

10th edition

# The Management of Strategy Cases

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**International  
Edition**

NOT FOR SALE IN USA, CANADA, OR AUSTRALIA

## PREFACE

Our goal in writing each edition of this book is to present a new, up-to-date standard for explaining the strategic management process. To reach this goal with the 10th edition of our market-leading text, we again present you with an intellectually rich yet thoroughly practical analysis of strategic management.

With each new edition, we are challenged and invigorated by the goal of establishing a new standard for presenting strategic management knowledge in a readable style. To prepare for each new edition, we carefully study the most recent academic research to ensure that the strategic management content we present to you is highly current and relevant for use in organizations. In addition, we continuously read articles appearing in many different business publications (e.g., *Wall Street Journal*, *Bloomberg Businessweek*, *Fortune*, *Financial Times*, and *Forbes*, to name a few); we do this to identify valuable examples of how companies are actually using (or not using) the strategic management process. Though many of the hundreds of companies we discuss in the book will be quite familiar to you, some companies will likely be new to you as well. One reason for this is that we use examples of companies from around the world to demonstrate how globalized business has become. To maximize your opportunities to learn as you read and think about how actual companies use strategic management tools, techniques, and concepts (based on the most current research), we emphasize a lively and user-friendly writing style.

In this book, we present 30 cases with an effective mix of organizations headquartered or based in the United States and a number of other countries. Many of the cases have full financial data (the analyses of which are in the Case Notes that are available to instructors). There are cases dealing with companies often recognized for their innovation such as Adobe Systems and Apple. Netflix is an example of a case dealing with new methods of distributing content in a rapidly changing industry environment. Twitter, Porsche, and Under Armour are examples of companies offering services or products with which you are no doubt quite familiar. We also have cases such as Zipcar, which seeks to deal with sustainability more efficiently. The cases in this 10th edition of our book are very timely and present you, as active learners, with opportunities to apply the strategic management process and understand organizational conditions and contexts and to make appropriate recommendations to deal with critical concerns.

### Supplements for Instructors

**Case Notes.** These notes include directed assignments, financial analysis, and thorough discussion and exposition of issues in the case. Select cases will also have assessment rubrics tied to AACSB outcomes standards that can be used for grading each case. The Case Notes provide consistent and thorough support for instructors, following the

Case Title	Manu- facturing	Service	Consumer Goods	Food/ Retail	High Technology	Internet	Transportation/ Communication	International Perspective	Social/ Ethical Issues	Industry Perspective
Adobe		•	•		•	•				•
Apple	•		•		•					•
AT&T		•			•		•			•
Best Buy		•	•	•						•
CEMEX (A)	•						•	•		
Domino's Pizza		•	•	•				•		•
Dr Pepper Snapple Group	•			•					•	•
Ford	•		•				•	•		•
From Low Cost	•		•			•		•		•
From Swords	•		•						•	
Google		•			•	•	•	•		
Gore	•		•					•	•	•
Great Lakes	•								•	
Herman Miller	•		•	•					•	
Attention Shoppers			•	•					•	•
McDonald's		•		•				•	•	•
Mellon		•		•						•
Microsoft	•	•			•	•				•
Movie Exhibition Industry		•								•
Navistar	•						•			•
Netflix		•	•		•		•			•
Nike	•			•				•	•	
Porsche	•						•	•		
Rite Aid		•	•	•						•
RJ Reynolds	•			•					•	•
Twitter		•			•		•	•		
Under Armour	•			•	•					•
Union Pacific		•					•		•	•
Valeant	•							•		•
Zipcar		•				•	•		•	•

Case Title	Chapters												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Adobe		•			•	•	•						
Apple			•	•	•				•				•
AT&T				•	•	•			•		•		•
Best Buy				•	•	•	•		•	•			
CEMEX (A)		•	•				•	•			•		
Domino's Pizza		•	•	•	•						•	•	•
Dr Pepper Snapple Group	•	•	•	•		•	•				•	•	
Ford	•	•		•	•			•				•	•
From Low Cost	•	•		•							•		•
From Swords	•		•									•	•
Google		•	•	•	•	•		•	•			•	•
Gore		•	•	•		•				•	•	•	•
Great Lakes	•	•		•								•	
Herman Miller		•	•								•		•
Attention Shoppers	•	•								•		•	
McDonald's	•	•		•				•		•			
Mellon									•	•	•	•	•
Microsoft			•		•	•	•		•		•	•	
Movie Exhibition Industry		•		•	•								
Navistar		•			•	•	•	•				•	
Netflix		•	•	•	•				•			•	•
Nike		•		•				•	•		•	•	
Porsche		•	•	•		•	•	•	•	•			
Rite Aid		•		•	•	•	•				•		
RJ Reynolds		•		•		•	•					•	
Twitter				•	•						•	•	•
Under Armour				•	•			•			•		
Union Pacific	•	•										•	
Valeant		•	•			•	•					•	•
Zipcar		•	•	•	•							•	•