

STRATEGIC
Flexibility

A
MANAGEMENT
GUIDE
FOR
CHANGING
TIMES

KATHRYN RUDIE HARRIGAN

Strategic Flexibility A Management Guide For Changing Times

Kathryn Rudie Harrigan



Strategic Flexibility A Management Guide For Changing Times:

Strategic Flexibility Kathryn Rudie Harrigan,1985 Many companies refuse to face the reality that their businesses are in trouble or that their strategic positions are wrong Whether a product line is no longer profitable foreign competition has slowed growth or technological changes have left them behind many otherwise well managed companies hang on for too long to the status quo In this inflexible posture managements time and talent go to waste assets grow sterile and technology falls behind This book will help managers overcome the exit barriers that hamper strategic flexibility Based on innovative studies of 192 firms within Sixteen industries the ideas presented here are applicable to almost any industry and any type of firm Harrigan discusses the major strategic decisions facing executives today including guerrilla strategies of underdog competitors entry and exit barriers the use of joint ventures to cope with the uncertainties created by erratic growth and the management of change She focuses on the shortcomings of vertical integration developing a framework for better make or buy decisions The effects of exit barriers on firms strategic flexibility are detailed and managerial tools to cope with high barriers and declining businesses are introduced Strategic Flexibility is organized to provide easy reference for managers seeking to find out what strategies have worked and why This book offers practical proven ways for managers to expand the flexibility and responsiveness of their companies to new competitive conditions *Handbook of Middle Management*

Strategy Process Research Steven W. Floyd,Bill Wooldridge,2017-12-29 The premise of this volume is that the complex social processes that animate strategic decisions involve not only top level executives but also middle managers distributed throughout the organization Designed for doctoral students and others interested in middle managers and strategy process the Handbook integrates the threads of scholarly work in this domain and charts a course for future research Chapters are written both by scholars who have paved the way for the middle management perspective and scholars who have done recent cutting edge research from this point of view **Senior Leadership Teams and the Agile Organization** Stephen J.

Zaccaro,Nathan J. Hiller,Richard Klimoski,2023-07-31 Senior Leadership Teams and the Agile Organization builds on existing knowledge in the leadership teams and strategic management literatures to examine and explore how senior leadership teams drive the dynamic capabilities of organizations Organizational agility is a key dimension of organizational performance This volume focuses on senior leadership team processes and attributes that facilitate organizational agility and the organization s capacity to perform and rapidly pivot in response to shifting strategic demands Chapters summarize the current state of knowledge examine past research and theory define research and theoretical gaps and consider how to address these gaps In so doing they offer an understanding of how senior leadership teams drive and enable organizational activity The book is essential reading for researchers and professionals looking to understand the intersection of leadership team dynamics organizational psychology organizational psychology and strategic management particularly in relation to organizational agility and the senior leadership team **Flexible Work Organizations** Sushil,Julia Connell,John

Burgess,2016-06-18 This book focuses on the challenges of capacity building for flexible work organizations in Asia and demonstrates how business enterprises practice reactive flexible capacity in the form of adaptiveness and responsiveness to cope with changing and uncertain business environments The book provides examples of how this can be achieved by means of various organizational change initiatives leadership strategies re engineering innovation in products and processes the use of information and communication technology reshaping learning orientations and more As these topics are supported by research and case studies situated in different sectors and countries across Asia the book will provide a useful resource for a broad readership including management students and researchers practicing business managers consultants and professional institutions

Managing Maturing Businesses Kathryn Rudie Harrigan,1988 While fully two thirds of all businesses in the United States Western Europe and Japan are experiencing stagnant or slowing demand most companies in these categories are either unaware of their true situation or do not dare to confront it Blind to alternatives beyond complete divestiture or milk

Organizational Learning and Competitive Advantage Bertrand Moingeon,Amy Edmondson,1996-08-13 In this volume contributors from the fields of both strategic management and organizational behaviour have been brought together to explore the relationship between organizational learning and competitive advantage In their editorial introduction Edmonson and Moingeon trace changes within the fields of strategy and organizational development that have encouraged a more integrative approach On the strategy side the emergence of the resource view of the firm has drawn attention to the importance of firm specific resources including knowledge and how it is acquired as sources of competitive advantage On the other hand organizational development practitioners have become increasingly interested in relating their traditional tasks more firmly to strategic business issues and concerns The topic of organizational learning can thus be seen as a bridge which is the intention of this volume to begin constructing between these two fields The papers presented in this book offer a rich variety of concepts frameworks and provovative ideas on organizational learning and its strategic implications In addition the theoretical presentations are often supported by reports of the results of original research in a number of companies

