

ΠΕΡΙΓΡΑΜΜΑ ΜΑΘΗΜΑΤΟΣ

1. ΓΕΝΙΚΑ

ΣΧΟΛΗ	Εφαρμοσμένων Οικονομικών και Κοινωνικών Επιστημών		
ΤΜΗΜΑ	Αγροτικής Οικονομίας και Ανάπτυξης “ΔΠΜΣ Οργάνωση και Διοίκηση Επιχειρήσεων Τροφίμων και Γεωργίας-MBA Food & Agribusiness”		
ΕΠΙΠΕΔΟ ΣΠΟΥΔΩΝ	Μεταπτυχιακό		
ΚΩΔΙΚΟΣ ΜΑΘΗΜΑΤΟΣ		ΕΞΑΜΗΝΟ ΣΠΟΥΔΩΝ	2 ^ο
Τίτλος Μαθήματος	Επιχειρησιακή Στρατηγική		
ΑΥΤΟΤΕΛΕΙΣ ΔΙΔΑΚΤΙΚΕΣ ΔΡΑΣΤΗΡΙΟΤΗΤΕΣ <i>σε περίπτωση που οι πιστωτικές μονάδες απονέμονται σε διακριτά μέρη του μαθήματος π.χ. Διαλέξεις, Εργαστηριακές Ασκήσεις κ.λπ. Αν οι πιστωτικές μονάδες απονέμονται ενιαία για το σύνολο του μαθήματος αναγράψτε τις εβδομαδιαίες ώρες διδασκαλίας και το σύνολο των πιστωτικών μονάδων</i>		ΕΒΔΟΜΑΔΙΑΙΕΣ ΩΡΕΣ ΔΙΔΑΣΚΑΛΙΑΣ	ΠΙΣΤΩΤΙΚΕΣ ΜΟΝΑΔΕΣ
		3	4
<i>Προσθέστε σειρές αν χρειαστεί. Η οργάνωση διδασκαλίας και οι διδακτικές μέθοδοι που χρησιμοποιούνται περιγράφονται αναλυτικά στο (δ).</i>			
ΤΥΠΟΣ ΜΑΘΗΜΑΤΟΣ <i>γενικού υποβάθρου, ειδικού υποβάθρου, ειδίκευσης γενικών γνώσεων, ανάπτυξης δεξιοτήτων</i>	Επιστημονικής Περιοχής - Γενικών Γνώσεων – Ανάπτυξης Δεξιοτήτων		
ΠΡΟΑΠΑΙΤΟΥΜΕΝΑ ΜΑΘΗΜΑΤΑ:	ΟΧΙ		
ΓΛΩΣΣΑ ΔΙΔΑΣΚΑΛΙΑΣ και ΕΞΕΤΑΣΕΩΝ:	ΕΛΛΗΝΙΚΑ		
ΤΟ ΜΑΘΗΜΑ ΠΡΟΣΦΕΡΕΤΑΙ ΣΕ ΦΟΙΤΗΤΕΣ ERASMUS	ΟΧΙ		
ΗΛΕΚΤΡΟΝΙΚΗ ΣΕΛΙΔΑ ΜΑΘΗΜΑΤΟΣ (URL)	http://mba.aua.gr/category/education/courses/		

