

## Table of Contents

List of Figures	VI
List of Tables	VII
<b>Chapter One: Introduction</b>	1
1.1. Research Problem	1
1.2. Research Goals and Structure of Dissertation	3
<b>Chapter Two: The Field of Strategy: A Critical Review</b>	6
2.1. Introduction	6
2.1.1. Fundamental Questions in the Field of Strategy	6
2.1.2. Methodology of the Literature Review	7
2.2. Concepts and Definitions of Strategy	8
2.2.1. Chaffee (1985)	8
2.2.2. Mintzberg (1987)	12
2.3. General Perspectives and Paradigms in Strategy Research	14
2.3.1. Jemison (1981)	14
2.3.2. Pennings (1985)	17
2.3.3. Hirsch et al. (1990)	28
2.4. Strategy Content Research	33
2.4.1. Fahey and Christensen (1986)	33
2.4.2. Ginsberg and Venkatraman (1985)	35

## II

2.5. Strategy Process Research	40
2.5.1. Huff and Reger (1987)	40
2.5.2. Mintzberg (1990)	44
2.5.3. Rajagopalan et al. (1991)	47
2.6. Strategic Change Research	56
2.6.1. Ginsberg (1988)	56
2.6.2. Hendry (1990)	62
2.7. Synthesis and Conclusion: Requirements for Building Cumulative Knowledge	67
<b>Chapter Three: Theory-Building Approach and Conceptual Model</b>	74
3.1. The Nature of Knowledge Synthesis	74
3.2. Theoretical Approach: Characteristics and Assumptions of a Process Perspective	75
3.2.1. Focus	76
3.2.2. Assumptions about Social Reality	83
3.3. An Integrative Model of the Strategy Process	88
3.3.1. A Macro-Model of the Strategy Process	89
3.3.1.1. The Components	89
3.3.1.2. The Links	92
3.3.2. Functions, Mechanisms, and Flow of the Strategy Process	98
3.3.2.1. The Functions	98
3.3.2.2. The Mechanisms	104
3.3.2.3. The Flow	105
3.3.3. A Micro Model of the Strategy Process	107

<b>Chapter Six: Formulation</b>	178
6.1. The Link Between the External Environment and Strategy	180
6.2. The Link Between Internal Capabilities and Strategy	190
6.3. A Holistic View Across the Links	195
<b>Chapter Seven: Implementation</b>	212
7.1. The Link Between Strategy and Realized Activities	212
7.2. The Links Between the External Environment/Internal Capabilities and Realized Activities	220
7.3. A Holistic View Across the Links	226
<b>Chapter Eight: Controlling</b>	232
8.1. The Links Between the External Environment/Internal Capabilities and Realized Activities	234
8.2. The Link Between Realized Activities and the Agenda	237
8.3. The Link Between Performance and Realized Activities	241
8.4. The Link Between Performance and the Agenda	243
8.5. A Holistic View Across the Links	247

<b>Chapter Nine: The Strategy Process as a System</b>	255
9.1. The Interplay between the Functions	255
9.2. Patterns in the Outcome of the Strategy Process	270
9.3. A Holistic View Across Outcome Patterns	278
<b>Chapter Ten: Implications for Practice: Strategic Pattern-Management as an Instrument to Maintain Competitiveness over Time</b>	284
10.1. Agenda-Setting	285
10.2. Formulation	287
10.3. Implementation	291
10.4. Controlling	293
10.5. The Interplay Between the Functions	296
<b>Chapter Eleven: Implications for Future Research</b>	299
<b>Appendix 1: Bibliography of Empirical Studies</b>	306
<b>Bibliography</b>	309

<b>Chapter Four:</b>	<b>Research Methodology</b>	113
4.1.	Methodological Approach of Synthesis	113
4.1.1.	Epistemological Foundations: The Process Perspective and the Social Science Enterprise	113
4.1.2.	Criteria for the Selection of the Cross-Section of Empirical Studies	121
4.1.3.	Methodological Procedures of Analysis and Synthesis	127
4.2.	Analysis of the Sample of Empirical Studies	131
4.2.1.	The Characteristics of the Sample	131
4.2.2.	Positions within the Integrative Model of the Strategy Process	140
<b>Chapter Five:</b>	<b>Agenda-Setting</b>	147
5.1.	The Link Between the External Environment and the Agenda	147
5.1.1.	Local Awareness	147
5.1.2.	Organizational Agenda	160
5.2.	The Link Between Internal Capabilities and the Agenda	165
5.2.1.	Local Awareness	166
5.2.2.	Organizational Agenda	169
5.3.	A Holistic View Across the Links	170