Management Learning This book takes an important first step towards integrating theories of competitive advantage and organizational learning a rapprochement which can come none too soon for the management practitioner Peter Senge Director of the Center for Organizational Learning MIT Sloan School of Management USA Organizations need to develop learning strategies to survive and develop in increasingly uncertain and changing markets In this book researchers from Europe and the United States explore theories of strategic management and organizational behaviour to establish a link between learning processes and competitive advantage within a variety of organizational settings The diverse multidisciplinary approach takes an important step towards developing a new integrative theory of management

Organization and Management in China, 1979-1990 Oded Shenkar,1991 [Encyclopedia of Operations Research and Management Science](#) Saul I. Gass,Carl M. Harris,2012-12-06 Operations Research 1934 1941 35 1

143 152 British The goal of the Encyclopedia of Operations Research and Operational Research in World War II 35 3 453 470 Management Science is to provide to decision makers and U S Operations Research in World War II 35 6 910 925 problem solvers in business industry government and and the 1984 article by Harold Lardner that appeared in academia a comprehensive overview of the wide range of Operations Research The Origin of Operational Research ideas methodologies and synergistic forces that combine to 32 2 465 475 form the preeminent decision aiding fields of operations re search and management science OR MS To this end we The Encyclopedia contains no entries that define the fields enlisted a distinguished international group of academics of operations research and management science OR and MS and practitioners to contribute articles on subjects for are often equated to one another If one defines them by the which they are renowned methodologies they employ the equation would probably The editors working with the Encyclopedia s Editorial stand inspection If one defines them by their historical Advisory Board surveyed and divided OR MS into specific developments and the classes of problems they encompass topics that collectively encompass the foundations applica the equation becomes fuzzy The formalism OR grew out of tions and emerging elements of this ever changing field We the operational problems of the British and U s military also wanted to establish the close associations that OR MS efforts in World War II

Strategic Flexibility Responses to Perceived Environmental Uncertainties Kent Douglas Miller,1991 **From Strategy to Change** Daniel James Rowley,Herbert Sherman,2001-04-18 From Strategy to Change shows how to take the next step after a strategic plan has been formulated The authors clearly show how to implement a strategic plan that will meet the myriad challenges of today s complex higher education environment and spell success for the academy It is amazing that while sports teams of colleges and universities meticulously plan their contests against their opponents their institutions administrators don t spend nearly enough time or effort in creating andimplementing a strategy Institutions of higher education seem to be missing the requisite tools to develop and activate their play book With this new age of globally available real time information it becomes increasingly more essential to have a map to help go over and around obstacles avoid the ever present pitfalls and effectively aid in selecting the best route

Industrial Management ,1984

International Who's Who of Professionals Carrie J. Gillard,1996 **Mindset for the New Generation Organisation** Martin E. Nasser,1993 **The Theory of the Firm** Mark Casson,1996 The theory of the firm is one of the most exciting fields of current economic research Transaction cost theory agency theory contract theory and competency based theories have all made important contributions Both the classic and key contemporary papers are included hence The Theory of the Firm gathers together in one volume the major key thinking within the literature The main topics covered are the scope and boundaries of the firm international organization and information costs vertical integration growth competence and flexibility the employment relation inter firm collaboration and networking A substantial analytical introduction by Mark Casson provides a state of the art review of current thinking in the area

Journal of General Management ,1993 **The**

New Sociology of Economic Behaviour Ralph Fevre,2003 **Organization Transformation Theorists and Practitioners** Beverly R. Fletcher,1990-10-17 Beverly Fletcher takes an inside out look at Organization Transformation OT OT is a new area of theory and practice which effectively helps organizations make large scale changes in purpose structure culture and strategy The past decade has seen rapidly changing environmental conditions which have made previously successful organizational practices ineffective Economic cultural social and political trends have combined to create a critical need for theories and practices that aid transformative changes in organizations Fletcher s book explores this topic by studying fourteen selected theorists and practitioners of Organization Transformation This study has implications not only for organizational behaviorists but for business firms government agencies and community human services and educational organizations who need assistance with their own transformations Fletcher has gathered extensive data through in depth interviewing She explores this new field by studying the motives and philosophical assumptions of current OT theorists and practitioners What do they have in common that makes them an identifiable group On what points do they differ What do they consider as important contributions of OT What are their predictions of OT s future impact on organizations Fletcher focuses on her participants organizational concepts beliefs values and practices to create a fascinating profile of great use to any agency or organization

International Journal of Industrial Organization ,1989 Strategic Planning Comes of Age ,1985 **Flexibility and Performance** Fernando F. Suárez,Michael A. Cusumano,Charles H. Fine,1991

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