

**THE SUBJECTIVE SIDE
OF STRATEGY MAKING**
Future Orientations
and Perceptions of Executives

by T. K. Das

Subjective Side Of Strategy Making

Thomas G. Cummings



Subjective Side Of Strategy Making:

The Subjective Side of Strategy Making T K. Das,1986-08-05 This book proposes a conception of the corporate strategy making process that recognizes the individual strategy maker as a center stage corporate actor This individual centered view of the strategy making process is needed in order to better understand the interplay between objective factors and the subjective perceptions and values of strategy makers Using a large sample of executives working in two of the ten largest U S commercial banks Das examines empirically the dynamics of two critical aspects of the role of individual strategy makers future orientation and perceptions of the strategic planning milieu He discusses the various implications of his findings for further research into the strategy making process The author demonstrates the utility of individual future orientation in understanding how strategy makers influence the character of the eventual corporate strategy The results of Das study help to explain why long range planning is really more short range than anyone cares to admit The Subjective Side of Strategic Planning Tushar Kanti Das,1984

The Subjective Side of Strategy Making T K. Das,1986-08-05 This book proposes a conception of the corporate strategy making process that recognizes the individual strategy maker as a center stage corporate actor This individual centered view of the strategy making process is needed in order to better understand the interplay between objective factors and the subjective perceptions and values of strategy makers Using a large sample of executives working in two of the ten largest U S commercial banks Das examines empirically the dynamics of two critical aspects of the role of individual strategy makers future orientation and perceptions of the strategic planning milieu He discusses the various implications of his findings for further research into the strategy making process The author demonstrates the utility of individual future orientation in understanding how strategy makers influence the character of the eventual corporate strategy The results of Das study help to explain why long range planning is really more short range than anyone cares to admit

The Practice of Behavioral Strategy T. K. Das,2015-10-01 Behavioral strategy continues to attract increasing research interest within the broader field of strategic management Research in behavioral strategy has clear scope for development in tandem with such traditional streams of strategy research that involve economics markets resources and technology The key roles of psychology organizational behavior and behavioral decision making in the theory and practice of strategy have yet to be comprehensively grasped Given that strategic thinking and strategic decision making are importantly concerned with human cognition human decisions and human behavior it makes eminent sense to bring some balance in the strategy field by complementing the extant emphasis on the objective economics based view with substantive attention to the subjective individual oriented perspective This calls for more focused inquiries into the role and nature of the individual strategy actors and their cognitions and behaviors in the strategy research enterprise For the purposes of this book series behavioral strategy would be broadly construed as covering all aspects of the role of the strategy maker in the entire strategy field The scholarship relating to behavioral strategy is widely believed to be dispersed in diverse literatures

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Decision Making in Behavioral Strategy T. K. Das, 2016-11-01 Behavioral strategy continues to attract increasing research interest within the broader field of strategic management Research in behavioral strategy has clear scope for development in tandem with such traditional streams of strategy research that involve economics markets resources and technology The key roles of psychology organizational behavior and behavioral decision making in the theory and practice of strategy have yet to be comprehensively grasped Given that strategic thinking and strategic decision making are importantly concerned with human cognition human decisions and human behavior it makes eminent sense to bring some balance in the strategy field by complementing the extant emphasis on the objective economics based view with substantive attention to the subjective individual oriented perspective This calls for more focused inquiries into the role and nature of the individual strategy actors and their cognitions and behaviors in the strategy research enterprise For the purposes of this book series behavioral strategy would be broadly construed as covering all aspects of the role of the strategy maker in the entire strategy field The scholarship relating to behavioral strategy is widely believed to be dispersed in diverse literatures These existing contributions that relate to behavioral strategy within the overall field of strategy has been known and perhaps valued by most scholars all along but were not adequately appreciated or brought together as a coherent sub field or as a distinct

