

Index

- Abandoned processes, licenses,
 patent expiration, 199
- Aberrant error, 394
- Acquisition premium, 294, 307
- Acquisitions, 291, 293–295,
 300
 - attraction of, 294
 - difference in acquisition of
 public/private firm,
 295–296
 - downside of, 296–298
 - either/or considerations in,
 296
 - mergers and acquisitions
 (M&A), 298
 - working both sides of the
 deal, 299
- Activity ratios, 180
- Adapting strategies, 301
- Adoption, rate of, 242–243
- Advertising, 212,
 267–268
- Advertising Age*, 212
- Advertising agency acquisition
 (case), 308–315
- Age of reason, 261
- Agreeableness, 59
- Airbus Industries, 88, 390
- Akers, John, 134, 355
- Alliances, 299–300
 - making alliances work,
 301–303
 - partner selection, 305–307
 - portfolios, 300–301
 - rules of the road in strategic
 alliances, 305
- Altman Z Score, 396–397
- Amazon, 8, 362
- American Red Cross, 73, 323
- America's Standard Oil, 294
- Andrews, Kenneth, 129
- Ansoff, H. Igor, 6, 128
- Apache Corporation, 352
- Apollo program, 161
- Apple, 18, 20, 22, 193, 342,
 352, 359
- Archie's Sport, 342–346
- ARMSCOR, 227
- The Art of War* (Sun Tzu), 5,
 368
- Arts and literature, 329
- Assets, calculating, 182
- As You Like It* (Shakespeare),
 319
- AT&T, 108, 208
- Audiences for strategic plan, 174
- Authority innovation-decisions,
 241
- Badgley, Matthew, 391, 392
- Bain & Company, 165
- Balanced Scorecard, 37, 373,
 375, 379–380
- Balance sheet, 116, 181–185,
 315, 316
- Barrick, M., 59
- Battling bike shops (case),
 223–225

- Beliefs, 330
- Benchmarking, 107–110, 144, 184–186
- Bezos, Jeff, 8, 42, 362
- Blankenship, Donald, 279–283
- Blogsphere, 213, 220
- Blogs, 212–213
- Board of directors, 172, 174, 288, 350
 - responsibility for strategy, 350
- Boeing Corporation, 88
- Bort, Julie, 10
- Boston Consulting Group (BCG) model, 30, 142–145, 146
 - critiques of, 146–147
 - enhancements to, 145–146
 - Growth–Share matrix, 142–145
- Bounded rationality, concept of, 168
- Bradley, Omar, 368
- Branding, 9
- Branson, Richard, 9
- Breakeven analysis, 97, 176–177
- Breakeven point (BEP), 176
- British Petroleum, 111, 294
- Budgeting, 37–40, 350
- Buffet, Warren, 33
- Building and maintaining organizational cohesion, 47–50
- Business consortium, 304
- Business Excellence Models, 375
- Business lobby organizations, 272
- Business performance, 158, 373–376, 383, 385, 386, 387
 - measuring, 374
 - prediction of, 396–397
- Business performance management (BPM) system, 388–389, 395–396
- Business schools, 398
- Capability to balance innovation, 239
- Carlson, Roy, 352
- Cash flow, 181, 183–184
- Challenges of strategic management in international arena, 340–341
- Chandler, Alfred, 6
- Change, strategic, 100, 352, 364, 372
- Chief executive officer (CEO), 1, 33, 36, 41, 49–50, 54–55, 69, 134, 166–167, 172–173, 181, 269, 271, 349–354, 362, 371–372, 398
 - and organizational performance, 353–354
 - practices in selecting, 352–353
 - tenure, 354–355
- Chief level personnel, 214
- Chief Strategy Officers (CSOs), 1
- Cirque d' Soliel, 181, 197
- Cisco Systems, 66, 248–249
- Citizen's Band (CB), 21
- Clark Corps of Discovery, 42
- Climate, 111
- Coca Cola, 110
- Collective innovation-decisions, 241
- Collectivism, 331
- Colt, 225, 228–229
- Commission-based sales, 266

