



Strategy: Theory and Practice

By Stewart R Clegg, Chris Carter, Martin Kornberger, Jochen Schweitzer

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Written by a team of leading academics, this groundbreaking new text is an invaluable guide to the core elements of strategy courses, that will challenge conventional thinking about the field.

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- Provides a coherent and engaging overview of the established 'classics' of strategy, while taking an innovative approach to contemporary issues such as power and politics, ethics, branding, globalisation, collaboration, and the global financial crisis.
- A unique critical perspective that encourages you to reflect on the strategy process and strategic decision-making.
- Packed with learning features, including a wealth of international case studies and accompanying discussion questions.
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Read the authors' research paper 'Re-Framing Strategy: Power, Politics and Accounting' in which they make the case for a critically informed approach to studying strategy in the special issue of Accounting, Auditing & Accountability Journal

(Vol 23, Issue 5)

Praise for
Strategy: Theory and Practice

"Finally, something different in a strategy text! This new volume provides a broad view of strategy covering the conventional as well as less mainstream alternatives like the growing strategy-as-practice perspective. It also does a great job of providing balanced critiques of the existing orthodoxy and provides explicit connections to some of the more accessible academic articles providing

more depth to the arguments presented. All in all, it is an excellent break from the unfortunate tendency to make strategy a narrow economic enterprise in a world that is far more complex and social than that. *Strategy: Theory and Practice* is a welcome addition to the available texts on strategy" - Nelson Phillips, Professor of Strategy and Organizational Behaviour Co-Editor, *Journal of Management Inquiry*

"A super and overdue book. It embraces the central importance of organization theory and, especially, the play of power and politics both inside and outside the organization. This erudite, almost polemical book promises to redraw how we approach the study of strategy - and not before time!" -

Royston Greenwood, Associate Dean, School of Business, University of Alberta

"It explains where strategy originates from and how contemporary ideas and practices facilitate or constrain decision-making and action. In particular, this book illuminates the role of power and politics in strategy - an issue that has been overlooked in most textbooks in this area. Enjoyable and inspiring reading for students, researchers and practitioners" -

Eero Vaara, Professor of Management and Organization Dean of Research Hanken School of Economics, Helsinki

"The authors have managed to produce a unique and admirable combination of critical external engagement with 'strategy', understood as a complex object of organizational and political construction, and a useable insiders text book rich in illustrative cases. As such it is essential reading for academics, students and practitioners - all of whom will discover how theory and practice are more intertwined than they ever imagined" - Michael Power, Professor of Accounting, London School of Economics and Political Science

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Editorial Review

Review

"A timely book, impressive in its scope, authoritative in its analysis, and wonderfully written. An extremely enjoyable intellectual journey into many of the intricate aspects of strategy. A must read for all serious students of strategy"

Mahmoud Ezzamel, Cardiff Professorial Fellow, Cardiff Business School

"Unravels the neatness of traditional economics-based views of strategy and replaces them with much needed social, political and organizational lenses. The authors have produced a refreshing book which rightly establishes organization theory at the centre of strategic analysis and practice"

David C. Wilson, Professor of Strategy and Organization, University of Warwick Business School

"The authors have produced a text that offers a critical overview of strategy in a global context that illuminates the flows of value, not merely over-emphasizing the economic dimension but linking to sociological and bio-medical issues, throughout the world in the context of the enframing social processes that structure and maintain them. Its style is accessible and its detail is authoritative, current and precise so students, professors and general readers will enjoy it. For many university and business school courses it will quickly become the preferred introduction"

Professor David Weir, Professor of Intercultural Management, Liverpool Hope University

"We have waited a long time for a book like this: it is eminently readable, genuinely ground-breaking and absolutely timely. Students will find it indispensable, scholars will find it thought-provoking and practitioners will find it energizing, even liberating. It revitalizes our understanding of strategy and disposes of some tired clichés and well-worn dogmas along the way"

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**Mike Geppert
Professor of Comparative International Management and Organization Studies, School of Management, University of Surrey**

An outstanding book in the field of OB Strategy, written by a team of outstanding academics. A must buy for MBA students and practitioners alike

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Asks the right questions of strategy, and encourages students to do the same. Placing strategy in its social and political context, it adds new and critical dimensions, going beyond the usual economic and organisational considerations. In doing so, an agenda is set for the new strategic thinking required following the financial crisis, encompassing dimensions of risk, governance and financial instability. Offering new insights into standard theories, it encourages us to think deeply about, as well as practise, strategy

