

Strategic Management Dess Lumpkin Eisner 5th Edition

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a guide to strategic management it seeks to respond to the demands of today s rapidly changing and unpredictable marketplace that students will face when they enter the business world the concepts only text is designed to engage students and provide a solid treatment of traditional topics in strategic management as well as contemporary topics such as entrepreneurship knowledge management and e commerce and internet strategies numerous applications from business practice plus sidebars about six in each chapter illustrate key concepts and chapter opening vignettes offer examples of what can go wrong

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this work provides a model for managing change in a country in transition which takes into account the specifics of organisational change in chinese organisations it looks at various aspects of change implementation such as the types the process the readiness to change and the obstacles to change

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diplomarbeit aus dem jahr 2008 im fachbereich bwl unternehmensführung management organisation note 1 7 hhl leipzig graduate school of management sprache deutsch abstract on corporate level main strategic decisions involve the question which businesses are to be pursued and which to be neglected i e how the portfolio of businesses is designed the ultimate goal is a value adding business portfolio this added value arises from synergies among the businesses and the role of the corporate center in the case of success this would lead to a conglomerate premium in terms of company value corporate managers are generally very free in deciding what businesses they want to add to their portfolio and which to divest this raises two questions one regarding the type of businesses in a portfolio and the other regarding the optimal size of a portfolio the term diversification deals with both questions it describes how broad and how diverse a company s business portfolio is on the one hand it can be very narrow or focused in a barely diversified company on the other it can be very broad in a highly diversified company three forms of diversification strategies are commonly distinguished focused relational and conglomerate diversification many researchers in the field of strategic management have dealt with the question of diversification and the pros and cons involved yet there is no clear hint on superior performance of certain diversification strategies rather success stories for many forms can be told further findings indicate not the degree of diversification is relevant for success but the relatedness among strategic business units portfolios of somehow related sbus perform better than those

completely unrelated success is explained by the ability to transfer core competencies resources among the business units of a company yet relatedness is a manifold concept two main types have to be distinguished relatedness on the level of products and processes and on the level of management requirements but which type of relatedness is the most promising in terms of superior company performance since earlier research work is insufficient to fully explain the phenomenon of diversification further research is indicated this especially applies to german conglomerates since most research work focused on us firms mainly the thesis at hand constitutes one part of that proceeding research its aim is to gain further insights on diversification and relatedness by empirically identifying and exploring real types of relatedness and their respective diversification strategies

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