- Communication, 68, 165, 367, 371, 396
 - with customers, 267
 - and employee engagement, 364
- Competition, 91, 197–198, 219–221, 367
 - business ethics, 265–266
- Competitive advantage
 - diffusion, 243
- Competitive analysis, 197
 - categorizing competitors, 216–218
 - competitive action program, establishing, 207–208
 - competitive intelligence, conducting, 202–204
 - competitive scope, 201
 - competitor profiles, 213–216
 - competitors, 206–207
 - competitor tracking device, 203–204
 - emerging competitors, identifying, 204–206
 - environmental scan, 221–222
 - formal teams, 209
 - loyalty and customer satisfaction, 208–209
 - origins of competitors, 198–200
 - software, 222
 - sources of competitive advantage, 201–202
 - sources of competitor information, 210–213
 - views on competition, 197–198
- Competitive strategy, 129, 204
- Competitive Strategy*, 198, 206
- Complicity, 274
- Computer integrated production systems, 247
- Concentration, 368
- Conflict at systems engineering, 191–195
- Connectedness, strategy and, 11
- Conscientiousness, 59–60
- Constraints on strategic management, 347–349
- Contemporary business organizations, 376
- Content analysis, 219–220
- Coordination, 29, 363, 367–368
- Corporate citizenship, 64
- Corporate culture, 35, 350, 367
- Corporate gossip, 213
- Corporate library, 213
- Corporate planning, 82–83, 389
- Corporate shareholders, 376
- Corporate social responsibility, 64, 249
- Cosby, Bill, 77
- Cost benefit and cost-effectiveness analysis, 174, 186–190
- Costs and costing factors, of organization, 65
- Cost-to-continue budgets, 245
- Creativity, 237–238
- Crick, 236
- CueCat, 25
- Culture, 103, 327–333
- Customer relations, 175, 266–267
- Customers, 2, 70, 174, 267
- Customer satisfaction, 7, 175, 208–209
- Customer service, 9
- Dabbling, 337
- D-Day invasion, 368
- Debt to assets ratio, 180
- Deceptive advertising, 268
- Decision making, 168, 183
 - corporate, 297

- group, 271
 - individual and organizational, 268–270
- Decision support software, 222
- Decision tree analysis, 174–175, 190–191
- Defining strategy, 3–5
- Delegation of strategy processes, 350
- Delphi technique, 84, 221
- Demand conditions, 336
- Demography, 106
- Deutsche Bank, 320–321
- Dewey, John, 128
- Difference, different about, 326–332
- Difficult-to-imitate strategies, 384
- Diffusion, 236, 240–242
 - competitive advantage, 243
- Discounting, 186, 187
- Discount rate, 187
- Disruption, 151, 244–245, 253
 - characterization, 234–236
 - chimerical nature of, 245
 - definition, 234
 - frictional effects from, 248
 - managing, from innovation, 246–247
 - obsolescence created by, 248
 - reacting to, 247–248
 - and strategic innovation, 245–246
- Disruption of nuclear power, 253
- Disruptive innovation, 243–245
- Diversification, 151, 156–157, 300
- Downside of strategy, 15–28
- Dreyfus, Lee, 134
- Drucker, Peter, 71, 129
- Duncan, Rodger Dean, 391–392
- DuPont, 6
- E-businesses, 205–206
- Economic Espionage Act, 210, 266
- Economics, 102–103
- Economic value added (EVA), 380
- Egos, 60–61
- Eisenhower, Dwight, 44, 60
- Emotional adjustment, 59
- Employee engagement, 165, 364, 365, 370
- Employee resistance and performance failure, 365–369
- Employee Value Proposition (EVP), 121
- Engagement, 370–372
- Enron, 32, 79, 338, 353
- Entrepreneurs, 42, 85, 127, 198, 200
- Entrepreneurship, 251
 - economic reasons for, 252–253
 - relating, to strategic management, 253–254
 - social reasons for, 251–252
- Environmental scan, 99, 100, 221–222
- Equity, 180, 181–182, 183
- Ethics and strategy, 261, 264–265, 277–278
 - avoiding and passing responsibility, 270–271
 - business ethics, 265–268
 - complicity, 274
 - ethical approaches and managing strategy, 274–277
 - individual and organizational decision making, 268–270
 - individual's idea about, 264
 - players in business ethics, 271–273

- professional ethics codes, 273–274
 - public perceptions, 263–264
- Eurozone, 321
- Executive hiring, 210–211
- Executives on strategy, 7–14
- Expansion plan, 9
- External analysis, 88, 97–100
- Extroversion, 59
- Exxon Valdez, 32, 304