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Behavioral Strategy T. K. Das, 2014-06-01 Behavioral strategy continues to attract increasing research interest within the broader field of strategic management Research in behavioral strategy has clear scope for development in tandem with such traditional streams of strategy research that involve economics markets resources and technology The key roles of psychology organizational behavior and behavioral decision making in the theory and practice of strategy have yet to be comprehensively grasped Given that strategic thinking and strategic decision making are importantly concerned with human cognition human decisions and human behavior it makes eminent sense to bring some balance in the strategy field by complementing the extant emphasis on the objective economics based view with substantive attention to the subjective individual oriented perspective This calls for more focused inquiries into the role and nature of the individual strategy actors and their cognitions and behaviors in the strategy research enterprise For the purposes of this book series behavioral strategy would be broadly construed as covering all aspects of the role of the strategy maker in the entire strategy field The scholarship relating to behavioral strategy is widely believed to be dispersed in diverse literatures These existing contributions that relate to behavioral strategy within the overall field of strategy has been known and perhaps valued by most scholars all along but were not adequately appreciated or brought together as a coherent sub field or as a distinct perspective of strategy This book series on Research in Behavioral Strategy will cover the essential progress made thus far in this admittedly fragmented literature and elaborate upon fruitful streams of scholarship More importantly the book series

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Time Issues in Strategy and Organization T. K.

Das, 2019-10-01 The field of strategy science has grown in both the diversity of issues it addresses and the increasingly interdisciplinary approaches it adopts in understanding the nature and significance of problems that are continuously emerging in the world of human endeavor. These newer kinds of challenges and opportunities arise in all forms of organizations encompassing private and public enterprises and with strategies that experiment with breaking the traditional molds and contours. The field of strategy science is also perhaps inevitably being impacted by the proliferation of hybrid organizations such as strategic alliances, the upsurge of approaches that go beyond the customary emphasis on competitiveness and profit making and the intermixing of time honored categories of activities such as business, industry, commerce, trade, government, the professions and so on. The blurring of the boundaries between various areas and types of human activities points to a need for academic research to address the consequential developments in strategic issues. Hence research and thinking about the nature of issues to be tackled by strategy science should also cultivate requisite variety in issues recognized for research inquiry including the conceptual foundations of strategy and strategy making and the examination of the critical roles of strategy makers, strategic thinking, time and temporalities, business and other goal choices, diversity in organizing modes for strategy implementation and the complexities of managing strategy to name a few. This book series on Research in Strategy Science aims to provide an outlet for ideas and issues that publications in the field do not provide either expressly or adequately, especially as regards the comprehensive coverage deserved by certain emerging

areas of interest The topics of the volumes in the series will keep in view this objective to expand the research areas and theoretical approaches routinely found in strategy science the better to permit expanded and expansive treatments of promising issues that may not sufficiently align with the usual research coverage of publications in the field Time Issues in Strategy and Organization contains contributions by leading scholars on time issues in the field of strategy science research The 8 chapters in this volume cover the topics of future orientation in strategy making time conceptualizations in interorganizational relationships real time management in the digital economy spatio temporal aspect of strategic leadership a systemic cognitive perspective on organizational temporality ecosystem types and the timing of open innovation strategies and the temporalities of strategic risk behavior and partner opportunism in strategic alliances The chapters collectively present a wide ranging review of the noteworthy research perspectives on the temporal issues in strategy and organization

The SAGE Handbook of Organizational Behavior Stewart R Clegg, Cary L Cooper, 2008-12-03 The Sage Handbook of Organizational Behaviour is a fine addition to past works of reference in the field edited by two prominent scholars who are internationally known Its approach is both critical and original in many incisive ways aspiring to a cutting edge coverage of the core and periphery of OB Many of the chapter authors stick their necks out and avoid the more obvious conventional expositions of their topic It covers a wide range of topics of potential use to both undergraduate and postgraduate students of the subject as well as academics researchers and practitioners It will be of particular interest to those on MBA and DBA courses It can be strongly recommended as an essential faculty library purchase as well as a useful tool for individuals interested in having such a guide to the subject at hand Professor Malcolm Warner Emeritus Fellow Wolfson College and Judge Business School University of Cambridge This important new Handbook brings together for the first time a collection of major contributions on macro organizational behaviour This area of study is concerned with the ways in which the people who inhabit organizations make sense of their situations contributing to the distinctive character of those organizations through their actions and struggles The conventional literature artificially divided between micro organizational behaviour and organization theory has under explored this obvious conjunction between people and organizations Stewart Clegg and Cary Cooper perform a great service in helping to make good the deficiency John Child Professor of Commerce Birmingham Business School Thorough and comprehensive Thoughtful critique and new insights Chris Argyris James B Conant Professor Emeritus Harvard University In this second volume of The SAGE Handbook of Organizational Behavior the focus is on macro organizational behavior revealing ways in which the person and group affect the organization Chapters are written by eminent and upcoming scholars in the field each presenting on the major issues in organizational behavior as seen with a macro lens The Handbook is divided into three parts the first introducing and framing the field the second part considering the various organizational processes involved including learning teamwork identity and power among others while finally Part Three introduces organizing on a macro scale covering topics such as organizational change design governance and

