

Book Review: Exploring Corporate Strategy: Texts and Cases

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Book Information

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1 BOOK REVIEW

Having established a worldwide reputation with sales over 750,000 copies, the current edition of this book -published for the first time in the early 80s – lives up to its popularity.

As in past editions the introductory chapter illustrates the strategy concept in a clear, well organized and comprehensive manner. Alongside the well developed three *lenses* of strategy (design, experience and ideas), already a feature of the past versions, this edition introduces an extra *lens*; this is strategy as a discourse and ability to communicate and shape organisational objectives. The rest of the book is then structured in three parts dedicated respectively to Strategic positioning; Strategic choices and the principles of Strategy in action.

The four chapters of *Part I* discuss the issues, facets and factors that affect and influence organizations into their quest for developing and managing their strategies. This part encompasses considerations on the organisational environment, the capabilities, resources and assets, the purposes, vision and organizational mission and the culture.

Part II focuses on the choices that eventually organizations are bound to take. Chapter 6 illustrates the available strategies at the business level whereas Chapter 7 moves its attention to corporate level. To respond to the disciplinary needs, Chapter 8 is introduced and reflects on the International aspects of Strategies and strategic development. Chapter 9, also an addition of the latest edition, portrays the increasing academic interest on Innovation and Entrepreneurship. Finally, Chapter 10 goes on to consider the methods and ways that companies pursue in order to materialise their strategies.

Part III draws on the well known debate of deliberate vs. emergent approaches that has dominated the discipline for the last 30 years. The chapters in this part of the book analyse and review issues related to strategy development, planning, organisational configuration and the fundamental business resources: people, information, finance and technology. Change and the management of change are also examined within part III leading to the identification of key roles and stakeholder in strategy practicalities.

As in previous editions, the main conceptual elements are supported by brief case examples within the main text and by extended case studies, 17 brand new and 19 thoroughly revised, that feature at the end of the book. Through this structure the authors uphold the narrative flow of the book still providing the readers with extensive resources.

The structure of the book has been carefully planned and the guided tour section directs the readers to effectively integrate the online and printed resources.

This is a superb book and a required addition to the library of students both at their undergraduate and postgraduate studies or anyone who wishes to understand issues relating to well known but often misused concepts of strategy, strategy development and strategy implementation.