

Contents

Foreword – Strategic Management <i>in</i> Deconstruction	VII
---	------------

Preface – Strategic Management and Paradox	IX
---	-----------

1 Introduction to the Study	1
1.1 Underlying Problem and Research Objective.....	1
1.2 This Study and the Philosophy of Science.....	16
1.3 Limitations of the Study – Some Words of Caution	21
1.4 Structure of Analysis	23
2 Strategic Management as a Field of Study	27
2.1 The Concept of Strategy.....	27
2.1.1 Why Do We Need Strategic Management?.....	27
2.1.2 The Definition of Strategy – Differing Perspectives	31
2.2 Paradigm Lost? – The Roots of Strategy Research	33
2.2.1 Potential Paradigmatic Classifications.....	34
2.2.2 Disciplinary Roots of Paradigms in Strategy Research	36
2.2.3 Paradigms in Strategy Research – A Historical Sketch	39
2.2.4 The Desired Paradigmatic Status of Strategy Research ...	46
2.3 Strategic Realities – Context, Process, and Content	53
2.3.1 Shaping the Contours of the Strategy Field.....	53
2.3.2 Strategy Context – What Shapes Strategies?	54
2.3.3 Strategy Process – How Are Strategies Formed?	56
2.3.4 Strategy Content – What Are Strategies all About?	59
2.4 Strategy Context, Process, and Content – A Résumé	65
3 The Dominant Logics of Strategy Research	69
3.1 Where to Look for Dominant Logics?	70
3.2 Exploring the Dominant Logics of Strategy Research.....	74
3.2.1 Strategy Context – The ‘Necessity of Adaptation’	74
3.2.2 Strategy Process – The ‘Primacy of Thinking’	81
3.2.3 Strategy Content – The ‘Fullness of Rules/Resources’	89
3.2.4 The Dominant Logics of Strategy – An Overview	96
3.2.5 The Embeddedness of Paradigms in Dominant Logics	97

3.3	How Dominant Logics Come into Existence	99
3.3.1	Producing Facts in Strategy Research	100
3.3.2	Sustaining Facts in Strategy Research	104
3.3.3	From Facts to Dominant Logics.....	111
3.4	Challenges from Outside the Mainstream.....	114
3.4.1	Levels of Critical Strategy Research.....	115
3.4.2	Demanding Reflexivity in Strategy Research	116
3.4.3	Critical Reflections on the Dominant Logics.....	118
3.4.4	Paradox and Dominant Logics	123
3.4.5	Strategy Because of and Despite Paradox	125
4	Deconstruction and the ‘(N)either/(N)or’	127
4.1	The Meaning(lessness) of Postmodernism	127
4.1.1	The Philosophical Discourse Around Postmodernism	127
4.1.2	Postmodernism in Organization Theory	135
4.2	Deconstruction in a Nutshell?.....	139
4.2.1	The Target – Critique of a Metaphysics of Presence	140
4.2.2	Deconstruction as a Way of Thinking	142
4.2.3	‘La Différance’ – The Deconstruction of the Sign	150
4.2.4	The Deconstruction of the Social – About (Con)Texts	157
4.2.5	Deconstruction and Paradox.....	161
4.2.6	Deconstruction – Critical Arguments	166
4.2.7	Résumé – Derrida, a Postmodernist?.....	168
4.3	Deconstruction within Organizational Analysis.....	170
4.4	Strategic Realities as Text.....	175
5	Strategic Realities – The Role of Paradox	179
5.1	Strategizing Because of Paradox	180
5.2	Strategizing Despite Paradox.....	182
5.3	Strategic Realities Despite and Because of Paradox	189
6	The Deconstruction of Strategic Realities.....	193
6.1	Strategy Context – Beyond the Market Given.....	196
6.1.1	Complexity – Beyond the ‘Necessity of Adaptation’	196
6.1.2	Strategy Context and the Paradox of Adaptation	200
6.1.3	The Deparadoxification of Strategy Context.....	205
6.1.4	Implications of the Deconstruction of Strategy Context ..	208
6.2	Strategy Process – Beyond the Notion of Feasibility.....	216
6.2.1	Contingency – Beyond the ‘Primacy of Thinking’	216
6.2.2	Strategy Process and the Paradox of Undecidability	220
6.2.3	The Deparadoxification of the Strategy Process.....	224
6.2.4	Implications of the Deconstruction of Strategy Process ...	227

6.3	Strategy Content – Beyond Simple Generalizations	237
6.3.1	Context – Beyond the ‘Fullness of Rules/Resources’	237
6.3.2	Strategy Content and the Paradox of Repetition	240
6.3.3	The Deparadoxification of Strategy Content.....	246
6.3.4	Implications of the Deconstruction of Strategy Content .	249
6.4	A Résumé – The Neither/Nor of Strategic Realities	265
7	‘After Derrida’ – Strategy-as-Practice	271
7.1	From Deconstruction to Strategy-as-Practice	272
7.2	‘Social Practices’ – What’s in a Name?	274
7.3	Strategy-as-Practice – Towards a Framework	276
7.4	‘Communities of Strategy Formation’	282
7.5	Doing Strategy Research ‘After Derrida’	286
8	Final Reflections – Retrospect and Prospect	289
7.1	Retrospect – Rethinking Strategic Realities	290
7.2	Prospect – Fostering Engaged Scholarship.....	295
7.3	But, Beyond... – The End and the Beginning	304
	Glossary of Terms	307
	Bibliography.....	311



<http://www.springer.com/978-3-7908-1975-5>

The Paradoxical Foundation of Strategic Management

Rasche, A.

2008, XIV, 345 p. 36 illus., Hardcover

ISBN: 978-3-7908-1975-5

A product of Physica-Verlag Heidelberg