globalization The SAGE Handbook of Organizational Behavior Macro Approaches is an essential resource for researchers and students across management and organization studies Culture and Behavioral Strategy T. K. Das, 2017-11-01 Behavioral strategy continues to attract increasing research interest within the broader field of strategic management Research in behavioral strategy has clear scope for development in tandem with such traditional streams of strategy research that involve economics markets resources and technology The key roles of psychology organizational behavior and behavioral decision making in the theory and practice of strategy have yet to be comprehensively grasped Given that strategic thinking and strategic decision making are importantly concerned with human cognition human decisions and human behavior it makes eminent sense to bring some balance in the strategy field by complementing the extant emphasis on the objective economics based view with substantive attention to the subjective individual oriented perspective This calls for more focused inquiries into the role and nature of the individual strategy actors and their cognitions and behaviors in the strategy research enterprise For the purposes of this book series behavioral strategy would be broadly construed as covering all aspects of the role of the strategy maker in the entire strategy field The scholarship relating to behavioral strategy is widely believed to be dispersed in diverse literatures These existing contributions that relate to behavioral strategy within the overall field of strategy has been known and perhaps valued by most scholars all along but were not adequately appreciated or brought together as a coherent subfield or as a distinct perspective of strategy This book series on Research in Behavioral Strategy will cover the essential progress made thus far in this admittedly fragmented literature and elaborate upon fruitful streams of scholarship More importantly the book series will focus on providing a robust and comprehensive forum for the growing scholarship in behavioral strategy In particular the volumes in the series will cover new views of interdisciplinary theoretical frameworks and models dealing with all behavioral aspects significant practical problems of strategy formulation implementation and evaluation and emerging areas of inquiry The series will also include comprehensive empirical studies of selected segments of business economic industrial government and nonprofit activities with potential for wider application of behavioral strategy Through the ongoing release of focused topical titles this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the subject of behavioral strategy Culture and Behavioral Strategy contains contributions by leading scholars in the field of behavioral strategy research The 10 chapters in volume deal with a number of significant issues relating to the intersection of culture and behavioral strategy covering topics such as cultural diversity and strategic choice the cultural intelligence of executives business model innovation in entrepreneurship paradoxical frames in culture and behavioral strategy culture in M As network citizenship behavior and organizational routines The chapters include empirical as well as conceptual treatments of the selected topics and collectively present a wide ranging review of the noteworthy research perspectives on the confluence of culture and behavioral strategy **Behavioral Strategy for**

Competitive Advantage T. K. Das, 2018-10-01 Behavioral strategy continues to attract increasing research interest within the broader field of strategic management Research in behavioral strategy has clear scope for development in tandem with such traditional streams of strategy research that involve economics markets resources and technology The key roles of psychology organizational behavior and behavioral decision making in the theory and practice of strategy have yet to be comprehensively grasped Given that strategic thinking and strategic decision making are importantly concerned with human cognition human decisions and human behavior it makes eminent sense to bring some balance in the strategy field by complementing the extant emphasis on the objective economics based view with substantive attention to the subjective individual oriented perspective This calls for more focused inquiries into the role and nature of the individual strategy actors and their cognitions and behaviors in the strategy research enterprise For the purposes of this book series behavioral strategy would be broadly construed as covering all aspects of the role of the strategy maker in the entire strategy field The scholarship relating to behavioral strategy is widely believed to be dispersed in diverse literature These existing contributions that relate to behavioral strategy within the overall field of strategy has been known and perhaps valued by most scholars all along but were not adequately appreciated or brought together as a coherent sub field or as a distinct perspective of strategy This book series on Research in Behavioral Strategy will cover the essential progress made thus far in this admittedly fragmented literature and elaborate upon fruitful streams of scholarship More importantly the book series will focus on providing a robust and comprehensive forum for the growing scholarship in behavioral strategy In particular the volumes in the series will cover new views of interdisciplinary theoretical frameworks and models dealing with all behavioral aspects significant practical problems of strategy formulation implementation and evaluation and emerging areas of inquiry The series will also include comprehensive empirical studies of selected segments of business economic industrial government and non profit activities with potential for wider application of behavioral strategy Through the ongoing release of focused topical titles this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the subject of behavioral strategy Behavioral Strategy for Competitive Advantage contains contributions by leading scholars in the field of behavioral strategy research The 8 chapters in this volume deal with a number of significant issues relating to how behavioral strategy may serve to create competitive advantage covering topics such as decision change timing top management regulatory focus cognitive foundations of pricing decisions short termism in HRM and the effects of managerial role enactments on alliance performance The chapters include empirical as well as conceptual treatments of the selected topics and collectively present a wide ranging review of the noteworthy research perspectives on the role of behavioral strategy in enhancing competitive advantage

