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Strategic Management

By Garth Saloner, Andrea Shepard, Joel Podolny



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This book is written for current and future general managers who have or will have overall responsibility for a business. The authors provide a set of frameworks, tools, and concepts to build this capability. The goal of the book is to provide insights into organizations and strategy that will help general managers make strategic thinking in their firms pervasive, effective, and rewarding.



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Editorial Review

From the Back Cover

"This book will become the definitive text on strategy. Its strong academic underpinning supports completely pragmatic suggestions for corporations to craft their strategies. A great guide to the subject!" -- JAMES A. LAWRENCE, Executive Vice President and Chief Financial Officer, General Mills

"At Last! A strategy textbook that combines state of the art understanding and an in-depth analysis of both competition and organizational evolution. It's a pleasure to read a text that is simultaneously crystal clear and yet deeply informed." --REBECCA HENDERSON, Eastman Kodak LFM Professor of Management, MIT Sloan School

"A fresh look at a critically important topic. In the age of the Internet, the fundamentals of strategic management are often forgotten. Sloaner, Shephard, and Podolny elucidate the principles of strategy overlaid with the reality of organizational complexity. The frameworks provided by the authors are rich and enlightening." -- MICHELANGELO VOLPI, Chief Strategy Officer and Senior Vice President, Cisco System, Inc.

"Saloner, Shepard, and Podolny provide a rigorous, theoretically grounded framework for examining the central questions of business strategy, incorporating both classic and recent academic perspectives." -- DANIEL A. LEVENTHAL, Julian Aresty Professor of Management and Economics, The Wharton School, University of Pennsylvania

"STRATEGIC MANAGEMENT is comprehensive and creative. It's grounded both in the latest academic thinking and relevant, pragmatic business applications. It provides truly distinctive approaches in several areas, including the importance of sound strategic logic amidst the dynamic interactions of a company's context and its own actions, and the critical balance between organization and strategy. I highly recommend Saloner, Shepard and Podolny's text for both students and practitioners of business strategy" --WILLIAM F. MEEHAN III, Director and Chairman, West Coast Practice, McKinsey and Company, Inc. and Lecturer in Strategic Management, Graduate School of Business, Stanford University

"The authors do a masterful job of integrating the elements of strategy; the internal and external; the applied and conceptual; and the sociological and economic perspectives. STRATEGIC MANAGEMENT is a superb resource for developing a rich understanding of the forces that drive strategy in the modern economy." -- ROBERT GERTNER, Professor of Economics and Strategy, The University of Chicago Graduate School of Business

About the Author

Garth Saloner is the Jeffrey S. Skoll Professor of Electronic Commerce, Strategic Management and Economics at the Graduate School of Business at Stanford University where he has headed the Strategic Management group since 1990. He has taught strategic management, competitive strategy and e-commerce courses for MBAs and in executive education. He served as Associate Dean for Academic Affairs and Director of Research and Curriculum Development from 1993-1996. He has served as a Co-Editor of the Rand Journal of Economics and on the editorial boards of the Strategic Management Journal, the International Journal of Industrial Organization, and Economics of Innovation and New Technology. He has also served as a member of the Steering Committee of the National Bureau of Economic Research Program

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Andrea Shepard is an Associate Professor of Strategic Management and Economics at the Graduate School of Business at Stanford University. Professor Shepard has taught strategic management, technology strategy and competitive strategy courses for MBA's and in executive education. She has served as a Co-Editor of the Journal of Industrial Economics, the Journal of Economics and Management, and as an Associate Editor for Business Policy at Management Science. She is a Research Associate at the National Bureau of Economic Research and has served on the Program Committee for the Econometric Society. Prior to joining Stanford's GSB, she was a member of the Economics Department faculty at the Massachusetts Institute of Technology. Professor Shepard has a Ph.D. in Economics from Yale University.

Joel Podolny is the William R. Timken Professor of Organizational Behavior and Strategic Management at the Graduate School of Business at Stanford University. He has taught MBA, executive, and Ph.D. courses in the areas of organizational behavior, organizational design, strategy, and global management. He is currently the Associate Dean for Academic Affairs. He served as consulting editor for the American Journal of Sociology. His articles have appeared in the Strategic Management Journal, Administrative Science Quarterly, American Journal of Sociology, and American Sociological Review. Professor Podolny has a Ph.D. in Sociology from Harvard University.

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