

PREFACE

Organizational efforts to meet the challenges of the seemingly never-ending changes in contemporary healthcare require effective strategic analysis. We have to manage organizations operationally, but if we expect to survive in this ever-evolving healthcare marketplace, we also must focus on the future—and that is what strategic analysis is all about. Using sound analysis, organizations can develop strategies to help them not only survive, but also thrive, well into the future. Unfortunately, organizations often lack understanding on just how to accomplish that task effectively and efficiently.

This book, from start to finish, presents a straightforward approach to the development of strategy for healthcare organizations. The clear explanations of specific concepts, the supporting examples, and the applied exercises approach the topic from both theoretical and practical perspectives, covering each individual method in an easy-to-read yet informative manner. The “toolbox” presented here contains more than just the typical SWOT analyses (though we do cover those extensively); it includes a wide variety of techniques sure to be useful in learning about the importance of strategy and how to develop it.

Contents of the Book

The book consists of 26 chapters, and from the very beginning to the final chapter, it addresses strategy development in a practical and straightforward fashion. The book is designed to aid both the professor in teaching the material and the students as they seek to improve their understanding of the strategic management process. The content evolved from notes taken in the authors’ classes and has, over time, grown into the book you see here. The authors view the book as a tool for both undergraduate and graduate students, and it can be used as a stand-alone text or in combination with other materials. We hope you find the examples and exercises helpful.

Purpose of the Book

This book has been developed with applied learning in mind. Faculty members can use the concepts and examples included in each chapter to teach students about strategic analysis, and then students can use the blank templates available in most of the chapters to apply the knowledge. Students are encouraged to choose a “project organization” at the outset and

use the same organization for the sequence of in-depth exercises that runs from Chapter 5 to Chapter 25. We feel that, through the application of the material, students will gain a greater understanding of strategic analysis and strategic management and thus be better prepared to meet the demands of their future careers. We hope you find our approach both appealing and useful, and we thank you for using the book.

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