2. ΜΑΘΗΣΙΑΚΑ ΑΠΟΤΕΛΕΣΜΑΤΑ

<p>Μαθησιακά Αποτελέσματα <i>Περιγράφονται τα μαθησιακά αποτελέσματα του μαθήματος οι συγκεκριμένες γνώσεις, δεξιότητες και ικανότητες καταλλήλου επιπέδου που θα αποκτήσουν οι φοιτητές μετά την επιτυχή ολοκλήρωση του μαθήματος.</i></p> <p><i>Συμβουλευτείτε το Παράρτημα Α</i></p> <ul style="list-style-type: none"> • Περιγραφή του Επιπέδου των Μαθησιακών Αποτελεσμάτων για κάθε ένα κύκλο σπουδών σύμφωνα με το Πλαίσιο Προσόντων του Ευρωπαϊκού Χώρου Ανώτατης Εκπαίδευσης • Περιγραφικοί Δείκτες Επιπέδων 6, 7 & 8 του Ευρωπαϊκού Πλαισίου Προσόντων Διά Βίου Μάθησης και το Παράρτημα Β • Περιληπτικός Οδηγός συγγραφής Μαθησιακών Αποτελεσμάτων <p>Σκοπός του μαθήματος είναι η διαμόρφωση και υλοποίηση της στρατηγικής στις επιχειρήσεις τροφίμων και γεωργίας για την επίτευξη των τιθέμενων οργανωσιακών στόχων. Το περιεχόμενο του μαθήματος συνίσταται στα ακόλουθα μέρη: 1. Στρατηγική ανάλυση του περιβάλλοντος, του κλάδου, του ανταγωνισμού, των διαφόρων ενδιαφερομένων για την επιχείρηση, καθώς και των δυνατοτήτων της επιχείρησης. 2. Στρατηγικές αποφάσεις που εστιάζονται στη δυνατότητα της επιχείρησης να αναγνωρίζει ευκαιρίες και απειλές που ενυπάρχουν στις περιβαλλοντικές αλλαγές και να αναπτύσσει στρατηγικές για την αντιμετώπιση των αλλαγών. 3. Ενέργειες υλοποίησης της στρατηγικής με βάση τις οργανωσιακές ικανότητες και αξίες, ώστε οι επιχειρήσεις τροφίμων και γεωργίας να αποκτήσουν διαρκή και βιώσιμα ανταγωνιστικά πλεονεκτήματα. 4. Οργανωσιακές αλλαγές και ο ρόλος της κουλτούρας ως εργαλεία στρατηγικού σχεδιασμού.</p> <p>Τα μαθησιακά αποτελέσματα είναι:</p> <ul style="list-style-type: none"> • Να κατανοήσουν οι φοιτητές τις βασικές έννοιες του στρατηγικού μάνατζμεντ και

οργάνωσης και τις απόψεις και προσεγγίσεις που έχουν αναπτυχθεί στη βιβλιογραφία και την επιχειρηματική πρακτική.

- Να εξοικειωθούν με την εφαρμογή μοντέλων και εργαλείων στρατηγικής ανάλυσης, να αναγνωρίζουν τα πλεονεκτήματα και μειονεκτήματά τους.
- Να βοηθήσει τους φοιτητές να κατανοήσουν πώς διαμορφώνεται η στρατηγική.
- Να κατανοήσουν τις επιχειρηματικές, επιχειρησιακές και λειτουργικές στρατηγικές.
- Να είναι σε θέση να αξιολογήσουν και να επιλέξουν τις βέλτιστες επιλογές στρατηγικής.
- Να μπορούν να αναλύσουν ζητήματα εφαρμογής και αξιολόγησης της στρατηγικής των επιχειρήσεων.
- Να εμβαθύνουν στις τεχνικές λήψης στρατηγικών αποφάσεων και τα συνήθη λάθη στη χάραξη και υλοποίηση της στρατηγικής.
- Να είναι σε θέση να εντοπίζουν παράγοντες και πόρους που οδηγούν σε ανταγωνιστική επιχειρησιακή δραστηριότητα.

Γενικές Ικανότητες

Λαμβάνοντας υπόψη τις γενικές ικανότητες που πρέπει να έχει αποκτήσει ο πτυχιούχος (όπως αυτές αναγράφονται στο Παράρτημα Διπλώματος και παρατίθενται ακολούθως) σε ποια / ποιες από αυτές αποσκοπεί το μάθημα;

*Αναζήτηση, ανάλυση και σύνθεση δεδομένων και πληροφοριών, με τη χρήση και των απαραίτητων τεχνολογιών
Προσαρμογή σε νέες καταστάσεις
Λήψη αποφάσεων
Αυτόνομη εργασία
Ομαδική εργασία
Εργασία σε διεθνές περιβάλλον
Εργασία σε διεπιστημονικό περιβάλλον
Παράγωγή νέων ερευνητικών ιδεών*

*Σχεδιασμός και διαχείριση έργων
Σεβασμός στη διαφορετικότητα και στην πολυπολιτισμικότητα
Σεβασμός στο φυσικό περιβάλλον
Επίδειξη κοινωνικής, επαγγελματικής και ηθικής υπευθυνότητας και ευαισθησίας σε θέματα φύλου
Άσκηση κριτικής και αυτοκριτικής
Προαγωγή της ελεύθερης, δημιουργικής και επαγωγικής σκέψης
.....
Άλλες...
.....*

