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# Long Range Planning

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## Review Briefs

### Broad introductions to the whole subject of strategy

**Short Introduction to Strategic Management**, Torben Juul ANDERSEN, Cambridge University Press (2013), 297pp., £19.99.

A useful, readable, introduction to a vital subject for all corporate decision makers.

### Textbooks covering the whole subject of strategy

**Creativity and Strategic Innovation Management**, Malcolm GOODMAN and Sandra DINGLI, Routledge (2013), 283pp., £34.99.

Explores how top management can respond more effectively to the changes in today's global business environment. Organised into four parts: The challenge of changing times; Preparing a response; Innovation from theory to practice and Managing change. Relevant for postgraduate courses on innovation management and creativity management. But more on the critical role of values in so many elements of the process would have made many of the comments even insightful.

**Learning to Think Strategically**, Julia SLOAN, Routledge (2014), 293pp., £29.99.

Argues that learning is the critical link to transforming strategic thinking into a sustainable competitive advantage. Starts by tracing the history of strategic thinking, before identifying five key attributes (Having a vivid *imagination*; Keeping a *broad* perspective; Being able to *juggle* competing, incomplete and inaccurate information all at once; Dealing with things that you have *no control over*; Possessing an adamant and relentless *desire to win*) for learning to think strategically. Well presented, valuable, material but surprising not greater explicit links to the work of Peter Senge and his Learning Organisation ideas.

### Various concepts of strategic management

**Firm Commitment: Why the corporation is failing us and how to restore trust in it**, Colin MYER, Oxford University Press (2013), 306pp., £16.99.

Challenges government, corporations, shareholders and consumers to convert the corporation into a twenty-first century organization that can be trusted to promote more sustainably the interests of all the stakeholders over the long term, rather than just the shareholders and management at the expense of the others. Well presented material, but it didn't go far enough. More on the link between trust and fairness, the growth of social enterprises and the importance of re-thinking the underpinning relationship between power and responsibility as the vehicle for making it all happen, would have help make the arguments even stronger and more relevant.

### Analytical methods, tools and approaches

**Redefining Business Models: Strategies for a Financialized World**, Colin HASLAM, Tord ANDERSSON, Nick TSITSIANIS and Ya Ping YIN, Routledge (2013), 242pp., £29.99.

Redefines business models and strategy for an increasingly financially driven world, as well as presenting new insights into the way in which national and corporate business models have adapted. Relevant for students, academics and policy makers with an interest in management, accounting and economic policy.

### Leadership, change and implementation

**The Secret Life of Decisions: How Unconscious Bias Subverts Your Judgement**, Meena THURAISSINGHAM in collaboration with Wolfgang LEHMACHER, Gower (2013), 203pp., £25.00.

Exposes the unchallenged myths and distortions that impact our reasoning, in order to raise our awareness of the many (8) traps we can fall into in our decision-taking. Readable and relevant for anyone involved in taking decisions – which is us all. Other useful, readable, recent books on the challenging topic of leadership include: the academically rigorous **Building Leaders: Paving the Path for Emerging Leaders**, Charles R. STONER & Jason S. STONER, Routledge (2013), 221pp., £29.99; and the personally revealing **You Can't Plant Tree in Space: A model for a new corporate culture. Create the conditions for you and your organisation to thrive**, Neil HOPE and Dominic WILL, Pighog (2013), 226pp., £17.99.

**Why Genes are not SELFISH and people are NICE: A Challenge to the Dangerous Ideas that Dominate Our Lives**, Colin TUDGE, Floris Books (2013), 294pp., £16.99.

Argues, based on the results of modern science, that the 'selfish gene' philosophy needs to be replaced by one that says precisely the opposite: that life is in fact cooperative; and all creatures, including humans, are basically 'nice'. Readable and enlightening, but surprising the role and relevance of wisdom was not discussed?

