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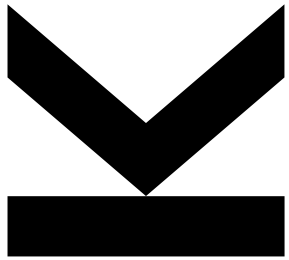
Institut für Strategisches Management
2022W

JKU
**JOHANNES KEPLER
UNIVERSITY LINZ**

STRATEGIZING PROCESSES AND PRACTICES & SELF-MANAGED FORMS OF ORGANIZING KREMSER

Strategy has become an inherently dynamic endeavor. Rather than developing one perfect strategy for the next ten years, firms need to learn how to be quick in making many strategic moves, often in parallel in different parts of the organization.

This requires us as scholars to think about strategy not so much in terms of content (what is the best strategy / strategic position?), but more in terms of macro-level processes (e.g. analyzing competitive dynamics, strategic renewal, capability development) and micro-level practices (e.g. analyzing how the excessive use of IT-tools like Power Point affects strategy work).

It also directs the attention of scholars and practitioners to self-managed forms of organizing (e.g. Holacracy, Scaled Agile Framework, Teal). These forms of organizing might be a perfect fit for a more dynamic and decentralized approach to strategy-making. But who knows?

Check out these papers to find out if you are interested in doing a Master-Thesis on Strategy as Process & Practice and/or in Self-Managed Forms of Organizing:

- Burgelman, R. A., Floyd, S. W., Laamanen, T., Mantere, S., Vaara, E., & Whittington, R. (2018). Strategy processes and practices: Dialogues and intersections. *Strategic Management Journal, 39(3), 531–558.*

- Lee, M. Y., & Edmondson, A. C. (2017). Self-managing organizations: Exploring the limits of less-hierarchical organizing. *Research in Organizational Behavior, 37, 35–58.*

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OPEN STRATEGY & FORESIGHT STRATEGIES TO MANAGE TODAY'S AND TOMORROW'S CHALLENGES GATTRINGER

Opportunities and Challenges of Open Strategy Processes

In this comprehensive research field, the focus should be on specific research questions: For example, the role of certain stakeholders (employees, customers, suppliers, general public,...), the use of specific methods, openness/closedness in different phases of the strategy process, or key factors/challenges in an open strategy process.

(Hautz, J., Seidl, D., Whittington, R. (2017). Open strategy: Dimensions, dilemmas, dynamics. *Long Range Planning*. 50(3), 298-309.)

Foresight: Components – Antecedents - Outcomes

In this research field you can choose from a variety of topics - for example, specific phases/components/challenges in the foresight process, antecedents of foresight, or an examination of the outcomes of foresight activities.

(Fergnani, A. (2022). Corporate foresight: A new frontier for strategy and management. *Academy of Management Perspectives*, 36 (2), online)

If you are interested in one of these two topics, please explore the topic in depth and develop a focused concept within that research area.

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EXPLORING THE COGNITIVE PROCESSES UNDERLYING STRATEGY MAKING IN AN INCREASINGLY COMPLEX WORLD PITTNAUER

How to think strategically in fast-changing business environments: Rational analysis, intuition, experience?

Blue Ocean thinking and the emergence of strategies

Cognitive foundations of dynamic capabilities

Challenges posed by complexity for the evaluation of long-term performance of strategic decisions

Providing the 'right' information for the strategic planning process: What does it take to understand the new digital technologies used for autonomous business and market evaluation?

– Social learning
– Communication structures
– Cognitive resources

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DIGITAL TRANSFORMATION, STRATEGISTS STRATEGIZING, AND BUSINESS MODELS REISINGER

Effective strategizing in a disruptive business environment

Digital transformation and the challenge of rigid organizations, long-established values and change-resistant employees

Advantages and disadvantages of the business model perspective

Effective strategizing in different competitive environments

- Business models that generate rivalry and the consequences for competitiveness
- Collaboration as a driver of competitiveness in a digital world
- Increasing competitiveness through business model innovation strategies
- The business model as the unit of analysis in the digital age

Strategic leadership in a today's business environment

Values, skills and competencies of today's strategists

The education of future strategists and the curricula of today's business schools

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