

# Contents

---

<i>Acknowledgements</i>	ix
<i>Foreword</i>	xiii

## PART ONE

### **The Shapers and Movers**

<i>Preface</i>	i
1. Kenneth R. Andrews	5
2. H. Igor Ansoff	15
3. Alfred D. Chandler Jr	34
4. Michael E. Porter	42

## PART TWO

### **The Consultants**

<i>Preface</i>	57
5. Robert D. Buzzell and Bradley T. Gale	59
6. Bruce D. Henderson	72
7. Benjamin B. Tregoe and John W. Zimmerman	81

## PART THREE

### **The Scholars and Researchers**

<i>Preface</i>	91
8. Derek F. Abell	95

9. Joseph L. Bower	110
10. Richard G. Hamermesh	120
11. Henry Mintzberg	131
12. Richard P. Rumelt	145
13. Malcolm S. Salter and Wolf A. Weinhold	155
14. Oliver E. Williamson	173
15. Robert A. Burgelman and Leonard R. Sayles	184

## PART FOUR

**The Developers and Teachers**

<i>Preface</i>	193
16. Lester A. Digman	195
17. Jay R. Galbraith and Robert K. Kazanjian	206
18. Charles W. Hofer and Dan Schendel	216
19. John A. Pearce II and Richard B. Robinson Jr	230
20. Arthur A. Thompson Jr and A. J. Strickland III	238

## PART FIVE

**The Incrementalists**

<i>Preface</i>	251
21. James Brian Quinn	255
22. Charles E. Lindblom	263

## PART SIX

**The Analysts of Decline**

<i>Preface</i>	271
23. Kathryn Rudie Harrigan	273
24. Stuart St P. Slatter	281
<i>Index of authors and authorities</i>	299
<i>Subject index</i>	303