

图书基本信息

书名：<<大赢家与大输家BIG EINNERS AND BIG LOSERS>>

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## 内容概要

"The author develops a solid framework that can help organizations direct their global strategic positioning. The use of many examples of both successful and unsuccessful organizations across many different industries is very unique and puts the book among the best that I have read in the last 10 years." —Avi Fiegenbaum, Area Head, Strategic Management, Technion

"Alfred Marcus's new book Big Winners and Big Losers compares and contrasts the practices of successful and failing firms. Most importantly, his study offers thoughtful definitions, examples, and boundaries to each of the four best practices, which will help practicing managers apply the prescriptions to their own situations." —Will Mitchell, The Fuqua School of Business, Duke University

"This book provides an excellent synthesis of the strategies that differentiate successful firms from the rest of the world. A must read for those looking to build high-performance organizations." —Ranjay Gulati, Kellogg School of Management, Northwestern University

"The careful, detailed research in this new book reinforces an important theme: successful companies must be able to balance complementary and at times contradictory skills —agility to find the right markets, focus and discipline to succeed, and then agility again to re-focus and adapt as markets change." —Michael Cusumano, MIT Sloan School of Management, and author of The Business Software

What keeps great companies winning, year after year, even as yesterday's most hyped businesses fail? It's not what you think—or what you've read. To find the real answers, strategic management expert Alfred A. Marcus systematically reviewed detailed performance metrics for the 1,000 largest U.S. corporations, identifying the 3.2 percent that have consistently outperformed their industries for a full decade (1992-2002). Many of these firms get little publicity: firms like Amphenol, Ball, Family Dollar, Brown & Brown, Activision, Dreyer's, Forest Labs, and Fiserv. But their success is no accident: they've discovered patterns of success that have largely gone unnoticed by their competitors. Big Winners and Big Losers shows you how these consistent winners build the strategies that drive their success; move toward market spaces offering superior opportunity; and successfully manage the tensions between agility, discipline, and focus. You'll learn how to identify the right patterns of success for your company, build on the strengths you already have, realistically assess your weaknesses...and generate sustainable advantage one logical, incremental step at a time.

作者简介： Alfred A. Marcus is Edson Spencer Chair of Strategic Management and Technological leadership at the University of Minnesota, Carlson School of Management, where he has been on the faculty since 1984. At Carlson, he teaches and conducts research in strategic management, macroeconomics, business ethics, and business and the natural environment. He has also served as Visiting Professor at MIT's Sloan School of Management. Marcus is author or coeditor of eleven books and has published numerous articles in journals, such as the Strategic Management Journal, Academy of Management Journal, Academy of Management Review, Organization Science, California Management Review, and The Journal of Forecasting. He has consulted and worked with many major corporations including 3M, Corning, Excel Energy, General Mills, and IBM.

书籍目录

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