- Fahey, Liam, 3, 4
- Failed partnerships, strategic alliances, and joint ventures, 199
- Fayol, Henri, 43
- Feasibility study, 175
- Financial analysis, 32, 36–41
- Financial analysis ratio tools, 178
- Financial and financial-related tools, 176–178
- Financial performance, 64, 181, 215, 383
- Financial ratios for strategic planning, 179
- Firearms industry by Carlos Lopes (case), 225–231
- Firm positioning, determining advantages in, 335–336
- Fishbone diagram, 394
- Five Forces Model, 197–198, 237, 265, 267
- Ford Motor Company, 74, 323
- Forecasting methods, 375
- Foreign entry, planning for small firms, 334–335
- Forestry businesses, 111
- Formal competitive action team, 208, 209
- For-profit businesses, 38, 376
- Foster, Richard, 206, 244
- Franchisees, 338
- Franchising, 337–338
- French and Raven taxonomy, 62–63
- Friedman, Thomas, 200, 325
- Functions of strategic management, 29
 - building and maintaining organizational cohesion, 47–50
 - financial analysis, 36–41
 - insurance practices, learning from, 32–36
 - leadership, 52–55
 - managing, 50–52
 - planning, 42–47
 - risk and uncertainty management, 30–32
 - visioning, 41–42
- Game of Business Thrones, 304
- Gandhi, M., 262
- General Electric (GE), 110
 - portfolio matrix and beyond, 147–150
 - portfolio model, 147
- General Motors, 5, 6, 319, 353
- General prominence, of organization, 64
- Generic strategies, 127, 131–135
- Gerstner, Louis, 7–8
- Gigafactory, 258
- Global organizations, 200, 328
- Global Red Cross Network, 74
- Goals, 3, 80–81, 170, 390, 395
- Goerzen, Anthony, 293
- Good-boy good-girl phase, 275
- Goodwin, R. Booth, 281
- Gordian knot, 385
- Governmental units, 205
- Gross Domestic Product (GDP), 102
- Gross Profit Margin, 179–180
- Group decision making, 270–271

- Hamel, Gary, 133, 157, 164
 Harley-Davidson, 32
 Heins, Richard, 349
 Hewlett and Packard (HP), 10, 241
 ink jet cartridge, 199
 History, strategy in, 5–6
 Hofer, Charles, 128
 Hoffmann, Werner, 300
 Hofstede, Geert, 330, 331
 Hoovers Online, 213
 Horse training business, 262
 How-to-do strategy, 10
 HP. *See* Hewlett and Packard (HP)
 Hubble Space Telescope, 378
 Human element in strategic management, 58–62
 Human performance,
 organizational
 performance and,
 388–389
 Human resource management,
 91, 93, 95, 388
 Hypercompetition, 239–240
 Hypothesis testing, 394
- IBM, 7, 8, 65, 108, 130, 134, 155, 170, 208, 251, 355, 357
 Importance of strategy,
 11–14
 Import–export model, 337
 Inappropriate strategy, 11, 151
 Inbound logistics, 95
 Income statement, 182–183, 184
 Individualism, 331
 Individual versus organizational innovation, 241
 Industry life cycle, 139–141, 148, 153, 215, 336
 -based strategy models, 137
 strategy choices based on,
 141
- Industry-specific publications,
 212
 Inferential statistics, 394
 Infrastructure, 95, 335
 Ingersoll-Rand (case)
 external analysis, 123
 financial analysis, 120
 historical analysis, 118–119
 liquidity, 120–122
 mission statement, 119–120
 strategic plan, 124–126
 Innovation, 64, 217, 236–237, 253
 connecting, 239–240
 controlling, 292
 definition, 233–234
 diffusion of, 240, 254
 disruptive, 243–245
 individual versus
 organizational, 241
 making innovation work,
 250–251
 managing disruption from,
 246–247
 organizations that produce
 innovation, 248–249
 rate of adoption, 242–243
 research on, 238
 screening of, 242
 sources of, 237–238
 strategic, 245–246
 Innovativeness-quality-
 performance model,
 239
 Innovators and inventors, 249
In Search of Excellence
 (Peters and
 Waterman), 4
 Insurance practices, learning
 from, 32–36
 Intense competition, 181, 197
 Internal analysis, 90
 senior management in,
 90–93
 sensitivity analysis, 96–97

