

Book Review of “Strategic Management: Concepts and Cases” by Fred R. David

W.M.R.B. Weerasooriya¹

Strategic management is the cornerstone of organizational success in today's dynamic and competitive business environment. It encompasses the systematic process of formulating, implementing, and evaluating decisions and actions that guide an organization towards achieving its long-term objectives (Wheelen and Hunger, 2007). From defining mission and vision to analyzing internal strengths and weaknesses, as well as external opportunities and threats, strategic management provides a roadmap for navigating complexities and uncertainties while capitalizing on opportunities for growth and innovation.

Dr. Fred R. David, a distinguished professor in the field of strategic management, presents the 13th edition of "Strategic Management, Concepts and Cases" with an impressive array of credentials and experience. Having authored over 152 publications and taught at esteemed institutions, Dr. Fred R. David brings a wealth of knowledge and expertise to this comprehensive guide. Most importantly, this edition underlines the critical importance of strategic management in contemporary business contexts. It elucidates how strategic management serves as a compass for organizations, providing direction, focus, and coherence to their endeavors. Divided into six parts spanning 11 chapters, this edition offers a thorough exploration of strategic management principles and their practical applications through real-world case studies. Each part explores important facets of strategic management, giving readers a comprehensive grasp of the topic. The First chapter of the book, covered in Part 01, is where the author clearly outlines the fundamentals of strategic management using McDonald's Corporation's resilience during economic adversity as a lens. Defining strategic

management as a multi-stage process, the author emphasizes the fusion of intuition and analysis, vital for adapting to dynamic market landscapes. Key strategic terms, including competitive advantage and vision statements, are explained, laying a robust foundation for readers. Despite its benefits, strategic planning is not devoid of challenges, as the author navigates pitfalls and offers guidelines for effective implementation. Through the practical example of McDonald's Corporation in 2009, readers witness strategic management principles in action, solidifying their understanding of strategic decision-making.

The Part 02 of the book explores into the critical process of strategy formulation by dividing into five chapters starting from Chapter Two to Chapter Six. In the Chapter 2 of the book, the author discusses the pivotal role of vision and mission statements in organizational success, using Walmart's example in a weak economy. The chapter distinguishes between vision and mission, underlines their importance, and outlines characteristics of effective mission statements. Readers are given the chance to assess and formulate these assertions through practical exercises, which serve as a fundamental framework for strategic planning and implementation. Using Dunkin' Brands, Inc. as a case study, the author examines the external assessment procedure in Chapter 3. The chapter discusses the main external forces namely economic, social, political, technological, and competitive those have an impact on organizations. Readers can study industry dynamics and predict trends by using useful tools like Porter's Five Forces Model and competitive intelligence systems. Exercises that improve strategic analytical abilities, such creating

¹ Senior Lecturer, Department of Business Management, Faculty of Management Studies, University of Rajarata, Sri Lanka

EFE and CPM matrices, provide readers the ability to make wise choices in ever-changing market conditions. Using Amazon.com, Inc. as a case study, chapter 4 of the book discusses the internal assessment procedure. Key internal factors and procedures are examined in this chapter, including marketing, finance/accounting, production/operations, management, research and development, and management information systems. Readers gain effective internal strength and weakness evaluation skills by using useful tools like audit checklists and value chain analysis. Exercises that improve strategic decision-making abilities include financial ratio analysis and IFE matrix construction. These exercises give participants practical experience. Volkswagen AG is used as a case study to examine how strategies are implemented in Chapter 5. Long-term goals, different kinds of strategies ((Pearce and Robinson (2013) and Wheelen and Hunger (2014))), ways to accomplish strategies, and strategic management in many organizational contexts are all covered in this chapter. The chapter concludes with practical exercises that help readers improve their strategic thinking abilities. Using Apple Inc. as a case study, Chapter 6 examines strategy analysis and decision-making. Using useful tools such as the SWOT Matrix and comparison in each dimension of SWOT with new view of TOWS, SPACE Matrix, BCG Matrix, IE Matrix, Grand Strategy Matrix, and QSPM, the chapter describes the process of creating and choosing strategies. It also covers the governance, political, and cultural aspects that affect the choice of strategy. Readers' ability to make strategic decisions is improved by the practical activities at the end.

