

Flexible Strategic Management

— Audley Connors



Flexible Strategic Management

Camilla Rothe



Flexible Strategic Management:

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 Flexible Strategic Management Audley Genus, 1995 This book illustrates the central necessity for flexibility in strategic management if organisations are to cope with the turbulent competition of the 1990s The problems of actually implementing strategy in the face of uncertainty and complexity are analysed in a more functionally integrated and multi disciplinary way than is usually found in strategic management texts This book illustrates the central necessity for flexibility in strategic management if organisations are to cope with the turbulent competition of the 1990s The problems of actually implementing strategy in the face of uncertainty and complexity are analysed in a more functionally integrated and multi disciplinary way than is usually found in strategic management texts *Cases in Strategic Management* Sanjay Dhir, Sushil, 2019-04-16 This book shows how strategic management can be practiced in the context of flexibility It discusses strategic formulation and implementation perspectives and practices including vision and mission general environment analysis industry analysis competitive advantage resource and capability view generic strategies business level strategy corporate level strategy international strategy change and turnaround strategic implementation and strategic controls as well as flexibility embedded in these concepts It can be used as a primary textbook for managerial programs for executives and as a supplementary case textbook for core MBA courses Exploring Strategic Formulation and Strategic Implementation concepts from a flexibility perspective it is also an excellent companion to leading strategic management textbooks **Building the Flexible Firm** Henk Wijtze Volberda, 1999 How do firms cope with changing environments Is flexibility really the solution How can we measure a firm s flexibility Can a more flexible firm be created Based on an Igor Ansoff Award winning study and now available for the first time in paperback Henk

Volberda's *Building the Flexible Firm* shows how flexibility has become the new strategic challenge for contemporary firms. Although traditional organizational forms have worked well in the relatively stable environments of the past, the globalization of markets, rapid technological change, shortening product life cycles, and increasing aggressiveness of competitors have radically altered the ground rules for competing in the 1990s and beyond. Increased competition forces firms to move more quickly and boldly than before and to experiment in ways that do not conform to traditional administrative theory. This book offers a wealth of insights into the way firms can increase their flexibility. It is based on extensive interviews with practitioners and supported by many longitudinal case studies on flexibility improvement within large corporations. The author provides a strategic framework which explains what types of flexibility are effective under different organizational conditions and environmental characteristics. He also demonstrates an integrated method for diagnosing a firm's flexibility and for guiding the transition to greater flexibility and responsiveness. *Strategic Flexibility* Gary Hamel, C. K.

Prahalad, Howard Thomas, Donald E. O'Neal, 1999-01-26 Published in association with the Strategic Management Society, this book illustrates the best in global strategic management. In particular, the theme of strategic flexibility, i.e. the ability to manage effectively in a world of ever-growing change, is introduced. **Building the Flexible Firm** Henk W.

Volberda, 1999-01-14 How do firms cope with changing environments? Is flexibility really the solution? How can we measure a firm's flexibility? Can a more flexible firm be created? Based on an Igor Ansoff Award-winning study and now available for the first time in paperback, Henk Volberda's *Building the Flexible Firm* shows how flexibility has become the new strategic challenge for contemporary firms. Although traditional organizational forms have worked well in the relatively stable environments of the past, the globalization of markets, rapid technological change, shortening product life cycles, and increasing aggressiveness of competitors have radically altered the ground rules for competing in the 1990s and beyond. Increased competition forces firms to move more quickly and boldly than before and to experiment in ways that do not conform to traditional administrative theory. This book offers a wealth of insights into the way firms can increase their flexibility. It is based on extensive interviews with practitioners and supported by many longitudinal case studies on flexibility improvement within large corporations. The author provides a strategic framework which explains what types of flexibility are effective under different organizational conditions and environmental characteristics. He also demonstrates an integrated method for diagnosing a firm's flexibility and for guiding the transition to greater flexibility and responsiveness. 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

