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978-0-521-76980-8 - Enterprise-wide Strategic Management: Achieving Sustainable Success through Leadership, Strategies, and Value Creation

David L. Rainey

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Enterprise-wide Strategic Management

In today's highly competitive and dynamic business environments, corporations can no longer afford to rely on the static strategic management constructs of the past. *Enterprise-wide Strategic Management* is a leading-edge work that shows how business leaders can take better advantage of their opportunities by taking a broader perspective of the world in which they operate. David Rainey advocates a holistic approach to the business environment, arguing that managers must work with all stakeholders, both internal and external, to create long-term success. Including numerous case studies featuring global corporations and small and medium-sized enterprises (SMEs), the book provides guidance and support in formulating, developing, and implementing business strategies and action plans. It also includes advice on how to develop and deploy strategic management systems, management constructs, and organizational structures. This gives executives, strategic leaders, professionals, and practitioners the tools they need to create value and achieve sustainable success.

David L. Rainey is Professor of Management at the Lally School of Management and Technology, Rensselaer Polytechnic Institute, USA. He is the author of *Product Innovation* (Cambridge University Press, 2005) and *Sustainable Business Development* (Cambridge University Press, 2006).

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Abbreviations

AMD	Advanced Micro Devices
AOL	America Online
AT&T	American Telephone and Telegraph
B2B	Business to business
B2C	Business to customer
B/C	Benefit–cost
BCG	Boston Consulting Group
BOP	Bottom of the pyramid
BPR	Business process reengineering
BRIC	Brazil, Russia, India and China
BSR	Business for Social Responsibility
C2B	Customer to business
CD	Compact disc
CEO	Chief executive officer
CFC	Chlorofluorocarbons
CNN	Cable News Network
CSR	Corporate social responsibility
CUP	Cambridge University Press
DAD	Decide, announce, and defend
dad	Discuss, analyze, and decide
DOS	Disk operating system
ESL	Enterprise-wide strategic leadership
ESM	Enterprise-wide strategic management
EU	European Union
FMC	Ford Motor Company
HDI	Human development index
HP	Hewlett-Packard
GATT	General Agreements on Tariffs and Trade
GDP	Gross domestic product
GE	General Electric

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GM	General Motors
GUI	Graphical user interface
IBM	International Business Machines
ICT	Information and communications technologies
IPD	Integrated product development
ISO	International Organization for Standardization
IT	Information technology
JV	Joint venture
KRA	Key result areas
LCA	Life-cycle assessment
LCD	Liquid crystal displays
M&A	Mergers and acquisitions
MIT	Massachusetts Institute of Technology
MNC	Multinational corporations
NAFTA	North American Free Trade Agreement
NCR	National Cash Register
NGO	Non-governmental organization
P&G	Procter & Gamble
PC	Personal computer
PPPUS\$	Purchasing power parity in US dollars
R&D	Research and development
RCA	Radio Corporation of America
RoHS	Restrictions on hazardous substances
SBD	Sustainable business development
SBP	Strategic business planning
SBU	Strategic business unit
SD	Sustainable development
SEC	Securities and Exchange Commission
SME	Small and medium-sized enterprise
SMS	Strategic management system
SOA	Sarbanes-Oxley Act of 2002
SSA	Sub-Saharan Africa
SUV	Sports utility vehicle
SWOT	Strengths, weaknesses, opportunities, and threats
TPS	Toyota Production System
TQM	Total quality management
TV	Television
UN	United Nations
UNDP	United Nations Development Programme

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UNEP	United Nations Environmental Programme
UPS	United Parcel Services
USPS	US Postal Services
USX	US Steel Corporation
UTC	United Technologies Corporation
VCR	Video cassette recorder
VOC	Volatile organic compounds
VoIP	Voice of Internet Protocol
WBCSD	World Business Council for Sustainable Development
WEEE	Waste from electrical and electronic equipment
WRI	World Resources Institute
WTO	World Trade Organization
WWII	World War II