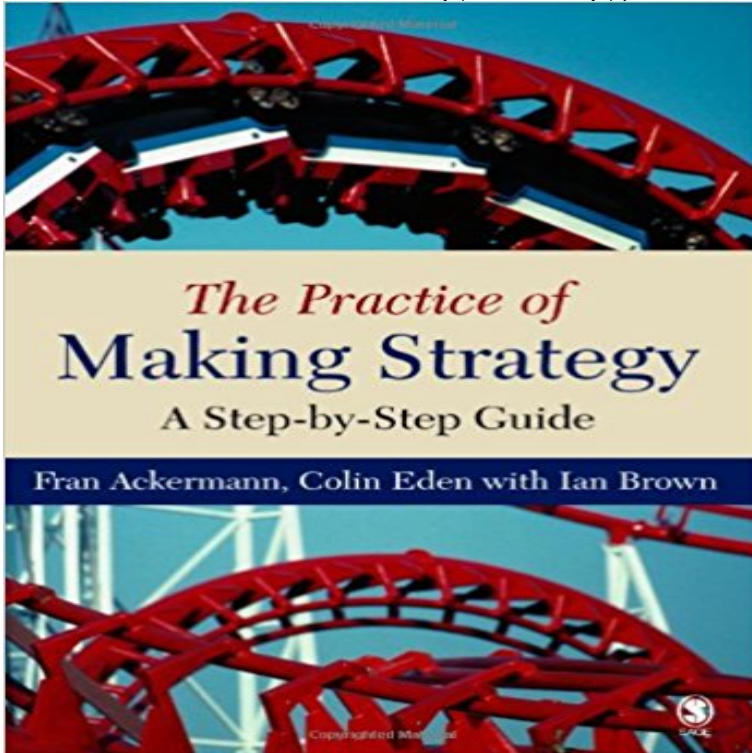


The Practice of Making Strategy: A Step-by-Step Guide



The Practice of Making Strategy takes the student through the process of making strategy with a management team. This is a highly practical book based on a wealth of organizational applications in large and small organizations, public and not-for-profit as well as commercial settings. It presents techniques that can be used to develop a business model, and manage key strategic issues. The techniques are used to develop strategies for units, departments and operating companies, as well as for a complete organization. For those teaching strategic management the book provides links to the major texts in the strategy field. The material making up this book has been used successfully with new practitioners - consultants, and practising managers. Many managers use the material to guide the development of a strategy for their own group within a larger corporation. The book reflects powerful theories from the fields of strategic management, social psychology, psychology, operational research, and organizational behaviour that are brought together in Eden and Ackermanns Making Strategy: the Journey of Strategic Management (1998, 2nd Edition forthcoming). The Practice of Making Strategy extends this material into a step-by-step process with examples and real cases. The book includes chapters on: how to get started with a management team; surfacing and structuring strategic issues; developing a goals system; working with patterns of distinctive competencies; developing and

testing the business model; achieving closure. This book will be set reading for MBA students, to be used alongside the main textbooks in strategy courses. It will also fit perfectly with managers wanting to do their own strategy making, and with consultants working in this field.

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