

CONTENTS

	<i>Embarkation</i>	ix
1	“And Over Here, Ladies and Gentlemen: The Strategic Management Beast”	1
2	The Design School <i>Strategy Formation as a Process of Conception</i>	23
3	The Planning School <i>Strategy Formation as a Formal Process</i>	47
4	The Positioning School <i>Strategy Formation as an Analytical Process</i>	81
5	The Entrepreneurial School <i>Strategy Formation as a Visionary Process</i>	123
6	The Cognitive School <i>Strategy Formation as a Mental Process</i>	149
7	The Learning School <i>Strategy Formation as an Emergent Process</i>	175

8	The Power School	233
	<i>Strategy Formation as a Process of Negotiation</i>	
9	The Cultural School	263
	<i>Strategy Formation as a Collective Process</i>	
10	The Environmental School	285
	<i>Strategy Formation as a Reactive Process</i>	
11	The Configuration School	301
	<i>Strategy Formation as a Process of Transformation</i>	
12	“Hang On, Ladies and Gentlemen, You Have Yet to Meet the Whole Beast”	349
	<i>References</i> 375 ◦	
	<i>Index</i> 397	