



CHAPTER 1

STRATEGIC MANAGEMENT AND STRATEGIC COMPETITIVENESS



Internet Activity: Disruptive Technologies

LED's use significantly less energy and last longer than a light bulb. The first LED lights were relatively weak and only suitable for items such as car indicators and calculator displays, but modern LED bulbs are used for interior lighting, torches and as street lighting. Traditional incandescent lighting remains for low light use in the home but is increasingly being replaced by energy efficient LEDs. Using the information on the Philips Lumileds site at <http://www.philipslumileds.com/> and any other sources you can find, write a short essay to explain how LED technology disrupted the market for lighting products.

PHILIPS
sense and simplicity

中文 / Chinese

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PHILIPS LUMILEDS

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LUXE N° transforming light

▶ REPLAY



CHAPTER 2

THE EXTERNAL ENVIRONMENT



Internet Activity: Barriers to Entry

The audit market in the modern global economy is dominated by four 'firms'; KPMG, Deloitte Touche Tohmatsu, Pricewaterhousecoopers, and Ernst & Young. Research the sites for the four firms at:

<http://www.kpmg.com/>

<http://www.deloitte.com/>

<http://www.pwc.com/>

<http://www.ey.com/>

Then, with reference to chapter two, evaluate what the barriers to entry are for the audit market.



CHAPTER 3

THE INTERNAL ORGANIZATION

Internet Activity: Outsourcing



Organize into groups of four or five. Each group should choose an organization that they can research on the web, or an organization of which they have direct knowledge or experience. Using the section on Outsourcing in the book and the additional research below each group should produce a presentation examining the opportunities for outsourcing in their chosen organization.

Each group should answer at least the following questions:

1. Should the organization outsource any activities?
2. Which activities are most appropriate for outsourcing?
3. What are the advantages and disadvantages of outsourcing?
4. What potential partners may be appropriate and how would an outsourcing partner be chosen?

The following websites provide information on outsourcing:

<http://www.businesslink.gov.uk/bdotg/action/layer?topicId=1073921035&r.s=s>

<http://www.noa.co.uk/index.php/site/about>

CHAPTER 4

INTEGRATING INTERNAL AND EXTERNAL RESOURCES



Internet Activity: Open Innovation

Traditionally innovation took place within firms with little collaboration between companies. Open innovation refers to the increasing trend of developing ideas separately from the traditional firm.

<http://www.openinnovation.eu/openinnovatie.php>

Review the interview with Graham Cross, Collaborative Innovation Director at Unilever. What was the attitude of Unilever to innovation in the past and how has it changed with the advent of Open Innovation?

<http://www.openinnovation.eu/interviewgrahamcross1.php>



CHAPTER 5

BUSINESS LEVEL STRATEGY



[Internet Activity: Managing Customer Relationships](#)

In the retail industry customer loyalty cards have proliferated. These provide the customer with discounts and offers and allow the retailer to maintain contact with customers. Write a short paper based upon researching, at least, the following examples of loyalty schemes and determine what the advantages of each are for the customer.

<http://www.tesco.com/clubcard/clubcard/>

<http://www.nectar.com/NectarHome.nectar>

What are the advantages for each of the participating organizations, and are there any new technologies that could be used to enhance/replace loyalty cards?

What potential drawbacks might there be for customers?



CHAPTER 6

COMPETITIVE RIVALRY AND DYNAMICS



Internet Activity: Competitor Analysis

Review the website for the British Broadcasting Corporation (BBC) and list the activities undertaken by the BBC.

<http://www.bbc.co.uk/>

Identify the key competitors to the BBC in each of its activities and markets, e.g. Home market broadcasting, World Service, Internet, Publishing.



CHAPTER 7

CORPORATE-LEVEL STRATEGY



Internet Activity: Diversification

In 1970 Richard Branson opened a mail order company called Virgin, an Oxford Street store and Record shop, Virgin Records, opened a year later. Within six years the company had signed the Sex Pistols and seven years later set up Virgin Atlantic airline. Today Virgin either own outright, or own a stake in some 400 businesses worldwide, ranging from Airlines to Gyms, Financial Services to Media, and from Space Tourism to a bridal wear boutique in Manchester.

