

# Tables

1.1	Understanding strategic management over time	5
1.2	Purpose as a generator of success and defining an action plan	13
3.1	The characteristics of the structural and the resource approach	49
4.1	“Good” and “bad” environment	63
4.2	Possible approaches to the analysis of the competitive game	67
4.3	Elements for assessing the influence of the danger of newcomer	69
4.4	Elements for assessing the influence of the negotiation power of suppliers	70
4.5	Elements for assessing the influence of the negotiation power of buyers	72
4.6	Elements for assessing the influence of substitute pressure	72
4.7	Elements for evaluating the influence of competition intensity	73
5.1	Two concepts: strategic business unit or essential core competences	84
6.1	Business strategy elements	117
6.2	Common requests from competitive strategies to organisational structure	133
6.3	The features of an organisational structure in three competitive strategies	133
6.4	Competitive advantage resources in business functions	134
6.5	The influence of competitive strategies on employee policies and practices	135
6.6	Competitive strategies and control types	136
6.7	The role of the board (board of directors or board of supervisors) and the top management in the strategic plan	144
6.8	Distinctive features of generic strategies	145
6.9	General features of the three generic strategies	146

7.1	Reasons for organisational involvement in social activities	160
7.2	The evolution of the corporate social responsibility concept	163
7.3	Recommendations for companies in order to establish good environmental practice	166