Organisational Flexibility and Competitiveness M. K. Nandakumar, Sanjay Jharkharia, Abhilash S. Nair, 2014-03-20 The proposed book is intended to provide a conceptual framework of Organisational Flexibility and Competitiveness supported by research studies in various types of flexibilities exhibited by an organisation The need for enterprise flexibility in an era of rapidly advancing technology increasing competition and globalization is apparent Flexibility can be thought of as an ability of the enterprise to quickly and efficiently respond to market changes and to bring new products and services quickly to the market place Beyond this definition a truly flexible enterprise should proactively change the market through its ability to create truly new and innovative products and services The book applies the concept of flexibility to various functional areas strategy and competitiveness organization and HR management information systems finance and risk management operations and supply chain management

Real-time Strategy and Business Intelligence Marko Kohtamäki, 2017-07-05 This book discusses and conceptualizes practices on real time strategy focusing on the interplay between strategy and business intelligence Combining strategic practices and business intelligence systems the authors demonstrate how managerial practices can be developed in the age of digitization Also developing the concept of strategic agility the book provides perspectives from a range of disciplines including strategic practices and decision making customer relationship management human resource management competitive intelligence supplier network management and business intelligence systems Presenting managerial frameworks and guidelines Real time Strategy and Business Intelligence explores how to improve utilization of business intelligence systems in real time decision making Providing practical and future oriented insights backed by examples and best practices the authors present a clearly conceptualized theoretical framework

A Focused Issue on Building New Competences in Dynamic Environments Aimé Heene, Ron Sanchez, 2014-10-29 Changing business environments challenge established management ideas and practices This volume draws on competence based theory to identify and elaborate some important ways in which organizational competences are evolving or should evolve to respond to some fundamental forms of change in business environments

Organisational Flexibility in an Age of Chaos Andrés Hatum, 2025-09-16 This groundbreaking book challenges conventional management wisdom by arguing that mismanagement and disorganisation are not failures but endemic features of organisational life in turbulent times Through rigorous theoretical analysis and rich case studies including an in depth examination of Netflix the author develops a comprehensive framework of organisational flexibility based on five key dimensions that enable companies to thrive amid chaos and uncertainty The book offers several distinctive features A provocative reconceptualisation of organisational adaptation an empirically grounded framework for building flexible organisations practical diagnostic tools for assessing and enhancing organisational adaptability and detailed case

studies that illuminate how successful organisations navigate complexity Each chapter combines theoretical depth with practical insights making complex concepts accessible while maintaining scholarly rigor Written primarily for academics and researchers in organisation studies strategic management and leadership theory this book will particularly appeal to doctoral students and advanced postgraduate scholars It serves as an essential resource for management faculty teaching graduate courses in organisational behaviour strategic change and leadership while also offering valuable insights for researchers studying organisational adaptation in volatile environments

Super-Flexibility for Knowledge Enterprises

Homa Bahrami, Stuart Evans, 2014-07-26 strategy but we also focus on execution We talk about organizational design and also reflect on leadership practices Our assumption is that in a dynamic world leaders at all levels have to constantly switch gears wear different hats and navigate at different altitudes They have to think about the total enterprise not in terms of compartmentalized silos or fiefs of functional expertise Much like a general contractor they have to draw on specialized expertise as and when needed yet keep the big picture in mind Our hope is that our diagnostic tools can help teams develop a shared frame of reference and generate cross functional dialogue The third driving force behind this second edition is the gradual convergence between the worlds of entrepreneurial start ups and challenges facing established corporations Innovation agility and initiative are no longer the exclusive preserve of start ups Established companies are looking for ways to reinvent themselves to innovate to think creatively and to make their enterprises more flexible agile and entrepreneurial We have had the good fortune to sit at the intersection of these two worlds We hope our ideas can benefit both groups We set out to provide a buffet table a menu of options that can be helpful for the two ends of the spectrum

