

# **STRATEGY**

# **SAFARI**

**THE COMPLETE GUIDE THROUGH THE  
WILDS OF STRATEGIC MANAGEMENT**

**HENRY MINTZBERG**  
**BRUCE AHLSTRAND**  
**JOSEPH LAMPEL**

**FT** Prentice Hall  
FINANCIAL TIMES

London · New York · Toronto · Sydney · Tokyo · Singapore · Hong Kong · Cape Town  
New Delhi · Madrid · Paris · Amsterdam · Munich · Milan · Stockholm

# CONTENTS

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

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