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Environmental concerns can greatly affect business success, regardless of whether a business person or corporation shares those concerns. Today's corporate managers must understand the power of environmental issues, and shift their mindset from one focused on environmental "management" to one focused on strategy. Competitive Environmental Strategy examines the effects of environmentalism on corporate management, explaining how and why environmental forces are driving change and how business managers can think about environmental issues

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in a strategic way. The author discusses: the evolving drivers of corporate environmental strategy, including regulators, shareholders, buyers and suppliers, insurers, investors, and consumers how environmentalism alters basic conceptions of competitive strategy and organizational design how external institutions create both opportunity and limitations for environmental strategy how environmental threats can be incorporated into risk management, capital acquisition, competitive position, and other management concerns The book ends with an overall discussion of competitive environmental strategy and draws connections to the emerging issue of sustainable development. Each chapter features insets that ask fundamental questions about the relationship between environmental protection and business strategy, and ends with a list of additional recommended readings. Every individual who wishes to engage in business management in the 21st century will need an appreciation for the implications of environmental issues on corporate activities, and vice-versa. Competitive Environmental Strategy offers a valuable overview of the subject, and provides a wealth of real-world examples that demonstrate the validity and applicability of the concepts for business people, clearly showing how managers are turning an understanding of environmental issues to competitive advantage.

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In an increasingly complex world where ambiguity and uncertainty are the new norms, economic-based strategic thinking is failing to deliver the solutions that are needed. *The New Strategic Landscape: Innovative Perspectives on Strategy* is an exciting, new collection of perspectives on strategy, which are informed by different areas of research, theory, and practice beyond economics. Encompassing a diverse range of opinions and insights on strategy, this book breaks down the boundaries between theory and practice, it opens up a rich new territory of strategic ideas to explore, and shows the way to solutions that are more relevant to the world we face today.

Presents a historical perspective on business-level (versus corporate-level) strategy, while addressing contemporary debates in the field. Based on several Harvard Business School professors' experience teaching the school's first-year course on competition and strategy, the text presents important

The way we conduct cross-border businesses has changed fundamentally. Once, it was the privilege of a few business houses with specialized knowledge of international trade regulations and procedures. Now,

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almost anyone with an internet connection can launch a business with global reach in no time. Also, there has been a huge flux in global cultures making terms of engagement different. This book addresses these new dimensions, in addition to presenting the time-honoured principles of international business. Most books in this area are focused to any one of the managerial functions. To integrate functions and domains to provide learners a comprehensive picture of conducting global businesses has been a key aim of this project. A rich blend of principles and case studies are used to communicate this sense.

To create a competitive advantage, a company must commit itself to developing a set of capabilities superior to its competitors; But such commitments tend to be costly and hard to reverse. How then, should a company decide which broad path, or strategy, to commit itself to? And how are competition and uncertainty to be accounted for in that decision? In this brilliant reassessment of how companies gain and sustain competitive advantage, Pankaj Ghemawat consolidates contemporary research in economics and other disciplines into a comprehensive yet practical framework for comparing commitments to strategically distinct options. This framework will help managers address specific strategic choices such as entry, exit, vertical/horizontal integration, capacity expansion, and innovation,

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as well as choices of generic strategy. Step by systematic step, Ghemawat provides managers with the tools and techniques they need to improve the quality of the choices that they make. Specifically, Ghemawat discusses: * how to identify the choices that are truly strategic -- that involve commitment -- before rather than after the fact * how to analyze the short-run and long-run competitive positions implied by a particular strategic option * how to assess the sustainability of superior competitive positions over time * how to account for the flexibility afforded by a particular option in dealing with future uncertainties * how to deal with both honest mistakes and deliberate distortions in the process of choice This pathbreaking book will help managers invest in the future. Its logic applies to choices involving disinvestment as well as those involving investment -- and to choices that embody elements of both. Its logic can be used for diagnostic purposes, such as the valuation of business, and most broadly, it will force managers to think about important issues that they may have tended to ignore. Ghemawat's discussion of these important ideas is concise, studded with detailed examples, based on rigorous research and, above all, practical. It will become required reading for thoughtful practitioners as well as practitioners-to-be in the 1990s.

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