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

Global Value Chains, Flexibility and Sustainability Julia Connell, Renu Agarwal, Sushil, Sanjay Dhir, 2018-05-04 This book provides a conceptual framework of global value chains flexibility and sustainability supported by research projects case applications and models in various related areas organized into three parts In the first part of the book various authors discuss how to improve the

efficiency and effectiveness of global value chains through various types of analyses While the focus is on cluster management and mergers and joint ventures the legal aspects of control and liability concerning the integration of value chains is also examined in one of the contributions The second part includes chapters concerning Strategy and Flexibility Strategies concern topics such as inventory management talent management strategic alignment decision making behavioural change and HR systems The third and final part of the volume concerns the topic of Sustainability wherein the contributions focus on various initiatives intended to promote sustainability across respective value chains bearing in mind the concept of flexibility The book is a valuable resource for a varied audience ranging from management students and researchers to practicing business managers as well as for professional institutions consultants and corporate organizations

The Flexible Enterprise Sushil,Edward A. Stohr,2013-11-19 The need for enterprise flexibility in an era of rapidly advancing technology increasing competition and globalization is apparent Flexibility can be thought of as an ability of the enterprise to quickly and efficiently respond to market changes and to bring new products and services quickly to the market place Beyond this definition a truly flexible enterprise should proactively change the market through its ability to create new and innovative products and services The proposed book is intended to provide a conceptual framework of Flexible Enterprise supported by researches case applications in various types of flexibilities exhibited by a flexible enterprise The selected papers from a variety of issues concerning the planning and operation of a flexible enterprise are organized into following four parts I Enterprise and Strategic Flexibility II Organizational Flexibility III Business Process and Information Systems Flexibility IV Operations Flexibility The Philosopher's Stone for Sustainability Yoshiki Shimomura,Koji Kimita,2012-09-26 Industrial Product Service Systems IPS2 which is defined as an integrated industrial product and service offering that delivers value in use has expanded rapidly over the last decade IPS2 has allowed us to achieve both high added value and high productivity and has enriched our QOL by improving the performance of products and services We are now struggling with many awkward issues related to sustainability but IPS2 is expected to be the philosopher s stone for solving these issues Following the pattern of conferences held in Cranfield in 2009 Link ping in 2010 and Braunschweig in 2011 the fourth International CIRP Conference on Industrial Product Service Systems held on November 8 9 2012 in Tokyo will cover various aspects of IPS2 Topics planned for this year s conference reflect the latest IPS2 information in both the natural sciences and humanities and include case studies from various industries IPS2 is still a relatively new field so it is important to keep track of the entire context in order to promote more cross sectional cooperation between multimodal fields and disciplines The fourth International CIRP Conference on Industrial Product Service Systems will serve as a vital platform for such collaborations and the discussion of new scientific ideas **Flexibility and Stability in the Innovating Economy** Maureen McKelvey,Magnus Holmen,2006-04-27 Interactions between business technological public policy and organization processes are changing the way modern economies work In this book the concept of change is problematized in terms of

flexibility and stability across these processes examining the central issues of industrial dynamics structural change and transformation It adopts a perspective of the economy that sees it as an inherently dynamic and complex system consisting of diverse components and activities which interact and change in different ways over time This means placing an emphasis not only on economic transformation but also on the diverse actors in this transformation who are deciding doing and acting in ways which affect the outcomes of this change Chapters are grouped within three themes which readers will find are core to the fields of innovation studies industrial dynamics and evolutionary economics Experimenting and Inertia Evolution and Adaptation of Structure and Innovating and Technological Transformation

The Flexible Firm Julian Birkinshaw, Peter Hagström, 2000-03-16 The pace of change in the business world is becoming faster This book provides a detailed account of the network like organization forms that some firms are adopting to make themselves more flexible and responsive to changing technologies and customer demands As these organizations become more pervasive the winners will be those firms that develop the specific capabilities that are needed to thrive in a networked world Paradoxically such capabilities are developed not only at the firm level but also in the relationships the firm has with its external network and in the operating units within the firm This perspective has implications for the resource based view of the firm in the field of strategic management suggesting that the development of capabilities is a more complex and multi level process than was traditionally thought This book brings together eleven chapters each focusing on a particular aspect of capability development in the networked firm It is based on research in five big Swedish firms Ericsson Volvo Skandia Pharmacia Upjohn SE Banken as well as a number of other well known firms such as HP and ABB The book will be essential reading for advanced students in strategy and international business wanting to keep abreast of current thinking and company practices