- Αναζήτηση, ανάλυση και σύνθεση δεδομένων και πληροφοριών, με τη χρήση και των απαραίτητων τεχνολογιών
- Λήψη αποφάσεων
- Αυτόνομη εργασία
- Ομαδική εργασία
- Σεβασμός στη διαφορετικότητα και στην πολυπολιτισμικότητα
- Άσκηση κριτικής και αυτοκριτικής
- Προαγωγή της ελεύθερης, δημιουργικής και επαγωγικής σκέψης
- Επίδειξη κοινωνικής, επαγγελματικής και ηθικής υπευθυνότητας και ευαισθησίας
- Προσαρμογή σε νέες καταστάσεις
- Εργασία σε διεθνές περιβάλλον
- Εργασία σε διεπιστημονικό περιβάλλον

3. ΠΕΡΙΕΧΟΜΕΝΟ ΜΑΘΗΜΑΤΟΣ

- Στρατηγικό Μάνατζμεντ και Στρατηγική Οργάνωση στις επιχειρήσεις τροφίμων και γεωργίας
- Ανταγωνιστικό Πλεονέκτημα και επιχειρήσεις τροφίμων και γεωργίας
- Ανάλυση του Ανταγωνιστικού Μικροπεριβάλλοντος
- Θεμελιώδεις Ικανότητες και Θεωρία των Πόρων στις επιχειρήσεις τροφίμων και γεωργίας
- Υλοποίηση Στρατηγικής επιχειρήσεων τροφίμων και γεωργίας
- Έλεγχος και Αξιολόγηση Στρατηγικής επιχειρήσεων τροφίμων και γεωργίας
- Αξιολόγηση Στρατηγικής επιχειρήσεων τροφίμων και γεωργίας
- Κατανόηση της Εταιρικής Κουλτούρας και της Επιρροής της σε ζητήματα στρατηγικής