Review the Virgin website:

<http://www.virgin.com/>

<http://www.virgin.com/company/>

In 1965 the Benetton family started a business selling brightly coloured sweaters knitted on a machine bought with the proceeds of the sale of the younger brother's bike. Today the group operates from over 6000 stores worldwide, and has moved into the fashion brand 'Sisley' and the leisure wear brand 'Playlife', as well as producing home goods, baby wear and cosmetics.

Review the Benetton website:

<http://www.benettongroup.com/en/home.htm>

Write a short essay to compare and contrast the diversification and growth strategies of the Virgin and Benetton Groups.



CHAPTER 8

STRATEGIC ACQUISITION AND RESTRUCTURING



[Internet Activity: Acquisitions and Integration](#)

Review the Reuters News Agency Mergers and Acquisitions website:

<http://www.reuters.com/finance/deals/mergers>

In groups identify a recent merger and discuss the reasons for the acquisition and the potential benefits for stakeholders.



CHAPTER 9

INTERNATIONAL STRATEGY



[Internet Activity: Political Risks](#)

Review the article below discussing political risks in international operations

<http://www.internationaltrade.co.uk/articles.php?AID=154&Title=Managing+Investment+%26+Risk>

Research the news reports of the explosion on the Deepwater Horizon in 2010:

<http://www.bp.com/sectiongenericarticle800.do?categoryId=9036575&contentId=7067541>

http://www.cfr.org/united-states/national-commission-bp-deepwater-horizon-oil-spill-offshore-drillings-final-report-january-2011/p23830?cid=rss-fullfeed-national_commission_on_the_bp_012011

<http://www.restorethegulf.gov/>

<http://www.bloomberg.com/news/2010-05-06/bp-s-deepwater-horizon-rig-disaster-threatens-future-of-offshore-drilling.html>

What political risks were faced by BP plc as a result of operating in the US oil market?



CHAPTER 10

COOPERATIVE STRATEGY

Internet Activity: Strategic Alliances



In 2009 Fiat and Chrysler announced a strategic alliance. Review the information contained on the Fiat and Chrysler websites, and discuss the perceived benefits of the alliance for key stakeholders.

<http://www.dodge.co.uk/pressreleases/news.html>

<http://www.fiat.co.uk/Content/Article.aspx?id=18303>

[http://www.caranddriver.com/news/car/09q1/fiat and chrysler announce strategic alliance-car news](http://www.caranddriver.com/news/car/09q1/fiat_and_chrysler_announce_strategic_alliance-car_news)

<http://www.economist.com/node/12965800>



CHAPTER 11

STRATEGIC LEADERSHIP



Internet Activity: The balanced scorecard

Look on the Balanced Scorecard Institute website and find the example of the Kenya Red Cross Society. Review their balanced scorecard and the account of their experience.

How has the use of the balanced scorecard changed the strategic thinking of the Kenya Red Cross Society?

www.balancedscorecard.org

CHAPTER 12

CORPORATE GOVERNANCE



Internet Activities: 'Soft regulation' of corporate governance codes

The European Union has published the following report on corporate governance in the EU. In groups, read the section on enforcement and compliance and identify the benefits and drawbacks of this 'soft' approach.

http://ec.europa.eu/internal_market/company/docs/corpgov/corp-gov-codes-rpt-part1_en.pdf



CHAPTER 13

ORGANIZATIONAL STRUCTURE AND CONTROLS



[Internet Activity: Syngenta](#)

Read the Syngenta case study on The Times website. Write a short essay about how the structure of Syngenta supports its corporate strategy.

<http://www.thetimes100.co.uk/case-study--developing-an-effective-organisational-structure--108-377-2.php>



CHAPTER 14

STRATEGIC ENTREPRENEURSHIP



[Internet Activity: Dyson Appliances Limited](#)

Dyson are known for being an innovative company. So how do they create an environment for innovation? In groups, look at the Dyson Appliances Limited case study. Identify how Dyson manage internal innovation.

<http://www.icmrindia.org/casestudies/catalogue/Operations/OPER087.htm>



CHAPTER 15

STRATEGIC RENEWAL



[Internet Activity: Strategic renewal in the banking industry](#)

Read the following article on strategic renewal in the Finnish banking industry. Write a short essay about how strategic renewal has taken place in the industry and the results of this.

http://www.stratmark.fi/wp-content/uploads/2008/02/wendelin_tietoenator.pdf