- tools for, 93
- value chain, 93–96
- Internal venture formation, 198–199
- International, 319
 - challenges of strategic management, 340–341
 - culture, 332–333
 - difference, different about, 326–332
 - entry, experience, and withdrawal, 336–340
 - firm positioning, determining advantages in, 335–336
 - planning foreign entry for small firms, 334–335
 - reasons for going, 323–325
- International business, 266, 325–326
- International discount store chain, 15
- Internet, 108, 109, 140, 210–211, 236, 240–241
- Inventory turnover ratio, 178, 180
- Investor-owned utility, 205
- Investor Relations, 211
- Jobs, Steven, 352, 359
- Joint ventures, 199, 303–305
- Kaplan, Robert, 379
- Kaplan and Norton's balanced scorecard, 37
- Key performance indicators (KPIs), 380–386
- KGB agent, 209
- K-Marts, 15, 16
- Knowledge-based power, 357, 363
- Kohlberg's theory of moral development, 275
- Kohl's Corporation, 250
- Kozlowski, Dennis, 283–290
- KPMG, 30
- Kroger, 76
- Kuczynski, Pedro, 322
- Lafley, A.G., 10
- Lamach, Michael, 120, 125–126
- Language, 327–328, 330
- Lawrence, T.E., 30
- Leader–challenger–follower, depiction of, 217
- Leadership, 52–55, 353, 369 transitions, 210–211
- Legal system, 272
- Leverage ratios, 180
- Liabilities, balance sheet for, 182
- Licensing, 337–339
- Linear performance, 389
- Liquidity, 178, 179, 180, 193
- Literature review, 220, 388
- Long-term cost benefit and cost-effectiveness analysis, 186
- Long-term orientation, 331, 377
- Long-term planning, 162–163
- Loyalty and customer satisfaction, 208–209
- Lurking, 14
- M14 rifle, 226
- MacArthur, Douglas, 60
- MacCrimmon, Kenneth, 135
- Management, 51–52
- Management, definition of, 6
- Managerial factors, 369
- Marketing and sales, 94–95, 215
- Marketing research, 31, 175
- Market position, 64, 76, 299, 338
- Market research, 174
- Market size, 64

- Market strategy, profit impact
 - of, 386–387
- Masculinity, 331
- Massey Energy (case study), 278–283
- McClelland, David, 63, 297
- McDonalds, 358
- McKinsey, 30, 191–192
- Media, 79, 92, 174, 211–212, 219
- Media access, 325
- Medical tourism, 325
- Mergers and acquisitions (M&A), 276, 298
- Metal injection molding techniques, 230
- Microsoft, 292
- Miller, Danny, 392
- Mine accidents, 279
- Mining and mining-related businesses, 111
- Mintzberg, Henry, 128, 164
- Mission, 70–71
 - tools for, 83–85
- Mission statements
 - authorship, 78–79
 - changes, 79–80
 - comparing business and nonbusiness, 73–74
 - fixing poor, 73
 - good statements, 71–72
 - importance of, 77–78
 - poor statements, 72–73
 - in same industry, 74–76
 - tools for, 83–85
- Mode of market entry, 296
- Mores, 329
- Mutual Insurance, 349
- My Years with General Motors* (Alfred Sloan), 5
- Narcissism, 286, 350
- Nationalism, 329
- Nationalization, 338
- Natural environment, 110–112
- Nazi flag, 329
- Net income, 183
- Net present value (NPV), 33, 187
- Newbert, S., 158
- Newspaper and magazine coverage, 219
- Niche player, 218
- Norms, 329, 330
- Norton, David, 379
- Not-for-profit organizations, 38–39, 178, 208, 263, 292
- Nuremberg Trials, 275
- Objectives, 80–81
- Office politics, 358
- Office supply company (OSC), 187
- Oil and natural gas production, 111
- Olin, John, 32
- Openness to experience, 59–60
- Open source architecture, 241
- Operational performance measures, 375
- Operations, 95
- Optional innovation-decisions, 241
- Oracle, 36
- Organizational factors, 142, 351, 369
- Organizational image, 81–82
- Organizational innovation, 238, 241
- Organizational performance, 13, 180, 351
 - CEOs and, 353–354
 - and human performance, 388–389
- Outbound logistics, 95