## VI

### List of Figures

1.1:	Overview of the Dissertation	4
2.1:	Some Possible Relationships between Strategy as Plan, Pattern, Position, Perspective	23
2.2:	Classification of Strategic Decision Making by Unit of Analysis	22
2.3:	A Systems Model of Contingency Theory Based Strategic Research	37
2.4:	Strategic Decision Processes: An Integrative Model	50
2.5:	A Framework for Modelling Changes in Strategy	58
2.6:	Characteristics of Change Models in the Fields of Science and Strategy: A Comparison	63
3.1:	Focus, Result, And Interrelationship Of Different Perspectives For Theory Building	82
3.2:	A Macro-Model of the Strategy Process	93
3.3:	The Functions of the Strategy Process: Moving Between the Local and the Organizational Level	102
3.4:	A Multi-Actor Model of the Strategy Process	103
3.5:	Functions, Mechanisms, and Flow of the Strategy Process	108
3.5:	A Micro-Model of the Strategy Process	109
5.1:	Agenda-Setting	148
5.2:	Critical Process Outcomes in Agenda-Setting	172
6.1:	Formulation	179
6.2:	Critical Process Outcomes in Strategy Formulation	207
7.1:	Implementation	213
7.2:	Critical Process Outcomes in Strategy Implementation	228
8.1:	Controlling	233
8.2:	The Critical Process Outcome in Controlling	248
9.1:	The Strategy Process as a System	256
9.2:	Mechanisms and Functions of the Strategy Process: A Balanced Support System	262
9.3:	Mechanisms and Functions of the Strategy Process: A State of Imbalance	264
9.4:	The Outcome of the Strategy Process: Patterns of Strategy Development	272
9.5:	The Strategy Process as a System: The Critical Process Outcome	283

## VII

### List of Tables

1.1:	A Shift in Goal, Problem, and Respective Focus Of Relevant Strategic Management Research	2
2.1:	Reviews of the Field of Strategy	7
2.2:	Three Models of Strategy	10
2.3:	A Comparison of Strategic Management Paradigms	15
2.4:	Perspectives on Business Policy	28
2.5:	Contrasting Agency Perspectives	30
2.6:	Types of Strategy Content Decisions	33
2.6:	Dimensions of Strategic Process Research	41
2.7:	Schools of Strategy Formation	44
2.8:	Comparison of Strategic Decision Process Models	48
2.9:	A Framework for Conceptualizing Changes in Strategy	57
2.10:	Conclusions and Implications: An Overview	68
2.11:	Approaches and Conclusions to Arrive at More Cumulative Knowledge	71
3.1:	Perspectives to Theory-Building on Organizational Change	80
3.2:	Approaches to Social Science	84
3.3:	Mechanisms of the Strategy Process	104
3.4:	A Focus on Flow Issues	107
4.1:	Approaches to the Social Science Enterprise	114
4.2:	The Sample of Empirical Studies: Classification by Streams of Research	126
4.3:	Classification of Empirical Studies: Qualitative versus Quantitative Research Methodology	136
4.4:	Classification of Empirical Studies: Units of Analysis	137
4.5:	Classification of Empirical Studies: Time Periods	138
4.6:	Classification of Empirical Studies: Contexts	139
4.7:	Foci of Empirical Studies with Respect to the Agenda-Setting Function and the Relevant Links	141
4.8:	Foci of Empirical Studies with Respect to the Formulation Function and the Relevant Links	142
4.9:	Foci of Empirical Studies with Respect to the Implementation Function and the Relevant Links	143
4.10:	Foci of Empirical Studies with Respect to the Controlling Function and the Relevant Links	144
4.11:	Studies Offering Insights on the Strategy Process as a System	145
6.1:	Relationship Between Strategic Decision Types and Strategy Formulation Process Types	203
7.1:	Characteristics of the Strategy Implementation Process	216
9.1:	The Functions of the Strategy Process: Movements and Critical Process Outcomes	258
11.1:	The Diachronic Dimension of Reality: Relevant Issues and Related Implications For Empirical Research and Theory-Building	301