4. ΔΙΔΑΚΤΙΚΕΣ και ΜΑΘΗΣΙΑΚΕΣ ΜΕΘΟΔΟΙ - ΑΞΙΟΛΟΓΗΣΗ

<p>ΤΡΟΠΟΣ ΠΑΡΑΔΟΣΗΣ <i>Πρόσωπο με πρόσωπο, Εξ αποστάσεως εκπαίδευση κ.λπ.</i></p>	<p>Πρόσωπο με πρόσωπο</p>																					
<p>ΧΡΗΣΗ ΤΕΧΝΟΛΟΓΙΩΝ ΠΛΗΡΟΦΟΡΙΑΣ ΚΑΙ ΕΠΙΚΟΙΝΩΝΙΩΝ <i>Χρήση Τ.Π.Ε. στη Διδασκαλία, στην Εργαστηριακή Εκπαίδευση, στην Επικοινωνία με τους φοιτητές</i></p>	<p>Χρήση Τ.Π.Ε. στη Διδασκαλία: -Σχετικά με το περιεχόμενο του μαθήματος Videos (YouTube) -Ίντερνετ για αναζήτηση πληροφοριών στα πλαίσια άσκησης/εργασίας (εντός και εκτός τάξης) - Ανάλυση διαδικτυακών μελετών περίπτωσης Χρήση Τ.Π.Ε. στην Επικοινωνία με τους φοιτητές: -Διαδικτυακή Πλατφόρμα του μαθήματος (μηνύματα, ανακοινώσεις)</p>																					
<p>ΟΡΓΑΝΩΣΗ ΔΙΔΑΣΚΑΛΙΑΣ <i>Περιγράφονται αναλυτικά ο τρόπος και μέθοδοι διδασκαλίας. Διαλέξεις, Σεμινάρια, Εργαστηριακή Άσκηση, Άσκηση Πεδίου, Μελέτη & ανάλυση βιβλιογραφίας, Φροντιστήριο, Πρακτική (Τοποθέτηση), Κλινική Άσκηση, Καλλιτεχνικό Εργαστήριο, Διαδραστική διδασκαλία, Εκπαιδευτικές επισκέψεις, Εκπόνηση μελέτης (project), Συγγραφή εργασίας / εργασιών, Καλλιτεχνική δημιουργία, κ.λπ. Αναγράφονται οι ώρες μελέτης του φοιτητή για κάθε μαθησιακή δραστηριότητα καθώς και οι ώρες μη καθοδηγούμενης μελέτης σύμφωνα με τις αρχές του ECTS</i></p>	<table border="1"> <thead> <tr> <th data-bbox="676 573 1015 640">Δραστηριότητα</th> <th data-bbox="1015 573 1401 640">Φόρτος Εργασίας Εξαμήνου</th> </tr> </thead> <tbody> <tr> <td data-bbox="676 640 1015 674">Διαδραστική Διδασκαλία</td> <td data-bbox="1015 640 1401 674">30</td> </tr> <tr> <td data-bbox="676 674 1015 741">Ομαδικές Εργασίες (Μελέτη Περιπτώσεων)</td> <td data-bbox="1015 674 1401 741">50</td> </tr> <tr> <td data-bbox="676 741 1015 775">Ατομική Εργασία</td> <td data-bbox="1015 741 1401 775">70</td> </tr> <tr> <td data-bbox="676 775 1015 808"></td> <td data-bbox="1015 775 1401 808"></td> </tr> <tr> <td data-bbox="676 808 1015 842"></td> <td data-bbox="1015 808 1401 842"></td> </tr> <tr> <td data-bbox="676 842 1015 875"></td> <td data-bbox="1015 842 1401 875"></td> </tr> <tr> <td data-bbox="676 875 1015 909"></td> <td data-bbox="1015 875 1401 909"></td> </tr> <tr> <td data-bbox="676 909 1015 943"></td> <td data-bbox="1015 909 1401 943"></td> </tr> <tr> <td data-bbox="676 943 1015 1003">Σύνολο Μαθήματος</td> <td data-bbox="1015 943 1401 1003">150</td> </tr> </tbody> </table>		Δραστηριότητα	Φόρτος Εργασίας Εξαμήνου	Διαδραστική Διδασκαλία	30	Ομαδικές Εργασίες (Μελέτη Περιπτώσεων)	50	Ατομική Εργασία	70											Σύνολο Μαθήματος	150
Δραστηριότητα	Φόρτος Εργασίας Εξαμήνου																					
Διαδραστική Διδασκαλία	30																					
Ομαδικές Εργασίες (Μελέτη Περιπτώσεων)	50																					
Ατομική Εργασία	70																					
Σύνολο Μαθήματος	150																					
<p>ΑΞΙΟΛΟΓΗΣΗ ΦΟΙΤΗΤΩΝ <i>Περιγραφή της διαδικασίας αξιολόγησης Γλώσσα Αξιολόγησης, Μέθοδοι αξιολόγησης, Διαμορφωτική ή Συμπερασματική, Δοκιμασία Πολλαπλής Επιλογής, Ερωτήσεις Σύντομης Απάντησης, Ερωτήσεις Ανάπτυξης Δοκιμών, Επίλυση Προβλημάτων, Γραπτή Εργασία, Έκθεση / Αναφορά, Προφορική Εξέταση, Δημόσια Παρουσίαση, Εργαστηριακή Εργασία, Κλινική Εξέταση Ασθενούς, Καλλιτεχνική Ερμηνεία, Άλλη / Άλλες Αναφέρονται ρητά προσδιορισμένα κριτήρια αξιολόγησης και εάν και που είναι προσβάσιμα από τους φοιτητές.</i></p>	<p>Γλώσσα αξιολόγησης: Ελληνικά</p> <p>Οι φοιτητές αξιολογούνται με ομαδικές και ατομικές εργασίες. Τα θέματα των ομαδικών και ατομικών εργασιών ανακοινώνεται στο e-class, στην τάξη και στο διευρυμένο περίγραμμα του μαθήματος, στην αρχή της χρονιάς.</p> <p>Για την καλύτερη κατανόηση και σύνδεση των γνώσεων που απέκτησαν οι φοιτητές κατά τη διάρκεια των διαλέξεων με την επιχειρηματική πρακτική, μελετούν ομαδικά πραγματικές περιπτώσεις επιχειρήσεων. Οι φοιτητές αξιολογούνται με βάση την ανάλυση των πραγματικών μελετών περιπτώσεων (case studies), την προετοιμασία παρουσίασης των μελετών περιπτώσεων (case studies) σε power point, τη δημόσια παρουσίαση στην τάξη και τις απαντήσεις τους στα ερωτήματα που τίθενται από τη διδάσκουσα.</p> <p>Οι φοιτητές παραδίδουν ατομική εργασία, η οποία αποτελεί ολοκληρωμένη στρατηγική ανάλυση μιας επιχείρησης του κλάδου τροφίμων και γεωργίας.</p> <p>Οι φοιτητές αξιολογούνται με βάση την ανάλυση της επιχείρησης, την προετοιμασία παρουσίασης της επιχείρησης σε power point, τη δημόσια παρουσίαση στην τάξη και τις απαντήσεις τους στα ερωτήματα που τίθενται από τη διδάσκουσα.</p> <p>Οι φοιτητές ενημερώνονται για τη διαδικασία αξιολόγησης μέσω της διαδικτυακής πλατφόρμας υποστήριξης της διαδικασίας μάθησης (e-class), καθώς και μέσα στην τάξη από τη διδάσκουσα.</p>																					

