

SIXTH EDITION

Strategic Management: Theory and Practice

John A. Parnell
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Dedication

To my students

—John Parnell

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Preface

Description of Text

The challenge of strategic leadership has never been more demanding. Executives and managers at all levels must think strategically and leverage resources effectively to remain competitive. This text helps them do so, drawing from all functional areas of business and presenting a cohesive strategic management model. It is most useful for students with backgrounds in related fields, such as management, marketing, finance, accounting, and economics.

This text has three distinguishing characteristics. First, it is organized sequentially around the strategic management process:

- Foundation (Chapter 1)—*Overview*
- External environment (Chapters 2–4)—*Step 1*
- Internal environment (Chapter 5)—*Step 2*
- Fundamentals of strategy (Chapters 6–8)—*Step 3 (Content)*
- Strategy formulation (Chapter 9)—*Step 3 (Process)*
- Strategy execution (Chapters 10–11)—*Step 4*
- Strategic control (Chapter 12)—*Step 5*

Global issues are emphasized throughout the text, with extensive coverage of China. Numerous examples—many from the *Wall Street Journal*—are integrated into the chapters as well. This process orientation also includes a compelling chapter on ethics and social responsibility.

Second, the strategic management model used in case analysis is linked directly to chapter content. The 25 questions included in the model are presented in *Case Analysis boxes* throughout the text. For students competing in a strategy simulation, each chapter includes a *Simulation 101* section that integrates chapter concepts with simulation decisions.

Finally, the text presents modern strategic management concepts and ideas clearly and succinctly. Well-known firms like Walmart, McDonald's, and Amazon are featured throughout, which helps students understand and apply the concepts. The entire book can be covered in a typical capstone business course while retaining valuable time for case projects, a computer simulation, discussions of real-time strategic issues, and other activities.

What's New in This Edition

The strategic management model remains relatively unchanged from the previous edition. The section on

nonmarket strategy has expanded considerably, however. The book also includes numerous updates and examples from the *Wall Street Journal* and other sources, especially in the chapters that address the external environment and organizational strategies.

Each chapter includes a brief, real-time case at the end. Each case is appropriate for class discussions or as a springboard for term projects, creating a broad range of assignment options.

Online and in Print

Student Options: Print and Online Versions

Strategic Management: Theory and Practice is available in multiple versions: online, in PDF, and in print as either a paperback or loose-leaf text. The content of each version is identical.

The most affordable version is the online book, with upgrade options including the online version bundled with a print version. What is nice about the print version is that it offers you the freedom of being unplugged—away from your computer. The people at Academic Media Solutions recognize that it is difficult to read from a screen at length and that most of us read much faster from a piece of paper. The print options are particularly useful when you have extended print passages to read.

The online edition allows you to take full advantage of embedded digital features, including search and notes. Use the search feature to locate and jump to discussions anywhere in the book. Use the notes feature to add personal comments or annotations. You can move out of the book to follow Web links. You can navigate within and between chapters using a clickable table of contents. These features allow you to work at your own pace and in your own style, as you read and surf your way through the material. (See “Harnessing the Online Version” for more tips on working with the online version.)

Harnessing the Online Version

The online version of *Strategic Management* offers the following features to facilitate learning and to make using the book an easy, enjoyable experience:

- *Easy-to-navigate/clickable table of contents*—You can surf through the book quickly by clicking on

chapter headings, or first- or second-level section headings. And the Table of Contents can be accessed from anywhere in the book.

- *Key terms search*—Type in a term, and a search engine will return every instance of that term in the book; then jump directly to the selection of your choice with one click.
- *Notes and highlighting*—The online version includes study apps such as notes and highlighting. Each of these apps can be found in the tools icon embedded in the Academic Media Solutions/Textbook Media’s online eBook reading platform (www.academicmediasolutions.com).
- *Upgrades*—The online version includes the ability to purchase additional study apps and functionality that enhance the learning experience.

Instructor Supplements

In addition to its student-friendly features and pedagogy, the variety of student formats available, and the uniquely affordable pricing options that are designed to provide students with a flexibility that fits any budget and/or learning style, *Strategic Management* comes with the following teaching and learning aids:

- *Test Item File*—This provides a set of 20 multiple-choice, 20 true/false, and five essay questions for every chapter for creating original quizzes and exams.
- *Instructor’s Manual*—This is a condensed version of the book offering assistance in preparing lectures, identifying learning objectives, developing essay exams and assignments, and constructing course syllabi.
- *PowerPoint Presentations*—Key points in each chapter are illustrated in a set of PowerPoint files designed to assist with instruction. In addition to the key points, the slides include all of the numbered figures and tables from each chapter.

- *Online Video Labs with Student Worksheets*—A collection of high-quality, dynamic, and sometimes humorous video segments (contemporary and classic) produced by a variety of media, academic, and entertainment sources, accessed via the web. Organized by chapter, the video segments illustrate key topics/issues discussed in the chapters. Each video segment is accompanied by a student worksheet that consists of a series of discussion questions that helps students connect the themes presented in the video segment with key topics discussed in the specific chapter.

Student Supplements and Upgrades (Additional Purchase Required)

- *Lecture Guide*—This printable lecture guide is designed for student use and is available as an in-class resource or study tool. Note: Instructors can request the PowerPoint version of these slides either to use as developed or to customize.
- *Quizlet Study Set*—Quizlet is an easy-to-use online learning tool built from all the key terms from the textbook. Students can turbo charge their studying via digital flashcards and other types of study apps, including tests and games. Students are able to listen to audio, as well as create their own flashcards. Quizlet is a cross-platform application and can be used on a desktop, tablet, or smartphone.

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About the Author

John Parnell is a professor of management and Eminent Scholar of Business at the University of North Alabama. He completed his BSBA, MBA, and MAEd degrees at East Carolina University, his EdD at Campbell University, and his PhD at the University of Memphis. Dr. Parnell's academic career includes multiple institutions, including serving as the Belk Chair of Management at the University of North Carolina at Pembroke (UNC-Pembroke) and as professor and head of the Department of Marketing & Management at Texas A&M University–Commerce. He has received numerous awards for teaching, scholarship, and service, including the H. M. Lafferty Distinguished Faculty Award at A&M–Commerce in 2002 and the Adolph Dial Award for Scholarly & Creative Activity at UNC-Pembroke in 2005, the Peter Vaill Award for Service in 2006 and 2016, and the Spirit of Inquiry Award from the John William Pope Center for Higher Education Policy in 2011. Dr. Parnell also served as interim dean of the UNC-Pembroke School of Business in 2014–2015.

Dr. Parnell is a recognized authority in the field, having published more than 250 articles, cases, proceedings, books, and chapters in strategic management and related fields. His work appears in leading journals, including the *Academy of Management Learning and Education*, *British Journal of Management*, *Journal of Contingencies and Crisis Management*, *Journal of Business Ethics*, *Journal of Small Business Management*, and *Management Decision*. Dr. Parnell is a co-author of *Crisis Management: Leading in the New Management Landscape*. He also serves on several academic journal editorial boards and consults on issues related to strategic management. He has also appeared frequently as a guest, discussing issues related to business and competitiveness, on SiriusXM's *Willow Majority*.

Dr. Parnell has lectured at many institutions abroad, including Anáhuac University and the EGADE Business School in Mexico, Chung Yuan Christian University in Taiwan, Yangtze Normal University, and China University of Geosciences in Beijing. He was also a Fulbright Scholar in Cairo, Egypt, in 1995.