The Oxford Handbook of Strategy David O. Faulkner, Andrew Campbell, 2006-04-06 Presents an analysis of how thinking on strategy has evolved and what are the likely developments This work includes chapters on six key areas Approaches to Strategy Strategic Analysis and Formulation Corporate Strategy International Strategy Strategies of Organizational Change and Strategic Flexibility and Uncertainty

Handbook of Research on Entrepreneurial Leadership and Competitive Strategy in Family Business Saiz-Álvarez, José Manuel, Palma-Ruiz, Jesús Manuel, 2019-04-15 This reference book is an IGI Global Core Reference for 2019 as it provides trending research on family businesses With the recent boom in entrepreneurship and the maker market this publication will provide the timeliest research outlining how family businesses can enhance their business practices to ensure sustainability The Handbook of Research on Entrepreneurial Leadership and Competitive Strategy in Family Business is a collection of innovative research on business and leadership strategies that can be applied to family firms in order to boost efficiency competitiveness and optimal use of resource allocation to compete internationally While highlighting topics including global leadership knowledge creation and market performance this book is ideally designed for business managers management professionals executives researchers academicians and students seeking current research

on the entrepreneurship role of family businesses in the modern economic age

Flexible Strategic Management: Bestsellers in 2023 The year 2023 has witnessed a remarkable surge in literary brilliance, with numerous engrossing novels captivating the hearts of readers worldwide. Lets delve into the realm of bestselling books, exploring the fascinating narratives that have captivated audiences this year. Flexible Strategic Management : Colleen Hoover's "It Ends with Us" This poignant tale of love, loss, and resilience has captivated readers with its raw and emotional exploration of domestic abuse. Hoover expertly weaves a story of hope and healing, reminding us that even in the darkest of times, the human spirit can succeed. Uncover the Best : Taylor Jenkins Reids "The Seven Husbands of Evelyn Hugo" This intriguing historical fiction novel unravels the life of Evelyn Hugo, a Hollywood icon who defies expectations and societal norms to pursue her dreams. Reids absorbing storytelling and compelling characters transport readers to a bygone era, immersing them in a world of glamour, ambition, and self-discovery. Discover the Magic : Delia Owens "Where the Crawdads Sing" This mesmerizing coming-of-age story follows Kya Clark, a young woman who grows up alone in the marshes of North Carolina. Owens spins a tale of resilience, survival, and the transformative power of nature, entrancing readers with its evocative prose and mesmerizing setting. These bestselling novels represent just a fraction of the literary treasures that have emerged in 2023. Whether you seek tales of romance, adventure, or personal growth, the world of literature offers an abundance of engaging stories waiting to be discovered. The novel begins with Richard Papen, a bright but troubled young man, arriving at Hampden College. Richard is immediately drawn to the group of students who call themselves the Classics Club. The club is led by Henry Winter, a brilliant and charismatic young man. Henry is obsessed with Greek mythology and philosophy, and he quickly draws Richard into his world. The other members of the Classics Club are equally as fascinating. Bunny Corcoran is a wealthy and spoiled young man who is always looking for a good time. Charles Tavis is a quiet and reserved young man who is deeply in love with Henry. Camilla Macaulay is a beautiful and intelligent young woman who is drawn to the power and danger of the Classics Club. The students are all deeply in love with Morrow, and they are willing to do anything to please him. Morrow is a complex and mysterious figure, and he seems to be manipulating the students for his own purposes. As the students become more involved with Morrow, they begin to commit increasingly dangerous acts. The Secret History is a masterful and thrilling novel that will keep you guessing until the very end. The novel is a cautionary tale about the dangers of obsession and the power of evil.

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