- Pakistan, 320
- Partnering, 117
 - learning, 307–308
- Partner selection, 305–307
- Partnerships, 292–293
- Passing responsibility, 271
- Pauling, Linus, 236, 363
- Payback analysis, 177–178
- People, power and strategy, 347
 - CEOs, 349–351
 - and organizational performance, 353–354
 - practices in selecting, 352–353
 - tenure, 354–355
 - constraints on strategic management, 347–349
 - employee resistance and performance failure, 365–369
 - observations on improving engagement, 370–372
 - people of strategy, 355–356
 - power, 356–364
 - reaction to strategic change, 364–365
- People of strategy, 355–356
- Performance, 373, 374
 - Balanced Scorecard, 379–380
 - business performance, prediction of, 396–397
 - business performance management (BPM), process of, 395–396
 - considerations on, 392–395
 - economic value added (EVA), 380
 - guidelines for choosing performance measures, 376–379
 - importance of measuring, 376
 - key performance indicators (KPIs), 380–386
 - organizational performance and human performance, 388–389
 - plotting, 389
 - profit impact of market strategy (PIMS), 386–387
 - and strategic management, 397–399
 - unintended consequences, bane of, 390–392
- Performance failure, employee resistance and, 365–369
- Permutation of strategy development, 350
- Personality-based power, 356–357, 362
- Personality dimensions, 59
- Personalization of ethics, 277
- Personal power, 62–63, 367
- Perspectives on strategy, 6–7, 19–28
- Persuasion, 40, 362
- PEST analysis, 100–103, 107, 219
- Plan-do-check-act, 12, 385
- Planned innovation, 236–237
- Planning, 6, 42–47, 82–83
 - tools for, 83–85
 - See also* Strategic planning
- Playing to Win: How Strategy Really Works* (A.G. Lafley), 10
- Policies, 80–81
- Political-based power, 358–359, 362–363
- Porter, Michael, 92, 95, 108, 129, 132, 197–198, 206, 324, 335, 336
- Porter's Five Forces Model, 237, 265, 267
- Portfolio models, 141–142
 - implementing, 152–154

- shortcomings of, 150–152
- strengths of, 149–150
- Power, 62–63, 356–364, 372
 - knowledge-based, 357, 363
 - personality-based, 356–357, 362
 - political-based, 358, 359, 362
 - process-based, 357–358
 - resource-based, 357
 - seniority-based, 359, 363
 - skills-based, 358
 - vision-based, 359
- Power distance, 330
- The Practice of Management* (Peter Drucker), 71
- Prahalad, C. K., 133, 157, 164
- Pratt and Whitney, 110
- Price, Bob, 308
- Pricing practices for consumers, 268
- Procedures, 80–81
- Process, 64
- Process-based power, 357–358
- Procter & Gamble, 10, 150, 218
- Production, 34, 62, 335
- Productivity, 91, 92, 201–202
- Product life cycle and industry life cycle, 137–141, 144
- Product/service quality, 64
- Product/service superiority, 64
- Professional conferences, 212
- Professional ethics codes, 273–274
- Professional services, 247
- Profitability, 179–180
- Profit Impact of Market Strategy (PIMS), 375, 386–387
- Project management, 394–395
- Proto-organizations, 203
- Public/private firm, difference in acquisition of, 295–296
- Publix, 76
- Radio Shack Corporation (case), 20–28
- Randall, Robert, 4
- Range anxiety, 257
- Rank-and-file employees, 368
- Rational-based analysis, 165
- Ratio tools, 181
- Reaction to strategic change, 364–365
- Refillable ink jet cartridges, 199
- Reliability, validity and, 377–378
- Religion, 330, 333
- Remington Arms, 230
- Research in Motion (RIM), 332
- Residual value, 177
- Resource-based power, 357, 363
- Resource-based theory approach, 157–159, 384
- Return on Equity, 180
- Return on investment (ROI), 179
- Risk, 9, 35
 - financial risk, 34
 - managing, 33–34
 - market risk, 34–35
 - and uncertainty management, 30–32
- Rivard, Reporter, 78
- Rogers, Everett, 240–242
- Royal Dutch Shell, 31
- Rules of the road in strategic alliances, 305
- Runyan, Damon, 43
- Sarbanes Oxley Law, 79, 350
- Savvy analysts, 199–200
- Scenario building, 220, 221

