

CONTENTS

LIST OF CONTRIBUTORS ix

INTRODUCTION xi
Richard Bettis and Howard Thomas

PART I. RISK PERSPECTIVES: FRAMEWORKS AND MODELS

RISK ANALYSIS APPROACHES
AND STRATEGIC MANAGEMENT 3
David B. Hertz and Howard Thomas

WHAT IS RISK ANYWAY?
USING AND MEASURING RISK
IN STRATEGIC MANAGEMENT 21
Inga S. Baird and Howard Thomas

PART II. RISK AND FIRM STRATEGY

A PROPOSED STRATEGIC DECISION-MAKING
PROCESS FOR MANAGEMENT OF STRATEGIC
RISK IN SMALL ENTREPRENEURIAL FIRMS 55
Sidney L. Barton

RISK ANALYSIS IN CORPORATE
PERFORMANCE MEASUREMENT 83
Richard A. Bettis and Vijay Mahajan

STAKEHOLDER RISKS AND
BOWMAN'S RISK/RETURN PARADOX:
WHAT RISK MEASURE IS RELEVANT
FOR STRATEGISTS? 111
Avi Fiegenbaum and Howard Thomas

PART III. RISK AND THE FUNCTIONAL AGENDA**THE RISK OF MARKETING: THE ROLES OF
SYSTEMATIC, UNCONTROLLABLE, AND
CONTROLLABLE UNSYSTEMATIC,
AND DOWNSIDE RISK***David A. Aaker and Robert Jacobson*

137

**MERGER STRATEGY, ANTITRUST POLICY,
AND TWO COMPONENTS OF RISK***Michael A. Lubatkin and Hugh O'Neill*

161

**ORGANIZATIONAL STRUCTURE,
FINANCIAL MARKET PERFORMANCE,
AND VERTICAL INTEGRATION***Richard A. Bettis and Andrew Chen*

183