
PREFACE

The second edition of this book is the culmination of three years of diligent work by many people. This preface will provide you with an overview of the content of this newest edition, and it also will give us the opportunity to recognize the many contributors who have aided us in its development.

Cases in Strategic Management, 2nd edition, is a book designed to introduce you to the critical business skills of planning and managing strategic activities. The business case studies and industry notes developed and chosen for this book offer you wide exposure to a systematically selected cross-section of strategic management situations. The cases and industry notes represent pertinent, relevant, factual, and, we hope, interesting and challenging opportunities to develop and test your skills as strategic managers. The rich diversity among these exciting cases and industry notes is described in greater detail later in this preface.

We have selected 41 cases and industry notes for this edition of *Cases in Strategic Management*, 2nd edition—and all 41 are new! Only one of the cases, a comprehensively updated version of the widely acclaimed “Wendy’s International,” pertains to a company studied in our last edition. Our survey of professors confirmed our belief that the most valuable cases review business situations that reflect the realities of today’s dynamic, global, and supercompetitive marketplace. For most of us, and certainly for students, there are no classic cases, just old ones.

The cases are grouped into four sections. Eleven cases introduce students to strategic management and the process of strategy formulation, 9 cases place students in the role of implementing basic strategies, 10 cases allow students to experience the challenges of monitoring and controlling implemented strategies, and 11 cases and industry notes allow you to cover industry analysis and strategic management across an integrated set of competitive business situations. We are very excited about the cases selected for this edition—they are contemporary and interesting situations that students will learn from, recognize, and enjoy.

The teaching package for this edition has been greatly enhanced. J. Kim Dedee, of the University of Wisconsin, Oshkosh, and a longtime Pearce & Robinson user, has completely reorganized and revised the Instructor’s Manual for this edition. Included in the Instructor’s Manual are such standard features as the 1,500-question test bank, text chapter overviews, and transparency masters. However, the most important part of the

manual is the Case Teaching Notes. Kim has completely prepared each teaching note to follow a consistent format. This should make your presentation of the material easier to prepare and deliver. Also included is a section of Strategy Design Decision Support Tools and Techniques, as well as suggested classroom handouts. Our package also includes Lotus templates for the financial information provided in the cases, transparency acetates, and a computerized version of the test bank. Each of the components of our teaching package offers the instructor optimal and integrated flexibility in designing and conducting the strategic management course.

Our survey of adopters and "almost adopters" of the last edition told us they wanted material to aid students who are unsure about the case method. They wanted us to inform students about what they need to do in preparing a case and in maintaining a strategic point of view. Therefore, we have included a major section in this edition that is solely intended to aid students in understanding case method pedagogy and to prepare them to analyze a case. The first part of this section provides a thorough, detailed description of the case method format; what to expect in each class session; and how to analyze a case, prepare it for class, and participate in class discussion. The second part offers a short case, accompanied by a useful example of former students' analysis and preparation of it. These two learning aids provide the most thorough package available in any strategy casebook to ensure that students understand and benefit from the case method pedagogy.

Cases in the Second Edition

We are very excited about the 41 cases and industry notes available in this edition. We are confident that you will find that this case collection does an excellent job of meeting your classroom needs for several reasons.

The collection offers a rich diversity of recognizable domestic, foreign, and international companies and industries. The cases present very current situations. All of the cases involve situations from 1987 to 1990, and all focus on issues in the forefront of strategic management for the 1990s.

Contemporary, recognizable, interest-piquing situations abound: the resurgence of Wendy's; the reemergence of Harley-Davidson; the dynamic environment of Harcourt, Brace, Jovanovich; the strategic maneuvering of Polaroid Corporation; survival strategies in mature industries, exemplified by General Motors, Chrysler, and American Motors; and the explosive growth of global competitor Hazleton Laboratories—all are situations our tests have shown that stimulate student interest.

The nature of the firms provides varied exposure. We have included 7 small companies in either family or rapid growth phases, 2 foreign (non-U.S.) companies, 28 companies with international operations, 12 of the top companies in America, 2 nonprofit organizations, and 3 industry notes providing three companies in competition with each other.

In all, adopters have a variety of domestic and international industry settings at different stages of evolution and spanning manufacturing, services, and consumer products. Different cases cover the basic types of businesses (retail, wholesale, service manufacturing), of companies in market leadership positions, of companies falling out of leadership, of high-tech companies, and of exporters, importers, and diversifying companies.

We have also given significant attention to case length. A major effort has been made to ensure that a majority of the cases are short to medium in length.

Finally, we have endeavored to ensure a collection of cases that are flexible in their course sequencing, yet able to offer exposure to distinct management challenges associated with strategy formulation, implementation, or control. Because our survey found case flexibility to be one of the key concerns of strategic management professors, the cases were assembled with this need upmost in our minds.

Overall, we think you will find this case collection interesting and motivating, representative and varied in the application of strategic problems and analytical applications, flexible in terms of course sequencing, and teachable.

Acknowledgments

We have repeatedly benefited from the help of many people in the evolution of this book over two editions. Students, adopters, colleagues, and reviewers have provided literally hundreds of insightful comments, suggestions, and contributions that have progressively enhanced this "package."

We are indebted to the talented case researchers who have produced several cases used in this book, as well as to the growing network of case researchers encouraging the revitalization of case research as an important academic endeavor. The discipline of strategic management is eminently more teachable when current well-written and well-researched cases are available. We encourage every opportunity to reinforce proper recognition and reward for first-class case research—it is a major avenue through which top strategic management scholars should be recognized.

The following strategic management scholars have provided the results of their case research in the creation of this second edition:

Robert Anderson, College of Charleston
Bobby Bizzell, University of Houston
Charles Boyd, Southwest Missouri State
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James Chrisman, University of South Carolina
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