



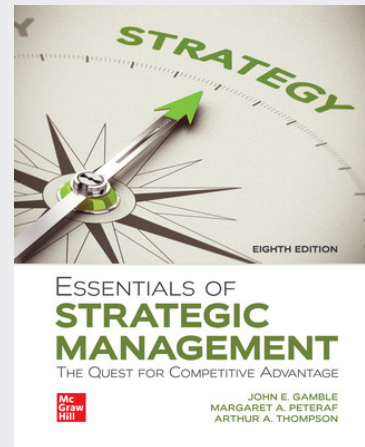
# Essentials of Strategic Management

The Quest for Competitive Advantage

8th Edition

Gamble, Peteraf, and Thompson

ISBN: 9781264124336 / 1264124333 / ©2024



*Essentials of Strategic Management*, 8th Edition by Gamble, Peteraf, and Thompson presents concise, straight-to-the-point discussions, and timely examples, with a writing style that captures student interest. It features 10 chapters with 12 diverse and tightly linked cases. The content is solidly mainstream and balanced, mirroring both insights of academic thought and real-world strategic management. For years, strategy instructors have been shifting from purely text and cases to a text-cases-simulation course structure. Two widely used online competitive strategy simulations, The Business Strategy Game (BSG) and GLO-BUS, are optional companions. Both simulations are closely linked to the content.

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# Features

## New Features

- **Thoroughly Revised:** Every chapter has been reexamined, refined, and refreshed. New content has been added to keep the material in-line with the latest developments in the theory and practice of strategic management. Scores of new examples have been added, along with fresh Concepts & Connections illustrations, to make the content come alive and show strategy in action.
- **New cutting edge coverage of David Collis' thesis** on why the quest for innovation and sustainable competitive advantage requires a company's chief strategy makers to consider the complete strategy landscape; discussion of the importance of being alert to industry-shaping anomalies when assessing the macroenvironment; how emerging social issues and changing attitudes and lifestyles may qualify as industry driving forces; how companies are able to improve value chain activities of forward channel allies to improve the customer value proposition; how companies craft new strategic moves to improve overall corporate performance; and highlights of good corporate governance and the balance between the economic responsibilities to shareholders and the environmental and social duties.
- **New Concepts & Connections boxes** linking current business events at companies such as Spotify, Sirius, and over-the-air broadcast radio; Apple; Everlane among others to chapter concepts; New examples and exhibits throughout.
- **All new lineup of high-interest cases:** All of the cases are tightly linked to the content of the 10 chapters, thus pushing students to apply the concepts and analytical tools they have read about. X number of cases are new and include the following: Airbnb, Costco, lululemon, Yeti, Beyond Meat, Spotify, Tesla, Ulta Beauty, PepsiCo, Robin Hood, Macy's, and Meta Platforms. All of the 12 cases involve companies, products, people, or activities that students are either familiar with or know about from personal experience or can easily identify with. All of the cases involve situations where the role of company resources and competitive capabilities in the strategy formulation, strategy execution scheme is emphasized. With a robust blend of cases of varying length, there is something for everyone..

## Retained Features

- **Our integrated coverage of the two most popular perspectives on strategic management positioning theory and resource-based theory is unsurpassed by any other leading strategy text.** Principles and concepts from both the positioning perspective and the resource-based perspective are prominently and comprehensively integrated into our coverage of crafting both single-business and multi-business strategies. By highlighting the relationship between a firm's resources and capabilities to the activities it conducts along its value chain, we show explicitly how these two perspectives relate to one another. Moreover, in Chapters 3 through 8, it is emphasized repeatedly that a company's strategy must be matched not only to its external market circumstances but also to its internal resources and competitive capabilities.
- **Our coverage of business ethics, core values, social responsibility, and sustainability is unsurpassed by any other leading strategy text.** Chapter 9, "Ethics, Corporate Social Responsibility, Sustainability, and Strategy," has been updated with fresh content so that it can better fulfill the important functions of (1) alerting students to the role and importance of ethical and socially responsible decision making and (2) addressing emerging issues affecting the social mission and sustainability efforts of large and small businesses. Moreover, discussions of the roles of values and ethics are integrated into portions of other chapters to further reinforce why and how considerations relating to ethics, values, social responsibility, and sustainability should figure prominently into the managerial task of crafting and executing company strategies.
- **The caliber of the case collection in the eighth edition is truly unrivaled from the standpoints of student appeal, teachability, and suitability for drilling students in the use of the concepts and analytical treatments in Chapters 1 through 10.** The 12 cases included in this edition are the very latest, the best, and the most on-target that we could find. The ample information about the cases in the Instructor's Manual makes it effortless to select a set of cases each term that will capture the interest of students from start to finish.

