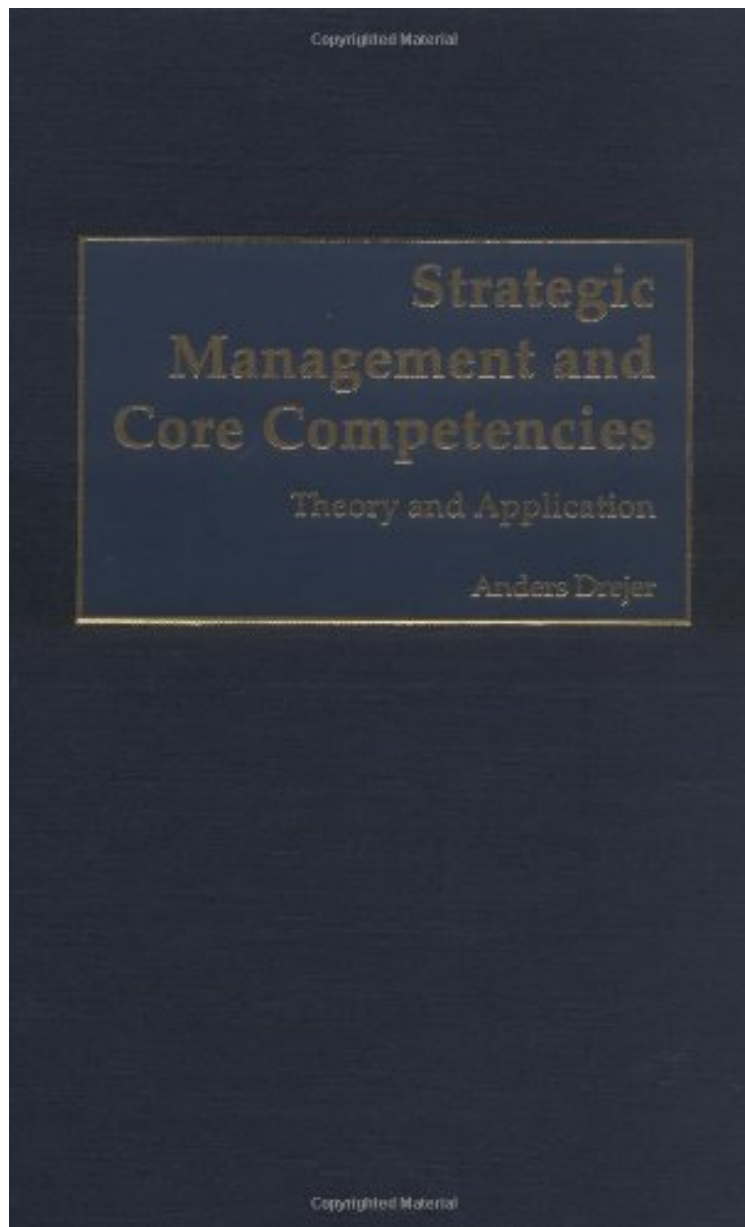


# Strategic Management and Core Competencies: Theory and Application

*Anders Drejer*

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**Anders Drejer : Strategic Management and Core Competencies: Theory and Application** before purchasing it in order to gage whether or not it would be worth my time, and all praised Strategic Management and Core Competencies: Theory and Application:

2 of 2 people found the following review helpful. A positive step forward in the latest management debate

By A Customer  
As a researcher in the field of management I found this book to be a breath of fresh air. The management debate surrounding core competencies has become increasingly jargon laden and has progressively moved away from being of any use to practitioners. This book redresses the balance by providing both a critical (and exhaustive) review of the literature and practical examples of how different theories can be applied. Its great strength is in synthesising the work of many disparate fields rather than the more common practice of highlighting the differences. This results in a complex and fragmented view of the world of strategic management that more accurately portrays the issues facing today's managers than the generic management 'fads' that are adopted and then discarded with increasing aplomb. The cases used to illustrate the theories are refreshing as they are atypical and topical. Cases such as Bang Olufsen, the innovative hi-fi designers, and Lego, the ubiquitous toy manufacturers support Drejer's thesis that sustaining a competitive advantage through the development of core competencies is contingent upon many factors and requires different approaches at different times. This is where the book shows a related weakness. As the real world is complex and fast changing, especially in the interaction between people and technologies, there are no 'right answers'. As a result many will reject Drejer's approach of critically examining all the possible answers to allow the individual to determine the correct approach they should adopt. However this 'open' approach is, in my view, the correct way to bring forward this important debate. This book will not make the author rich, but will help numerous researchers and managers to reflect more constructively upon the very real issues that they face in their working lives.

1 of 1 people found the following review helpful. Of great practical value

By Andreas Buuml;rger  
I was looking for a book, which could provide practitioners like me with tools to proactively work with the core competencies of my company. This I found in this book written by Anders Drejer. I appreciate the way this author draws up the theoretical background and leads over to operational and useful methods and means. A lot of examples from different firms and the modern language of the book, makes it easy to understand the presented methods and means based on a genetic and quite intuitively understandable framework for competence-based strategy. I was able to transfer the lessons learned to the situation of my firm and no doubt, I will use the described tools in praxis. This book will be close to my desk and my work as a manager.

2 of 2 people found the following review helpful. A great read!

By Gert Spender-Andersen  
As a manager and MBA-graduate, I really enjoyed this book. It is of great practical value with operational tools, understandable frameworks and ready-to-use methods. But is also of great interest for those interested in theory. It embraces the strategy concept and places competence-based strategy in its proper theoretical context. There is certainly something in this book for everyone - even an entrepreneur and CEO.

Managers and management scholars alike need operational models and concepts for dealing with core competencies within strategic management. This book provides tools for the practitioner as well as fundamental theoretical concepts to enable scholars to further build upon Drejer's work. His main argument is that understanding core competencies is key to explaining why some firms enjoy a competitive advantage over others. Drejer proposes models and means with which managers can proactively identify, design, and develop their firm's core competencies in strategic alignment. More than merely a how-to book, this work places an equal emphasis on the concepts behind competence-based strategy. The author offers the reader multiple perspectives on the background of competence-based strategy, the relationship between strategic management and the development of core competencies, and the application of competence-based strategy to praxis. He provides the tools necessary to identify, analyze, and develop the competencies of a firm, and in so doing performs a valuable service for practitioners and researchers.

"Dr. Anders Drejer's book is a new inspiration for managers to consider how the technological disciplines in the firm can contribute to business creation and development of the firm. Dr. Drejer has shown that a high scientific level is not incompatible with practical value for managers."-Thorkild Vorm Director of Technology Coloplast A.S. Høltedam, Denmark

"Unlike many strategic management books, this book draws on a wide range of frameworks from Operations and Technology Management such as quality function deployment and Technology Mapping. Strategic Management and Core Competencies will be essential reading for operating managers, who are seeking to develop competitive advantage through their operations and competencies."-Professor Chris Voss Director-Center for Operations Management London Business School

"The notion of competence development has gained considerable interest among academics and professionals, but there has been a dearth of well-researched publications on the subject. Especially lacking have been contributions with practical case examples to support the theoretical perspectives. Anders Drejer's book fills this need by bringing together theory and application, using as its basis his extensive experience of both academia and industry."-Professor David Bennett Center for Technology Management and Operations Systems Engineering Aston University, UK

About the Author  
ANDERS DREJER is Associate Professor at the Center for Industrial Production, Aalborg University, Denmark. He has published five books and numerous articles in journals of international reach. A consultant to many large Scandinavian firms, he serves as a non-executive member of several boards.