CONTENTS

Introduction to the Third Edition	xi
PART 1. THE CONCEPT AND THE NEED	
1. From Planning and the Tasks of Management to Strategic Management	3
2. Strategic Management: Success or Failure?	13
3. A Look at the Total Process	29
PART 2. THE CHANGING ENVIRONMENT	
4. The Challenge of the Future	57
5. The Environment: Assumptions in Planning	75
6. Forecasting	85
7. Techniques for Assessing the Environment	103
8. Business Philosophy (Ethics and Morality) and Strategic Management	117
PART 3. THE MAKING OF STRATEGY	
9. The Corporate Appraisal—Assessing Strengths and Weaknesses	137
10. Analysing the Industry and Competitors	157
11. Analysing the UK Management Development and Training Industry:	
A Case History	197
2. The Search for Shareholder Value	215
13. A Concept of Objectives	237
4. Strategy	253
5. Strategic Portfolio Analysis	267
6. Portfolio Analysis in Practice	281
7. Strategic Planning—A Second Look at the Basic Options	303
8. Multi-national and Global Strategy	327

X	Contents

19. Technology and Manufacturing		
20. Financial Planning		
21. Strategic Planning for Human Resources		
22. Preparing the Strategic Plan	409	
23. Evaluating a Business Plan	421	
PART 4. OPERATIONAL PLANNING		
24. Operating Plans	433	
25. Continuous Profit Improvement Programmes	453	
26. Project Planning and Appraisal	473	
27. From Plans to Actions	489	
28. Management of Change	509	
PART 5. INTRODUCING PLANNING TO AN ORGANISATION		
29. Introducing Strategic Management	527	
30. Why Planning Sometimes Fails	563	
31. Planning—Tools, Techniques and Linkages	575	
32. Strategic Management to Strategic Change?	605	
33. Recommended Reading and Sources of Information	609	
Index	619	