Cultural Values in Strategy and Organization T. K. Das, 2021-06-01 The field of strategy science has grown in both the diversity of issues it addresses and the increasingly interdisciplinary approaches it adopts in

understanding the nature and significance of problems that are continuously emerging in the world of human endeavor These newer kinds of challenges and opportunities arise in all forms of organizations encompassing private and public enterprises and with strategies that experiment with breaking the traditional molds and contours The field of strategy science is also perhaps inevitably being impacted by the proliferation of hybrid organizations such as strategic alliances the upsurge of approaches that go beyond the customary emphasis on competitiveness and profit making and the intermixing of time honored categories of activities such as business industry commerce trade government the professions and so on The blurring of the boundaries between various areas and types of human activities points to a need for academic research to address the consequential developments in strategic issues Hence research and thinking about the nature of issues to be tackled by strategy science should also cultivate requisite variety in issues recognized for research inquiry including the conceptual foundations of strategy and strategy making and the examination of the critical roles of strategy makers strategic thinking time and temporalities business and other goal choices diversity in organizing modes for strategy implementation and the complexities of managing strategy to name a few This book series on Research in Strategy Science aims to provide an outlet for ideas and issues that publications in the field do not provide either expressly or adequately especially as regards the comprehensive coverage deserved by certain emerging areas of interest The topics of the volumes in the series will keep in view this objective to expand the research areas and theoretical approaches routinely found in strategy science the better to permit expanded and expansive treatments of promising issues that may not sufficiently align with the usual research coverage of publications in the field Cultural Values in Strategy and Organization contains contributions by leading scholars on the role of cultural values in the field of strategy science research The 11 chapters in this volume cover the topics of ecological organizing and evolving cultural values corporate cultural responsibility cultural integration in mergers and acquisitions culture and paradoxical frames cultural values in the fair trade market national culture and legitimacy family businesses as values driven organizations cultural intelligence of executives building an alliance culture personal values of civil engineers and architects and cultural characteristics of Chilean and Brazilian workforces The chapters collectively present a wide ranging review of the noteworthy research perspectives on the role of cultural values in strategy and organization

Innovation and Behavioral Strategy T. K. Das, 2022-12-01 Behavioral strategy continues to attract increasing research interest within the broader field of strategic management Research in behavioral strategy has clear scope for development in tandem with such traditional streams of strategy research that involve economics markets resources and technology The key roles of psychology organizational behavior and behavioral decision making in the theory and practice of strategy have yet to be comprehensively grasped Given that strategic thinking and strategic decision making are importantly concerned with human cognition human decisions and human behavior it makes eminent sense to bring some balance in the strategy field by complementing the extant emphasis on the objective economics based view with substantive

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Managing the Future Haridimos Tsoukas, Jill Shepherd, 2009-02-09 In this book leading authors explore ways in which organizations can develop their ability to manage the future An exploration of the ways in which organizations can develop their ability to manage the future Consists of ten papers written by authors from both sides of the Atlantic and from Asia all of whom are distinguished scholars in the fields of strategy or organizational learning Addresses key questions about how organizational foresight can be conceptualized and developed and the extent to which it is possible The papers are prefaced by a foreword from Spyros Makridakis and an introduction from the editors Helps to shape a new research agenda and so will be of interest to academics as well as to students and practitioners **Approaches to Managing**

Organizational Diversity and Innovation Erbe, Nancy D., 2014-04-30 Many contemporary skills and approaches have

emerged as the result of researching and working with diverse global partnerships teams networks companies and projects Due to the increasingly innovative global community it is necessary adapt to these developments and aspire to those most important for their particular involvement Approaches to Managing Organizational Diversity and Innovation presents a variety of practical tools skills and practices that demonstrate effective ways to positively impact the global community through effective management practice Demonstrating different ways to manage diversity and innovation this publication provides models and approaches capable of transforming societies citizens and professionals so they are better prepared to embrace diversity This reference work is particularly useful to academicians professionals engineers and students interested in understanding how globalization impacts their discipline or practice