## Global strategic management

**China Goes Global: The Partial Power**, David SHAMBAUGH, Oxford University Press (2013), 409pp., \$29.95.

A detailed analysis of recent changes that argues China's global presence is more broad than deep and, as a result, its international influence is limited, although the author also concludes: 'China's going global will undoubtedly be the most significant development in international relations in the years ahead.' More economic background is usefully provided by **China's Growth: The Making of an Economic Superpower**, Linda YUEH, Oxford University Press (2013), 349pp., £25.00. Shows how the country's economic growth has transformed it, particularly over the past couple of decades, with special emphasis on the link between micro and macro drivers of the economy; as well as exploring how the law and informal institutions have influenced the development of both the private sector and entrepreneurialism. Other major, readable, studies of this critical part of the world, that focus on how it might evolve in the future include: **Stumbling Giant: The Threats to China's Future**, Timothy BEARDSON, Yale University Press (2013), 517pp., £25.00. Explores issues around demographic trends (shrinking labour force, relentless ageing, extreme gender disparity, even falling population), the lack of sustainable environmental policies, a predominantly low-tech economy with an inadequate emphasis on innovation, the lack of an effective welfare safety net, problematic governance structures, and the need to accommodate the growing influence of (radical?) religious groups. And (the even more pessimistic?) **The End of the Chinese Dream: Why Chinese People Fear the Future**, Gerard LEMOs, Yale University Press (2013), 301pp., £10.99. Reveals a people traumatised by rapid change and the loss of community and family ties, worried about the insecurities of old age, as well as resentful of the corruption and the general lack of equality and justice. A more factual background tour is provided by **China in the 21<sup>st</sup> Century: What everyone needs to know**, Jeffrey N. WASSERSTROM, Oxford University Press (second edition, 2013), 182pp., £10.99. All five books provide valuable insights for anyone involved with, or even just interested in, that increasingly important part of the world.

**Global value chains in a changing world**, Edited by Deborah K. ELMS and Patrick LOW, WTO Publications (2013), 409pp., CHF 60.00. free download [http://www.wto.org/english/res\\_e/booksp\\_e/aid4tradeglobalvalue13\\_e.pdf](http://www.wto.org/english/res_e/booksp_e/aid4tradeglobalvalue13_e.pdf).

Sixteen chapters, organised into four parts: Changing features of global value chains; Why and how we measure trade in value-added terms; Some issues for supply chain managers; and Plugging into supply chains: designing policy for a changing world. Essential reading for those involved in this critical, and rapidly changing, subject.

**The Locust and the Bee: Predators and Creators in Capitalism's Future**, Geoff Mulgan, Princeton University Press (2013), 335pp., £19.99.

Argues, using a wide ranging sources, that the current economic crisis presents an historic opportunity to choose a radically different future for capitalism, focusing on combining maximizing its creative power and minimizing its destructive force. Shows how efficiency and entrepreneurship can be harnessed to promote better lives and relationships, rather than just growth in the quantity of material consumption. Essential reading for anyone concerned with the future of capitalism, and particularly those concerned with trying to avoid the mistakes of the past. Similar ground is covered, although from a different perspective that focuses on the need for a more assertive social democracy, is usefully provided by **Making Capitalism Fit for Society**, Colin CROUCH, Polity Press (2013), 203pp., £15.99.

**The Cancer Stage of Capitalism: From Crisis to Cure**, John MCMURTRY, Pluto Press (2013, second edition), 378pp., £70.00.

Argues, in detail, that our world disorder of unending crises is the predictable result of a cancerous economic system escalating out of control and in that process destroying ecological, social and organic life. The answer is to build a sustainable society based on a universal commitment to life and nature. Unfortunately, moving from where we are, to where we would like to be, is much harder to achieve in practice, than write about in theory.

There continues to be no shortage of other books that examine various aspects of the global financial crisis and these include:

**Never Let A Serious Crisis Go To Waste: How Neoliberalism Survived the Financial Meltdown**, Philip MIROWSKI, Verson (2013), 467pp., £20.00. A detailed – and critical - analysis of the recent financial crisis in general, and the role of 'zombie' economists in particular. For serious students of the subject.

**When the Money Runs Out; The End of Western Affluence**, Stephen D. KING, Yale University Press (2013), 304pp., £20.00. Argues that unless the West addresses its structural problems it faces a future that combines a mistrust of money and governments at the same time as finding there is growing inequality, resentment, even political extremism, leading to 'globalization in reverse.' Important messages, but greater focus on how the importance of values and fairness need to be

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