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The York Management School, The University of York**

Bravo! Finally, a strategy text that takes issues of power, politics and organizing seriously. Integrating concerns about ethics, corporate social responsibility and sustainability, "Strategy: Theory and Practice" provides a provocative and critically engaged approach to understanding strategy and strategizing as a complex, distributed and unpredictable activity. As such, it is an important contribution to pedagogy at the intersection of strategic management and organization studies

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University of Edinburgh Business School

Offers all the basics that business students need to know about the economic and organizational sides of strategy in an appealing easy-to-read format complete with mini-cases and exercises, while stepping outside the run of the mill by provoking critical reflection on established ideas and placing the tools and concepts in perspective. We need more textbooks like this to ensure that future generations of managers become informed yet reflexive consumers of management knowledge and ideas

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This brilliant book moves away from the rational toolbox approach and highlights the organizational determinants and political outcomes of strategy. Clegg and his colleagues bring a much needed perspective to understand how strategy impacts society and what can be done

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We've known for some time now that the discipline of Strategy is fragmenting. What I like about this book is that it not only helps us make sense of why this is happening, but it offers a coherent new framework for understanding what strategy means in the 21st century. Clegg et al begin by revealing the dirty little secret of strategy - most of it is highly revisionist. From In Search of Excellence to the adulation of Enron before its collapse, by looking backward we now see that those who study strategy really do a terrible job of predicting 'winners' and 'losers' but do a great job of explaining success after the fact. Clegg et al demonstrate the reason for this - i.e. strategy is much less about firm performance than it is about politics and power both inside and outside the firm. As such this book provides a refreshing new perspective on strategic management. It demonstrates an awareness that firms compete not only in the material world for hard resources but also in the political world for power. It is essential reading for anyone who wants to make sense of modern (or should I say post-modern) strategic management

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It merits adoption not least because it taps into rich steams of research, opening up and engaging with extant strategy avenues of research. This is a marked departure from many of its contemporary cohort... This textbook will surely be a relief for students who are increasingly primed on the culture of strategy...While the book is aimed at students studying undergraduate and postgraduate programmes, its insightful commentary

on a range of theory development and conceptual questions suggests that is likely to also benefit research students. This might even extend to the wily artefact 'researcher' more generally. Anyone interested in accessing the more subtle and pervasive social and political spaces of strategy, will gain significantly from picking up this well crafted textbook

Organization Journal

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About the Author

Stewart Clegg is a prolific publisher of several hundred articles in leading academic journals in strategy, social science, management and organization theory; is also the author and editor of about fifty books, as well as a Fellow of the British Academy of Social Sciences, a Distinguished Fellow of the Australian and New Zealand Academy of Management, a Fellow of the Academy of the Social Sciences in Australia, and the recipient of significant awards from the American Academy of Management for his contributions to management theory and practice.

Professor Chris Carter is from Cornwall, he teaches strategy at the University of St Andrews and also holds a visiting fellowship at the University of Technology, Sydney. His research explores the politics of strategy and campaigns. Chris received his PhD in Organization Theory from Aston Business School. He lives in Edinburgh.

Martin Kornberger received his PhD from the University of Vienna in 2002. Currently he works as full time Visiting Professor at the Department of Organization, Copenhagen Business School. Trained as philosopher, he researches and teaches about practices of organizing, strategizing, accounting, and marketing, and explores how they shape, and are shaped by, the economy and society at large.

Jochen Schweitzer is Senior Lecturer in Strategy and Director of the MBA in Entrepreneurship at the University of Technology Sydney Business School. He is Research Stream Leader for Strategy and Creativity at the Centre for Management and Organisation Studies (CMOS) and Founder/Director of U.lab, a multidisciplinary innovation hub.

Previously he has worked as a Design Thinking Coach, Management Consultant, Production-Planning Engineer and Cultural Program Coordinator. He is a winner of the Strategic Management Societies' Best PhD Paper Award and he was awarded Honourable Mention by the Academy of Management Business Policy and Strategy Division for his dissertation.

His research, teaching and consulting focuses on issues of strategy, collaboration, entrepreneurship and innovation with a special interest in design thinking, urban planning and open innovation

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