5. ΣΥΝΙΣΤΩΜΕΝΗ-ΒΙΒΛΙΟΓΡΑΦΙΑ

- Συναφή επιστημονικά περιοδικά:

ADAM, B. 1992. Modern times: The technology connection and its implications for social theory. *Time and society*, 1, 175-191.

AMBROSINI, V. & BOWMAN, C. 2009. What are dynamic capabilities and are they a useful construct in strategic management? *International Journal of Management Reviews*, 11, 29-.

ANDREWS, K. 1971. *The concept of strategy*, Homewood, Irwin.

ANSOFF, I. H. 1965. *Corporate strategy*, New York McGraw-Hill.

AUGIER, M. & MARCH, J. G. 2001. Conflict of interest in theories of the organization: Herbert A. Simon and Oliver E. Williamson. *Journal of Management and Governance*, 5, 223-230.

BAIN, J. S. 1968. *Industrial organization*, New York, Wiley.

BARNEY, J. B. 1991. Firm resources and sustained competitive advantage. *Journal of Management*, 17, 99-120.

BARNEY, J. B. 1999. How a Firm's Capabilities Affect Boundary Decisions. *Sloan Management Review*, 40, 137-145.

BARTLETT, C. A. & GHOSHAL, S. 1995. Rebuilding behavioural context: Turn process reengineering into people rejuvenation. *Sloan Management Review*, 37, 11- 24.

BAUM, J. A. C., GREENWOOD, R. & DEVEREAUX JENNINGS, P. 2003. Welcome to Strategic Organization - SO! *Strategic Organization*, 1, 5-8.

BETTIS, R. A. & HITT, M. A. 1994. The new competitive landscape. *Strategic Management Journal*, 16, 7-19.

BIES, R. J., BARTUNEK, J. M., FORT, T. L. & ZALD, M. N. 2007. Corporations as social change agents: Individual, interpersonal, institutional, and environmental dynamics. *Academy of Management Review*, 32, 788-793.

BOURGEOIS, L. J. 1980. Strategy and environment: a conceptual integration. *Academy of Management Review*, 5, 25-39.

BOWMAN, E. H. & HELFAT, C. E. 2001. Does corporate strategy matter? . *Strategic Management Journal*, 22, 1-23.

BROWN, J. S. & DUGUID, P. 2000. *The social life of information*, Boston, Harvard University Press.

CHAKRAVARTHY, B. & DOZ, Y. 1992. Strategy process research: focusing on corporate self-renewal. *Strategic Management Journal*, 13, 5-14. CHEN, M.-J., LIN, H.-C. &

MICHEL, J. G. 2010. Navigating in a hypercompetitive environment: the roles of action aggressiveness and TMT integration. *Strategic Management Journal*, 31, 1410-1430.

CHIA, R. 2004. Strategy-as-practice: reflections on the research agenda. *European Management Review*, 1, 29-34.

CHIA, R. & HOLT, R. 2009. *Strategy without design: the silent efficacy of indirect action*, Cambridge, Cambridge University Press.

CHIA, R. & MACKAY, R. 2007. Post-processual challenges for the emerging strategy-as-practice perspective: discovering strategy in the logic of practice. *Human Relations*, 60, 217-242.

