Contents

VOLUME 3
STRATEGY, STRUCTURE, AND LEADERSHIP

I. Portfolio Analysis

44. Diagnosing the Product Portfolio George S. Day 1
45. Strategic Attributes and Performance in the BCG Matrix – A PIMS-Based Analysis of Industrial Product Businesses Donald C. Hambrick, Ian C. MacMillan and Diana L. Day 15
46. Managing Acquisitions of Strategic Business Units with the Aid of the Arbitrage Pricing Model Mark Kroll and Stephen Caples 34
47. Rethinking the Product Portfolio: A Generalized Investment Model Timothy M. Devinney and David W. Stewart 46
48. Planning Your Firm's R&D Investment George C. Hartmann, Mark B. Myers and Richard S. Rosenbloom 64

II. Divestiture and Portfolio Restructuring

49. A Life Cycle Theory of the Firm Dennis C. Mueller 83
50. Overview of Corporate Restructuring Trends and Consequences Edward H. Bowman and Harbir Singh 99
51. Please Note Location of Nearest Exit: Exit Barriers and Planning Michael E. Porter 110
52. Divestiture, Market Valuation, and Strategy Cynthia A. Montgomery, Ann R. Thomas and Rajan Kamath 126
53. Resetting the Clock: The Dynamics of Organizational Change and Failure Terry L. Amburgey, Dawn Kelly and William P. Barnett 136
54. Testing the Time-Variance of Explanatory Factors of Strategic Change José David Vicente-Lorente and José Ángel Zúñiga-Vicente 158

III. Strategy and Structure

55. Introduction – Strategy and Structure Alfred D. Chandler, Jr. 186
56. The Move Toward a Multidivisional Structure in European Organizations Lawrence G. Franko 201
58. The Adoption of the Multidivisional Form of Organization: A Contingency Model  
   Joseph T. Mahoney  235

59. Economics, Politics and Nations: Resistance to the Multidivisional Form in France,  
   Germany and the United Kingdom, 1983–1993  
   Michael Mayer and Richard Whittington  257

IV. The Role of Executives and Corporate Headquarters

60. The Functions of the HQ Unit in the Multibusiness Firm  
   Alfred D. Chandler, Jr.  280

61. Governance Costs, Determinants, and Size of Corporate Headquarters  
   Rolf Bühner  305

62. Upper Echelons: The Organization as a Reflection of Its Top Managers  
   Donald C. Hambrick and Phyllis A. Mason  325

63. The Impact of Chief Executive Officer Personality on Top Management Team Dynamics:  
   One Mechanism by Which Leadership Affects Organizational Performance  
   Randall S. Peterson, D. Brent Smith, Paul V. Martorana and Pamela D. Owens  344

64. The Big Exit: Executive Churn in the Wake of M&As  
   Jeffrey A. Krug and Walt Shill  370