- **Connect is tightly linked to the text chapters, business simulation, and case lineup.** The Connect package for the eighth edition allows professors to assign autograded quizzes and select chapter-end Assurance of Learning Exercises to assess class members' understanding of chapter concepts. The Connect package for the eighth edition also includes application-based activities (mini-simulations) and open-ended and autograded Exercises for Simulation Users. In addition, our texts have pioneered the extension of Connect to case analysis. The autograded case exercises for each of the 12 cases in this edition are robust and extensive and will better enable students to make meaningful contributions to class discussions. The autograded Connect case exercises may also be used as graded assignments in the course.
- **The two cutting-edge and widely used strategy simulations—The Business Strategy Game and GLO-BUS—that are optional companions** to the eighth edition give you unmatched capability to employ a text-case-simulation model of course delivery. These market best-selling simulations allow students to match strategic wits with classmates running a company in head-to-head competition for global market leadership. Not only does it arouse competitive energy, but it helps prepare students for the challenges of real-world business decision making.
- **SmartBook 2.0** is an adaptive learning solution that provides personalized learning to individual student needs, continually adapts to pinpoint knowledge gaps, and focuses learning on concepts requiring additional study. It fosters more productive learning, takes the guesswork out of what to study, and helps students better prepare for class. Our adaptive experience is more personal, accessible, productive, and mobile.
- **eBook & ReadAnywhere App:** This digital textbook is automatically included with students' Connect access at no additional cost. The eBook is a full version of the print textbook; it includes resources like content reference sources, highlighting, notes, and term definitions. Student can also use the free ReadAnywhere mobile app for smartphone and tablets to access their eBook offline, so they can study anytime, anywhere, when it's convenient for them.
- **Interactive exercises:** These exercises help students to make the connection between theory and application.
- **WhiteBoard Video Cases:** These brief, contemporary, and engaging videos offer dynamic, student-centered introductions, illustrations, and animations that guide students through challenging concepts with assignable assessment questions.
- **Case Analyses** challenge students to analyze real-world business dilemmas, make sense out of the situation, and derive a plan of action. This immersive approach fosters students' ability to think critically and be better prepared for the real world. Thought-provoking discussion questions check the students' ability to apply the material and develop their workplace readiness skills.
- **Comprehension Cases** ask students to review chapter concepts and apply them to real-world companies and situations. Providing yet another way to enhance students' critical thinking skills, these cases test understanding of text and, in certain instances, graphics that require students to analyze and disseminate information.
- **Assurance of Learning Exercises:** A set of Assurance of Learning Exercises at the end of each chapter link to specific Learning Objectives appearing at the beginning of each chapter and highlighted throughout. Two of these exercises can be completed in Connect.
- **Simulation Exercises:** A set of Exercises for Simulation Participants at the end of each chapter go a step further for instructors incorporating either the BSG or GLO-BUS simulation software package. These exercises can be completed in Connect.
- **Application-Based Activities (Mini-Simulations):** These highly interactive, automatically graded exercises provide an opportunity for students to practice their problem-solving skills and apply their knowledge to realistic scenarios. Students take on specific roles to complete strategy-related tasks which involve multiple decision-making paths. Students see the impact of their decisions immediately and feedback is provided along the way.
- **Writing Assignment** delivers a learning experience that helps students improve their written communication skills and conceptual understanding. Faculty can assign, monitor, grade, and provide feedback on writing projects efficiently. Built-in grammar and writing review help students improve writing quality while an originality checker helps students correct potential plagiarism before submission. End result? Improved workplace skills of writing and critical thinking.

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## Take your students higher.

McGraw Hill Connect® is a complete course platform. It helps you deliver cohesive learning experiences through structured content and interactivity. When students engage with Connect, their individual needs become clear. This enables you to assign coursework, aligned to the levels of Bloom's Taxonomy, that keeps your students moving forward on their unique learning path from foundational cognitive skills to higher-order thinking and application. The chart below shows how each asset type aligns to Bloom's Taxonomy.

