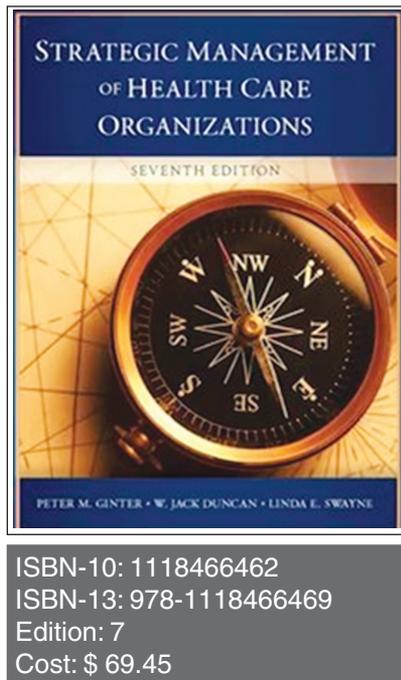


Book Review



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THE STRATEGIC MANAGEMENT OF HEALTH CARE ORGANIZATIONS

The book 'The Strategic Management of Health Care Organizations' aims to provide a structured strategic management approach is what's needed to tackle the revolutionary change the healthcare system has been experiencing. Today, healthcare organizations have almost universally embraced the strategic perspective first developed in the business sector and now have developed strategic management processes that are uniquely their own. Healthcare leaders have found that strategic thinking, planning and managing strategic momentum are essential for coping with the dynamics of the healthcare industry. Strategic management has become the single clearest manifestation of effective leadership of healthcare organizations. It is a multiauthored and multidisciplinary integrated book on the subject.

The 7th edition of this leading text has been revised and updated to include a greater focus on the global analysis of industry and competition and analysis of the internal environment.

The book deliberates on all aspects of strategic planning, analysis of the health services environment (both internal and external) and lessons on implementation. It also looks at organizational capability, sustainability, CSR and the sources of organizational inertia and competency traps. There is a greater focus on the global analysis of industry and competition and analysis of the internal environment. In consultation with feedback from their adopters, the authors have concentrated on the fundamentals of strategy analysis and the underlying sources of profit. This reflects waning interest among senior executives in the pursuit of short-term shareholder value.

The book will be a ready-reckoner for administrators, clinicians and practitioners in healthcare facilities for policy making, formulation of standard operative procedures, implementing techniques and processes for strategic planning in healthcare.

As ever, students are provided with the guidance they need to strategic planning, analysis of the health services environment (internal and external) and lessons on implementation, with additional discussion on organizational capability, deeper treatment of sustainability and corporate social responsibility and more coverage of the sources of organizational inertia and competency traps.

This edition is rich in new examples from real-world healthcare organizations. Chapters are brought to life by the 'Introductory Incidents', 'Learning Objectives', 'Perspectives', 'Strategy Capsules', useful chapter summaries and questions for class discussion. All cases and examples have been updated or replaced. In this edition, the teaching materials and web supplements have been greatly enhanced, with power-point slides, to give lecturers a unique resource.

This is an outstanding book. While naturally oriented to strategic management of healthcare it is also a comprehensive framework to strategic management in general. The book's layout is that of a university textbook but it is also written in an enjoyable style. I read this book as a practitioner and not a formal student and found it extremely readable and helpful. The authors present both conceptual and practical tools for strategic management.

The book has 10 chapters, covered in 451 pages with a large number of illustrations.

There is a comprehensive bibliography and glossary at the end of book that adds value to its subject.