure 8 2 Divisional structure 10 2 Product structure 11 2 Geographical structure 12 2 Matrix structure 12 2 Complex forms of organisation 143 The Levels and Formulation of Strategy 17 3 Introduction - definition 17 3 Process of strategy 17 3 Levels of strategy 19 3 Types of Strategy 19 3 Other Types of Strategic formulation 224 Schools of Strategy 24 4 Introduction - Definition - there are three 'schools' of strategy 24Stand out from the crowd Designed for graduates with less than one year of full-time postgraduate work experience, London Business School's Masters in Management will expand your thinking and provide you with the foundations for a successful career in business. GM 'leap-frogged' over Ford, who had a functional structure, and has kept its lead ever sinceDownload free ebooks at \[bookboonStrategic Management 2 The Basis of Strategy: Structure\]\(#\)2.3 Disadvantages of divisionalisation• There may be a costly duplication of resources across departments. Mergers are increasingly common - such as the recent spate of financial institutions' mergers following the credit crunch of 2007/8.Download free ebooks at \[bookboonStrategic Management 2 The Basis of Strategy: Structure\]\(#\)2.7 The Flexible firm modelAtkinson's \(1984\) Flexible Firm Model was entitled 'Manpower strategies of flexible organisations' and specified three types of flexibility and a diagram illustrating the most important two types - functional and numerical. • Facilitates adaptation to unfamiliar and unexpected problems. • It does not duplicate specialist resources throughout the organisation and promotes economies of scale. • Responsibility for overall outcomes is unclear. The programme is developed in consultation with recruiters to provide you with the key skills that top employers demand. • It is suited to conditions which stress functional specialism, where the environment is stable, and when the technology is routine, requiring little interdependence between departments.Download free ebooks at \[bookboonStrategic Management 2 The Basis of Strategy: Structure\]\(#\)2.2 Disadvantages of a functional structureIncreased need for interdepartmental co-ordination and scheduling, co-ordination overload the vertical hierarchy. • Inefficient co-ordination of functional departments. temporary, jobshare, government schemes - external additions; subcontractors, agency temps; self-employment. In effect, it says to people down the line 'everything is important: pay equal attention to everything.'Q: How convinced are you by the criticisms of matrix structures put forward by Peters and Waterman? • Focus on systematic analysis, particularly in the assessment of the costs and benefits of competing proposals.Strategic planning is seen as a way of preparing for changes and providing direction for the organisation. And that'sjust what we are looking for.Please click the advertDownload free ebooks at \[bookboonStrategic Management 1 Introduction\]\(#\)1 IntroductionThis compendium provides a comprehensive overview of the most important topics covered in a strategy course at the Bachelor, Master or MBA level. • It fosters communication between specialists and enhances the development of skill and knowledge. This divides the organisation up into its main activities or functions \(production, sales, accounting and so on\) in which all similar specialist activities are grouped together into interdependent departments.A manager is placed in charge of each function under the overall control of the owner or a senior manager.2.2 Advantages of a functional structure• Specialised resources are used efficiently. All rights reserved.ubs/graduatesLooking for a career where your ideas could really make a difference? Source: adapted from Mintzberg and Waters, \(1985\)3.4 Planned intended and deliberate strategy - The Rational modelPlanned or deliberate strategies come about where there are precise intentions, which are written down and imposed by a central leadership. • Since each division can, for example, react to customer requirements, it is well suited to changeable environments.It is particularly useful for large organisations. • Specialists may become isolated and fail to further their specialist skills. 307\) state:'Our favourite candidate for the wrong kind of complex response, of course, is the matrix organisation structure.](#)



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