- Scenario development, 175–176, 221
- Schendel, Dan, 128, 148
- Schultz, Howard, 8, 349
- Scorned executives, 199
- Sculley, John, 352
- Sears, 6
- Self-determination, 331
- Self-displacement, 240
- Self-interest, 225, 331, 358
- Senge, Peter, 357
- Senior executives, 1, 47, 171, 276, 393
- Seniority-based power, 359, 363
- Senior managers, 221, 355, 367, 370, 371
- Sergeant Drill Company, 118
- Serling, Rod, 7
- Servant-leadership, 52
- Service, 95
- Shakespeare, William, 127, 319
- Shaping strategies, 301
- Shipping, 111
- Short-term cost benefit analysis, 186
- Short-term measurement, 377
- Shunning responsibility, 270
- Simon, Herbert, 168, 391
- Skills-based power, 358–359
- Sloan, Alfred, 5
- Small firms, planning foreign entry for, 334–335
- SMART framework, 391
- Social organization and systems, 5
- Social organization customs, 330
- Society of Competitive Intelligence Professionals (SCIP), 209, 222
- Sociocultural factors, 103–106
- Solar City, 258
- Speed, of organization, 64–65
- Springdale Advertising (case), 308–310, 312, 314, 317
- Springfield Armory, 225–228
- Stabilizing strategies, 301
- Stagnation escape, 325
- Standard Oil, 6
- Starbucks, 8, 349
- Statistical process control, 394
- Stick-to-the-knitting approach, 4
- Strategic benchmarking, 184–186
- Strategic business unit (SBU), 48
- Strategic decisions, 131
- Strategic innovation, 245–246
- Strategic planning, 161
 - audiences, 174
 - balance sheet, 181–182
 - cash flow, 183–184
 - challenges for leaders, 166–167
 - chief executive, role of, 172
 - conflict at systems engineering, 191–195
 - cost benefit and cost-effectiveness analysis, 186–190
 - decision tree, 190–191
 - definitions, 162–163
 - documents, 164
 - as an event, 171–173
 - financial analysis ratio tools, 178
 - financial and financial-related tools, 176
 - breakeven analysis, 176–177
 - payback analysis, 177–178
 - financial ratios for, 179
 - important ratios, 179–181
 - activity ratios, 180
 - leverage ratios, 180
 - liquidity, 180

- profitability, 179–180
- income statement, 182–183
- process, 167–171
 - evaluation, 171
 - execution, 170–171
 - goal setting, 170
 - internal and external analysis, 169–170
 - strategy formulation or reformulation, 170
- strategic benchmarking, 184–186
- versus strategic management, 162
- team-driven, 165
- tools, 174–176
- traditional, 165
- Strategic Planning Institute, 386, 387
- Strategic retreats, 173
- Strategic thinking, 168
- strategos*, 5
- Strategy, 1, 127
 - Basics, criticisms of, 135
 - defining, 3–5
 - executives on, 7–14
 - frequent change in, 4
 - in history, 5–6
 - perspectives on, 6–7, 19–28
 - Radio Shack Corporation (case), 20–28
 - Target Stores (case), 15–19
- Strategy and Structure* (Alfred Chandler), 6
- Strategy dynamics, 154–157
- Strategy writers, 4, 206
- Strengths, weaknesses, opportunities, and threats (SWOT) analysis, 107, 112–115, 175, 207, 215–216
 - internal and external assessment, 118
 - processing information, 116–118
- Structural equation modeling, 239
- Substitute products, providers of, 204–205
- Sun Tzu, 5, 368
- Supplier relations, 266
- Suppliers, 205
- Symbols, 329, 330
- Tactical decisions, 131
- Tactics, 1–3, 130
- Target Stores (case), 15–19
- Taylor, Fredrick, 51
- Technological development, 95
- Technology, 107
- Technology access, 347
- Tesla Motors, 254–259
- Toyota Motor Manufacturing, 336
- Trade shows, 212
- Transpacific Partnership, 320
- Treaty of Versailles, 390
- Trends in world religions, 333
- TRS-80, 22
- Trustworthiness, 301–302
- TRW, 198–199
- Twilight Zone* (Rod Serling), 7
- Tyco, downfall of (case study), 283–290
- Uncertainty avoidance, 330
- United States Economic Espionage Act, 266
- Upper Big Branch Mine, 278
- U.S. Securities and Exchange Commission (SEC), 211
- Validity and reliability, 377–378
- Value, 37, 62, 121, 140
 - declining performance and the creating of, 384
- Value chain, 93–96
- Values, 61, 62, 79, 329, 330

- Ventures, 2
Virgin Group, 9
Vision-based power, 359
Visioning, 41–42, 63–65
 tools for, 83–85
Vision statement, 41, 65, 80
 changes, 79–80
 dissecting, 67–69
 fixing poor, 70
 good and bad, 69–70
 questions of vision, 66–67
Vonage, 108
VRIO framework, 158
- Wall Street Journal*, 211, 220,
 249, 333
- Walmart, 15–17, 22, 25, 218,
 324
Washington Post, 77
Watson, Tom, 65
Wernfelt, Birger, 157
Whitman, Meg, 10
Williams, Dennis, 356
Winchester-branded firearms,
 229
Workforce diversity, 262–263
The World is Flat
 (Thomas Friedman),
 325
- Zellers stores, 17
Z score, 396, 397, 399