In Part 03 of the book, which is divided into Chapters 07 and 08, the author examines how businesses can successfully implement strategic plans in order to accomplish their long-term goals. This section's Chapter 7 examines strategy implementation using Google as a case study. Important managerial and operational topics are covered in this chapter, including establishing yearly goals, allocating resources, aligning organizational structures, and handling change opposition. The last practical activities serve to improve comprehension of the difficulties involved in implementing a strategy. Chapter 8 of the book

explores practical aspects of strategy implementation using Johnson & Johnson as a case study. The chapter addresses marketing, finance/accounting, R&D, and MIS issues, covering topics such as new marketing principles, capital acquisition, and project financial statements. Practical exercises at the end reinforce understanding.

By containing the Chapter 09, the Part 4 of the book is dedicated to examining how organizations can assess the effectiveness of their strategies and make necessary adjustments to ensure alignment with their goals and objectives. Chapter 9 of this part focuses on strategy evaluation, using Family Dollar Stores as a case study. The chapter covers the process of evaluating strategies, including reviewing bases, measuring performance, and corrective actions. It introduces tools like the Balanced Scorecard and discusses characteristics of effective evaluation systems (Kaplan, R.S., and D.P. Norton. 1993). Additionally, it addresses twenty-first-century challenges in strategic management. Practical exercises at the end reinforce understanding.

In Part 5 the author explores key strategic-management topics essential for contemporary organizations. It contains two main chapters namely Chapter 10 and Chapter 11. Chapter 10 explores business ethics, social responsibility, and environmental sustainability using Walt Disney as a case study. The chapter discusses the importance of a code of business ethics, social policies, and sustainability practices. Practical exercises at the end engage readers in applying concepts. As the final chapter, the Chapter 11 explores global and international issues using Marriott International as a case study. The chapter covers multinational organizations, advantages and disadvantages of international operations, globalization, cultural differences, and joint ventures. Practical exercises at the end engage readers in applying concepts. Part 6, the last section of the book, is devoted to case studies in strategic management. Dr. Fred R. David offers advice on how to properly prepare and present case analyses. He covers topics such as what constitutes a strategic-management case, preparation guidelines, successful class discussion techniques, written analysis preparation, oral

presentation techniques, and success suggestions. The tools in this part will help readers analyze and present strategic cases effectively.

In conclusion, Dr. Fred R. David's "Strategic Management, Concepts and Cases – 13th Edition" is an invaluable resource for navigating the challenges of strategic management in modern corporate settings. Through real-world case studies, each chapter provides insightful analysis and useful applications ranging from creating goal and vision to examining internal and external issues. With a thorough examination of strategic management concepts and a wealth of knowledge and expertise from Dr. David, readers will have a strong basis for making strategic decisions. This version acts as a compass to steer organizations toward success in the face of dynamic and competitive environments by highlighting the significance of strategic management in accomplishing long-term organizational goals.

Ultimately, the book gives readers the frameworks and tools they need to create, carry out, assess, and modify strategic plans in a way that will promote sustainability, growth, and innovation in the current global economy. Dr. Fred R. David's "Strategic Management, Concepts and Cases– 13th Edition" is a valuable tool for professionals, practitioners, and students who want to understand the nuances of strategic management because of its thorough coverage, useful insights, and strategic guidance.

References

- Kaplan, R.S., and D.P. Norton. 1993. Putting the balanced scorecard to work. *Harvard Business Review* 71/5 (September-October):134-147.
- Pearce, J. A., & Robinson, R. B. (2013). *Strategic Management: Planning for Domestic and Global Competition* (13th ed.). New York: McGraw-Hill Irwin.
- Wheelen, T. L., & Hunger, J. D. (2007). *Strategic Management and Business Policy* (11th ed.). New York: Prentice Hall Inc.

Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2014). *Strategic Management and Business Policy: Globalization, Innovation and Sustainability* (14th ed.). New York: Prentice Hall Inc.