

MASTERTHESEN DIPLOMARBEITEN



Institut für Strategisches Management
2024S



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.

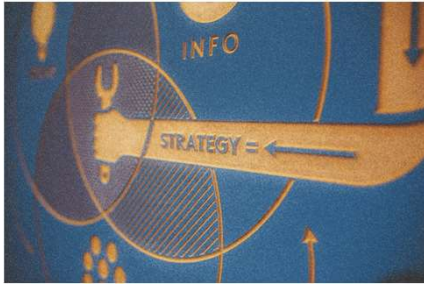
This requires us as scholars to think about strategy not so much in terms of content (what is the best strategy / strategic position?), but more in terms of macro-level processes (e.g. analyzing competitive dynamics, strategic renewal, capability development) and micro-level practices (e.g. analyzing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

DIGITAL TRANSFORMATION, STRATEGISTS STRATEGIZING, AND BUSINESS MODELS REISINGER



The evolution of AI in strategic management: Curse or Blessing

Leveraging AI Tools in Strategic Management Education: Benefits, Consequences, and Challenges

Values, skills, and competencies of today's strategists

The skills and competencies that strategists will need in relation to AI

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 today's business environment



SELECTED FORESIGHT TOPICS WIENER



Title: Foresight in Emerging Technologies: Predicting Market Breakthroughs and Identifying Reliable Signals

In the realm of emerging technologies, predicting the critical moment of market breakthroughs poses a challenge. Understanding the factors that influence technology adoption is essential for successful foresight. This Master's thesis focuses on the concept of foresight to unravel the obstacles inherent in mapping the trajectory of emerging technologies and their transition towards commercial viability.



Title: Fostering the Foresight Mindset: Developing a Maturity Model through Action Design Research

This master's thesis centers on building a maturity model for the Foresight Mindset. Based on an in-depth literature research, it extracts essential elements of this mindset. Building upon Action Design Research as the methodology, the study can guide organizations towards proactive thinking and future-oriented decision-making.



Title: Improving Foresight with AI Interventions

Collective engagement in foresight: The role of AI in group decision-making." Investigate how AI influences group dynamics in foresight processes, shaping strategic decision outcomes. Delve into the synergy between artificial intelligence and collective foresight, unraveling its potential impact on group decision-making. Contribute to shaping the future of strategic planning by examining the role of AI in fostering collaborative foresight.

STRATEGIES TO MANAGE TODAY'S AND TOMORROW'S CHALLENGES

GATTRINGER



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, dynamics in open strategy processes, special key factors/challenges,...

(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)

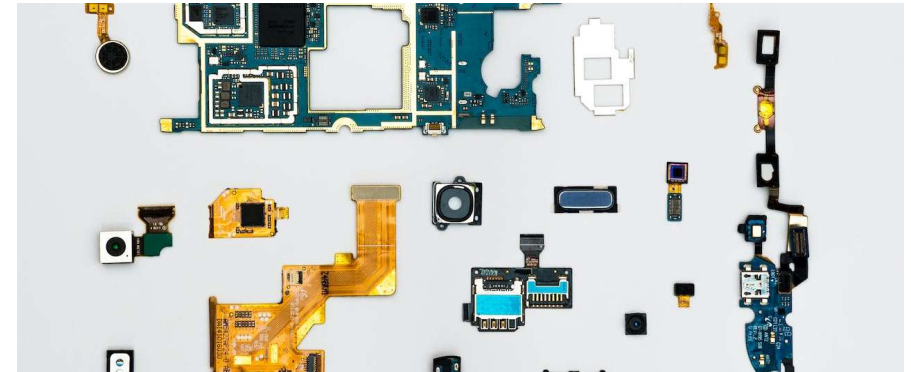
If you are interested in one of these two topics, please explore the topic in depth and develop a focused concept within that research area.

DIGITAL ORGANIZATION & DIGITAL STRATEGY

REISCHAUER

Each bullet points represents a thesis topic.

- Organizing Digital Transformations: Antecedents, Processes, Outputs
- Design of Meta-Organisations
- Social Practices for Implementing Digital Technologies
- Resistance to New Technologies on the Firm and Interfirm Level
- Platform-Based Business Models: Antecedents and Archetypes
- Internationalization Strategies of Innovation Platforms
- Internationalization Strategies of Transaction Platforms



All theses should use a Systematic Literature Review (SLR) – see below papers on this method:

- Sauer, P. C. & Seuring, S. 2023. How to conduct systematic literature reviews in management research: A guide in 6 steps and 14 decisions. *Review of Managerial Science*, 17(5): 1899-1933.
- Xiao, Y. & Watson, M. 2017. Guidance on conducting a systematic literature review. *Journal of Planning Education and Research*, 39(1): 93-112.