LOWER  HIGHER

ASSET	DESCRIPTION						
		REMEMBER	UNDERSTAND	APPLY	ANALYZE	EVALUATE	CREATE
SmartBook 2.0	SmartBook 2.0 is an adaptive learning solution that provides personalized learning to individual student needs, continually adapts to pinpoint knowledge gaps, and focuses learning on concepts requiring additional study. It fosters more productive learning, takes the guesswork out of what to study, and helps students better prepare for class. Our adaptive experience is more personal, accessible, productive, and mobile.	✓	✓				
eBook & ReadAnywhere App	SmartBook 2.0 is an adaptive learning solution that provides personalized learning to individual student needs, continually adapts to pinpoint knowledge gaps, and focuses learning on concepts requiring additional study. It fosters more productive learning, takes the guesswork out of what to study, and helps students better prepare for class. Our adaptive experience is more personal, accessible, productive, and mobile.	✓	✓				
Interactive exercises	These exercises help students to make the connection between theory and application.	✓	✓	✓			
WhiteBoard Video Cases	These brief, contemporary, and engaging videos offer dynamic, student-centered introductions, illustrations, and animations that guide students through challenging concepts with assignable assessment questions.	✓	✓	✓			
Case Analyses	Case analyses challenge students to analyze real-world business dilemmas, make sense out of the situation, and derive a plan of action. This immersive approach fosters students' ability to think critically and be better prepared for the real world. Thought-provoking discussion questions check the students' ability to apply the material and develop their workplace readiness skills. All cases come with teaching notes.	✓	✓	✓	✓		

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ASSET	DESCRIPTION						
		REMEMBER	UNDERSTAND	APPLY	ANALYZE	EVALUATE	CREATE
Case Exercises	Case exercises ask students to think strategically to arrive at pragmatic, analysis-based recommendations for improving company performance. They have multiple components and include calculating financial ratios to assess a company's financial performance and balance sheet strength, identifying a company's strategy, and recommending actions to improve company performance.	✓	✓	✓	✓		
Comprehension Cases	Comprehension cases ask students to review chapter concepts and apply them to real-world companies and situations. Providing yet another way to enhance students' critical thinking skills, these cases test understanding of text and, in certain instances, graphics that require students to analyze and disseminate information.	✓	✓	✓	✓		
Assurance of Learning Exercises	A set of assurance of learning exercises at the end of each chapter links to specific Learning Objectives appearing at the beginning of each chapter and highlighted throughout. Two of these exercises can be completed in Connect.	✓	✓	✓	✓		
Simulation Exercises	A set of exercises for simulation participants at the end of each chapter goes a step further for instructors incorporating either the BSG or GLOBUS simulation software package. These exercises can be completed in Connect.	✓	✓	✓	✓		

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Writing Assignment	Writing assignment delivers a learning experience that helps students improve their written communication skills and conceptual understanding. Faculty can assign, monitor, grade, and provide feedback on writing projects efficiently. Built-in grammar and writing review help students improve writing quality while an originality checker helps students correct potential plagiarism before submission. End result? Improved workplace skills of writing and critical thinking.	✓	✓	✓	✓	✓	✓

# Affordability & Outcomes

Education For All

The McGraw Hill Affordability & Outcomes: Education For All program aims to clear the path for learners, instructors, and institutions as they move along their unique journeys.

Through course materials that are affordable and accessible for day one, learning tools proven to work, and support at every step, together, we can work towards a learning environment that leads to opportunity and better outcomes for all.



## Clearing Paths

Each instructor, institution, and learner is on a unique path. By providing trusted and peer-reviewed content and secure best-in-class technology at affordable prices with day-1 access, we are working to clear the path to access for all.



## Education of Value

By meeting instructor needs through flexible tools and custom courseware solutions, we can affect student performance, retention, graduation rates, and ultimately help them achieve their goals.



## Equity for Each

Together we can ensure all students can succeed. Personalized learning platforms and insights allow instructors to meet students where they are. Ensuring that our content, products, marketing, and culture reflect our commitment to diversity, equity, and inclusion while meeting the latest accessibility standards helps achieve education for all.



## Working Together

We support you every step of the way offering customized training, course design, and implementation consultation with peer-to-peer support (from instructors certified in course design by the Online Learning Consortium), 24/7 product support and access to professional development resources.

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