Handbook of Organizational Culture and Climate Neal M. Ashkanasy, Celeste P M Wilderom, Mark F. Peterson, 2000-06-28 The Handbook of Organizational Culture and Climate provides an overview of current research theory and practice in this expanding field The editorial team and the authors come from diverse professional and geographical backgrounds and provide an unprecedented coverage of topics relating to both culture and climate of modern organizations Well known editors Neal Ashkanasy Celeste P M Wilderom and Mark F Peterson lend a truly international perspective to what is the single most comprehensive and up to date source on the growing field of organizational culture and climate In addition the Handbook opens with a foreword by Andrew Pettigrew and two provocative commentaries by Ben Schneider and Edgar Schein and concludes with an invaluable set of combined references Publisher

Entrepreneurship and Behavioral Strategy T. K. Das, 2020-06-01 Behavioral strategy continues to attract increasing research interest within the broader field of strategic management Research in behavioral strategy has clear scope for development in tandem with such traditional streams of strategy research that involve economics markets resources and technology The key roles of psychology organizational behavior and behavioral decision making in the theory and practice of strategy have yet to be comprehensively grasped Given that strategic thinking and strategic decision making are importantly concerned with human cognition human decisions and human behavior it makes eminent sense to bring some balance in the strategy field by complementing the extant emphasis on the objective economics based view with substantive attention to the subjective individual oriented perspective This calls for more focused inquiries into the role and nature of the individual strategy actors and their cognitions and behaviors in the strategy research enterprise For the purposes of this book series behavioral strategy would be broadly construed as covering all aspects of the role of the strategy maker in the entire strategy field The scholarship relating to behavioral strategy is widely believed to be dispersed in diverse literatures These existing contributions that relate to behavioral strategy within the overall field of strategy has been known and perhaps valued by most scholars all along but were not adequately appreciated or brought together as a coherent sub field or as a distinct perspective of strategy This book series on Research in Behavioral Strategy will cover the essential progress made thus far in this admittedly fragmented literature and elaborate upon fruitful streams of scholarship More importantly

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Technology and Strategy Richard Arthur Goodman, Michael W. Lawless, 1994. *Technology and Strategy* is a comprehensive guide to creating a strategic plan that incorporates technological growth. Using real life examples from industries from electronics to bio technology, the authors present the tools planners need to integrate a firm's technological capabilities with its strategic plan. Importantly, the book also addresses broader questions about the role of technology, clarifying when it aids innovation, when it is evolutionary, and when it is revolutionary. These questions are tested against trends such as Total Quality Management, the resource based view of strategy, and the increase in external acquisition of technology. Offering clear guidance through an increasingly complex area, *Technology and Strategy* will be a valuable reference for practising executives, general managers, strategic planners, R D executives, and manufacturers. *Handbook of Organization Development* Thomas G. Cummings, 2008. The contributors reflect the field of organizational development's rapid growth and success since its inception 50 years ago into a far more complex study than it was just a few decades ago. They show how organizational development has expanded from dealing with internal problems to the need to address more strategic issues. **Challenges and Opportunities** Howard F. Didsbury, Jr., 1986-09-17. *Challenges and Opportunities*

Cultural Influences on the Process of Strategic Management Andreas Michael Schühly, 2022-01-01. This unique book is positioned at the crossroads of strategic management and international business. Based on an in depth literature

review the author empirically assesses the widely shared implicit assumption that strategic management processes can be globally applied in a standardized i e culture free manner So far a variety of tools have also been recommended but without incorporating cultural differences As many organizations observe that this ethnocentric view is more an illusion than reality strategic management research has started to focus on the cultural sensitivity of its theories tools and processes to provide practitioners in a multicultural setting with adequate know how and tools To foster long term decision making despite uncertainty scenario planning is frequently applied by practitioners Up until today scenario planning has however gained little attention from the academic community Through this book the author presents a newly developed framework for strategic management that combines the cultural value scale to test the cultural sensitivity of the long term planning tool called scenario planning The different process steps of scenario planning have been individually examined for their sensitivity toward the cultural dimensions of uncertainty avoidance and long term orientation The investigation is based on a unique global set of management consultants working for a leading professional service firm The results of this research show the cultural sensitivity of scenario planning with different degrees of the process steps and the tested cultural dimensions

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