

**CONTEMPORARY
STRATEGY
ANALYSIS
TEXT AND CASES**

NINTH EDITION

ROBERT M. GRANT

WILEY

BRIEF CONTENTS

k- ..

.v

Preface to Ninth Edition xv

PART I INTRODUCTION 1

1 The Concept of Strategy 3

PART II THE TOOLS OF STRATEGY ANALYSIS 33

2 Goals, Values, and Performance 35

3 Industry Analysis: The Fundamentals 63

4 Further Topics in Industry and Competitive Analysis 89

5 Analyzing Resources and Capabilities 113

**6 Organization Structure and Management Systems:
The Fundamentals of Strategy Implementation 139**

**PART III BUSINESS STRATEGY AND THE
QUEST FOR COMPETITIVE ADVANTAGE 165**

7 The Sources and Dimensions of Competitive Advantage 167

8 Industry Evolution and Strategic Change 205

**9 Technology-based Industries and the Management of
Innovation 241**

10 Competitive Advantage in Mature Industries 273

PART IV CORPORATE STRATEGY 289

11 Vertical Integration and the Scope of the Firm 291

12 Global Strategy and the Multinational Corporation 311

13 Diversification Strategy 341

14 Implementing Corporate Strategy: Managing the Multibusiness Firm	361
15 External Growth Strategies: Mergers, Acquisitions, and Alliances	389
16 Current Trends in Strategic Management	409
CASES TO ACCOMPANY CONTEMPORARY STRATEGY ANALYSIS, NINTH EDITION	427
<i>Glossary</i>	<i>IT!</i>
<i>Index</i>	735