

CONTENTS

| | |
|--|-------------|
| LIST OF CONTRIBUTORS | <i>ix</i> |
| STRATEGY PROCESS: INTRODUCTION TO THE VOLUME <i>Gabriel Szulanski, Joseph Porac and Yves Doz</i> | <i>xiii</i> |
| PART I: COGNITIVE AND EMOTIONAL FOUNDATIONS OF STRATEGY MAKING | |
| AN EMOTION-BASED VIEW OF STRATEGIC RENEWAL <i>Quy Nguyen Huy</i> | <i>3</i> |
| AN ATTENTION-BASED THEORY OF STRATEGY FORMULATION: LINKING MICRO- AND MACROPERSPECTIVES IN STRATEGY PROCESSES <i>William Ocasio and John Joseph</i> | <i>39</i> |
| TOP MANAGERIAL COGNITIONS, PAST PERFORMANCE, AND STRATEGIC CHANGE: A THEORETICAL FRAMEWORK <i>Jerayr Haleblian and Nandini Rajagopalan</i> | <i>63</i> |
| SEQUENCE OF THINKING AND ACTING IN STRATEGY-MAKING <i>J. Ignacio Canales and Joaquim Vilà</i> | <i>93</i> |
| INTERORGANIZATIONAL MONITORING: PROCESS, CHOICES, AND OUTCOMES <i>Giuseppe Labianca and James F. Fairbank</i> | <i>117</i> |

PART II: INSTITUTIONAL AND RESOURCE FOUNDATIONS OF STRATEGY MAKING

THE DEVELOPMENT OF THE RESOURCE-BASED FIRM BETWEEN VALUE APPROPRIATION AND VALUE CREATION

*Arabella Mocciaro Li Destri and
Giovanni Battista Dagnino* 153

ADAPTIVE AND CREATIVE STRATEGY LOGICS IN STRATEGY PROCESSES

Patrick Regnér 189

MANAGING THE MNC AND EXPLOITATION/ EXPLORATION DILEMMA: FROM STATIC BALANCE TO DYNAMIC OSCILLATION

*Catherine Thomas, Renata Kaminska-Labbé and
Bill McKelvey* 213

PART III: CONTEMPORARY EMPIRICAL STUDIES OF STRATEGY MAKING

COMMUNICATION DISSONANCE AND PRAGMATIC FAILURES IN STRATEGIC PROCESSES: THE CASE OF CROSS-BORDER ACQUISITIONS

Olivier Irrmann 251

STRATEGY-MAKING AS A COMPLEX, DOUBLE-LOOP PROCESS OF KNOWLEDGE CREATION: FOUR CASES OF ESTABLISHED BANKS REINVENTING THE INDUSTRY BY MEANS OF THE INTERNET

María P. Salmador and Eduardo Bueno 267

**TOP MANAGERS AND THE PRODUCT
IMPROVEMENT PROCESS**

C. Annique Un and Alvaro Cuervo-Cazurra 319

**STRATEGY CONTENT AND PROCESS IN THE
CONTEXT OF E-BUSINESS PERFORMANCE**

*Tim R. Coltman, Timothy M. Devinney and
David F. Midgley* 349

**EMERGENT STRATEGIES AND THEIR
CONSEQUENCES: A PROCESS STUDY OF
COMPETITION AND COMPLEX DECISION MAKING**

Quintus R. Jett and Jennifer M. George 387

**PART IV: META-COMMENTARIES ON METHODOLOGIES
FOR STRATEGY PROCESS RESEARCH****COMPARATIVE CAUSAL ANALYSIS
IN PROCESSUAL STRATEGY RESEARCH: A STUDY
OF CAUSAL MECHANISMS IN ORGANIZATIONAL
DECLINE AND TURNAROUNDS**

Kalle Pajunen 415

**FUTURE DIRECTIONS FROM THE PAST:
MANAGEMENT AND ACCOUNTING DISCOURSE
IN HISTORICAL PERSPECTIVE**

Luca Zan 457

**PRACTICES OF ORGANISING: INSIDE AND
OUTSIDE THE PROCESSES OF CHANGE**

Eamonn Molloy and Richard Whittington 491