
Contents

Chapter 1	Introduction	1
PART I Planning Blunders		
Chapter 2	IBM: The Giant Tumbles in Coping with Change	13
Chapter 3	Genentech: A Planning Delusion?	30
Chapter 4	Maytag: Bungled Planning in England	42
Chapter 5	Coca-Cola's Classic Planning Blunder	54
Chapter 6	Contrast—Southwest Airlines: Finding a Strategic Window of Opportunity	72
PART II Organizational Mishandling		
Chapter 7	From Monumental Failure to Outstanding Success: The Edsel and the Mustang	89
Chapter 8	Sears: An Organizational Morass	116
Chapter 9	Campeau Corporation—A Raider Finds Indigestion	130
Chapter 10	Continental Airlines: Confrontational Destruction of an Organization	143
Chapter 11	Contrast—GM's Saturn: An Organization Builds on Quality and Customer Satisfaction	157
PART III Flawed Leadership and Strategy Execution		
Chapter 12	Harley Davidson: Relinquishing Dominance to a Foreign Upstart	173
Chapter 13	Contrast—Harley Davidson Fights Back	192
Chapter 14	A.C. Gilbert: Flawed Crisis Management	205
Chapter 15	The Savings and Loan Disaster: Leadership Greed on Display	218
Chapter 16	Chrysler Corporation, Early 1980s: "Can We Even Survive?"	236
Chapter 17	Contrast—Chrysler's Great Turnaround	253
Chapter 18	Contrast—Wal-Mart: Leading to Retailing's Biggest	272
PART IV Atrophied Controls		
Chapter 19	United Way: Where Were the Controls?	289

Chapter 20	The Yugo: A Socialist Fiasco in a Competitive Environment	303
Chapter 21	Days Inns—Disavowing Standards for the Sake of Growth	320
Chapter 22	Contrast—McDonald's: Maximizing Controls and Sustaining Vigorous Growth	331

PART V Ethical Violations

Chapter 23	The Dalkon Shield—Mishandling the Public Trust	351
Chapter 24	Customer Abuses: Cigarettes, Health Clubs, Small Loans	366
Chapter 25	Contrast—Johnson & Johnson's Tylenol: Regaining Public Trust—And Yet. . .?	386
Chapter 26	Conclusions—What Can Be Learned?	401