

Flexible Strategic Management

— Audley Connors



Flexible Strategic Management

Marko Kohtamäki



Flexible Strategic Management:

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 *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

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 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

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 *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 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 A Flexible Future? Paul Blyton,Jonathan Morris,2017-11-07 No detailed description available for A Flexible Future **Managing Flexibility** Sushil,Kanika T. Bhal,Surya Prakash Singh,2015-07-16 This edited book provides a conceptual framework of managing flexibility in the areas of people process technology and business supported by researches case applications in various types of flexibilities in business The book is organized into following five parts i Managing Flexibility ii People Flexibility iii Process Flexibility iv Flexibility in Technology and Innovation Management and v Business Flexibility Managing flexibility at the level of people process technology and business encompasses the requirements of both choice and speed The need for managing flexibility is growing to cope with the developments and challenges in the global business environment This can be seen from reactive as well as proactive perspectives Flexibility is a major dimension of business excellence and deals with a paradoxical view point such as stability and dynamism continuity and change centralization and decentralization and so on It needs to be managed at the levels of people process technology and various business functions and it is important to create flexibility at the level of people to create and manage flexibility in processes and technologies in order to support flexible business requirements **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

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

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

Flexible Strategies in VUCA Markets Sanjay Dhir, Sushil, 2018-06-09 This book discusses the concepts of volatility uncertainty complexity and ambiguity VUCA that are the core of various paradigms used in strategic management to understand competitive advantage as well as flexibility in organizational boundaries It serves as a valuable reference resource in the area of VUCA markets An increase in the levels and types of uncertainty has important implications potentially for the durability of a company's advantages the way firms learn and adapt approaches for managing innovation and knowledge and the attractiveness of different strategies and organizational models In today's world strategic flexibility in VUCA is essential for business leaders to sustain market advantage and attain a clear vision amid the chaos Business leaders

who stay focused and are aware of external volatility as the prevalent characteristic are successful while those who are not flexible in this VUCA world and lock themselves into fixed positions lose out The book includes empirical and conceptual research papers along with case studies and models discussing strategies for emerging markets in volatile and uncertain environments It also covers a variety of issues including innovation people and processes financial management and leadership and strategies in VUCA markets Apart from research fraternity and academia the contents of the book will be useful for practitioners as well as industry watchers Systemic Flexibility and Business Agility Sushil, Gerhard Chroust, 2014-12-16 This book provides a conceptual framework for systemic flexibility and business agility drawing on a basis of research case applications in various types of flexibility and agility in business The selected papers address a variety of issues concerning the theme of systemic flexibility and business agility and are organized into following five parts i Systemic and Strategic Flexibility ii Information and Business Agility iii Flexibility Innovation and Business Excellence iv Flexibility in Value and Supply Chains and v Financial Flexibility and Mergers Acquisitions Flexibility and agility in business are emerging as key dimensions of business excellence that encompass the requirements of both choice and speed The two concepts flexibility and agility have been used in multiple ways and often interchangeably both in literature and in practice The growing need for flexibility agility in business can be seen from reactive as well as proactive perspectives A business enterprise is expected to possess reactive flexibility agility as adaptability and responsiveness in order to cope with the changing and uncertain business environment It may also endeavor to intentionally generate flexibility agility as a strategic change in a variety of ways such as leadership change reengineering innovation in products and processes use of information and communication technology and learning orientation **Indigenous Management Practices in Africa** Uchenna Uzo, Abel Kinoti Meru, 2018-08-10 Africa is fast becoming an investment destination for firms operating outside the continent and effective management is central to the realization of organizational goals This volume evaluates the need for management philosophies and theories that reflect the peculiarities of the African continent **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 Proceedings of the Fourteenth International Conference on Management Science

and Engineering Management Jiuping Xu, Gheorghe Duca, Syed Ejaz Ahmed, Fausto Pedro García Márquez, Asaf Hajiyevev, 2020-06-29 This book gathers the proceedings of the 14th International Conference on Management Science and Engineering Management ICMSEM 2020 Held at the Academy of Studies of Moldova from July 30 to August 2 2020 the conference provided a platform for researchers and practitioners in the field to share their ideas and experiences Covering a wide range of topics including hot management issues in engineering science the book presents novel ideas and the latest research advances in the area of management science and engineering management It includes both theoretical and practical studies of management science applied in computing methodology highlighting advanced management concepts and computing technologies for decision making problems involving large uncertain and unstructured data The book also describes the changes and challenges relating to decision making procedures at the dawn of the big data era and discusses new technologies for analysis capture search sharing storage transfer and visualization as well as advances in the integration of optimization statistics and data mining Given its scope it will appeal to a wide readership particularly those looking for new ideas and research directions

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

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 fields 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

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