- COLLIS, D. J. & MONTGOMERY, C. A. 2008/1995. Competing on resources. *Harvard Business Review*, July-August, 140-150.
- COOPER, R. 1986 Organization/Disorganization. *Social Science Information*, 25(2): 299-335.
- CONNER, K. & PRAHALAD, C. K. 1996. A resource-based theory of the firm: knowledge versus opportunism. *Organizational Science*, 7, 477-501.
- CORNELISSEN, J. P., HOLT, R. & ZUNDEL, M. 2011. The role of analogy and metaphor in the framing and legitimisation of strategic change. *Organization Studies*, 32, 1701-1716.
- CYERT, R. M. & MARCH, J. G. 1963. *A behavioral theory of the firm*, Engelwood Cliffs, Prentice-Hall.
- D'AVENI, R. A., DAGNINO, G. B. & SMITH, K. G. 2010. The age of temporary advantage. *Strategic Management Journal*, 31, 1371-1385.
- DENIS, J.-L., LANGLEY, A. & ROULEAU, L. 2007. Strategizing in pluralistic contexts: Rethinking theoretical frames. *Human Relations*, 60, 179-215.
- DOUGHERTY, D. 1992. A practice-centred model of organizational renewal through product innovation. *Strategic Management Journal*, 13, 77-92.
- EISENHARDT, K. M. 2002. Has strategy changed? *Sloan Management Review*, Winter, 88-91.
- EISENHARDT, K. M. & MARTIN, J. A. 2000. Dynamic capabilities: what are they? *Strategic Management Journal*, 21, 1105-1121.
- EVERED, R. 1983. So what is strategy? *Long Range Planning*, 16, 57.
- EZZAMEL, M. & WILLMOTT, H. 2004. Rethinking strategy: contemporary perspectives and debates. *European Management Review*, 1, 43-48.
- FARJOUN, M. 2002. Towards an organic perspective on strategy. *Strategic Management Journal*, 23, 561-596.
- FARJOUN, M. 2007. The end of strategy? *Strategic Organization*, 5, 197-210.
- FELDMAN, M. 2000. Organizational routines as a source of continuous change. *Organization Science*, 11, 611-629.
- FELDMAN, M. S. & PENTLAND, B. T. 2003. Reconceptualizing organizational routines as a source of flexibility and change. *Administrative Science Quarterly*, 48, 94-124.
- FISS, P. C. & ZAJAC, E. J. 2006. The symbolic management of strategic change: sense giving via framing and decoupling. *Academy of Management Journal*, 49, 1173-1193.
- GRANT, R. M. 1996. Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17, 109-131.
- GRANT, R. M. 2003. Strategic planning in a turbulent environment: evidence from the oil majors. *Strategic Management Journal*, 24, 491-517.
- GRANT, R. M. 2008. Why strategy theory should be theory based. *Journal of Management Inquiry*, 17, 276-281.
- GULATI, R. 1998. Alliances and networks. *Strategic Management Journal*, 19, 293-

317.

HAMBRICK, D. C. & FREDRICKSON, J. W. 2001. Are you sure you have a strategy? *The Academy of Management Executive*, 15, 48-59.

HAMMER, M. & CHAMPY, J. 1993. *Reengineering the corporation*, New York, Harper Collins.

HARGRAVE, T. J. & VAN DE VEN, A. H. 2006. A collective model of institutional innovation. *Academy of Management Review*, 31, 864-888.

HART, S. L. 1992. An integrative framework for strategy-making processes. *The Academy of Management Review*, 17, 327-351.

HENDRY, J. 2000. Strategic decision-making, discourse, and strategy as social practice. *Journal of Management Studies*, 37, 955--977.

HIRSCH, P. A. 1991. Conference Paper, Areas of agreement and common ground. *Minnesota Conference on Strategy Process Research, 20.10.1991*, 1-10.

HOFER, C. W. & SCHENDEL, D. 1978. *Strategy formulation: analytical concepts*, St. Paul, West.

HUFF, A. S. 2000. Changes in organizational knowledge production. *Academy of Management Review*, 25, 288-293.

HUFF, A. S. 2001. The continuing relevance of strategy. *Human Relations*, 54, 123- 130.

INGOLD, T. (2010) The man and the machine and the self-builder. *Interdisciplinary Science Review*, 35(3-4): 353-364.

JARZABKOWSKI, P. 2005. *Strategy as practice: an activity-based approach*, London, Sage.

JARZABKOWSKI, P., BALOGUN, J. & SEIDL, D. 2007. Strategizing: The challenges of a practice perspective. *Human Relations*, 60, 5-27.

JARZABKOWSKI, P. & SPEE, A. P. 2009. Strategy-as-practice: a review and future directions for the field. *International Journal of Management Reviews*, 11, 69- 95.

JOHNSON, G. 1987. *Strategic change and the management process*, Oxford, Blackwell.

JOHNSON, G. 1988. Re-thinking incrementalism. *Strategic Management Journal*, 9, 75-91.

JOHNSON, G. 1992. Managing strategic change - strategy, culture and action. *Long Range Planning*, 25, 28-36.

JOHNSON, G., MELIN, L. & WHITTINGTON, R. 2003. Micro strategy and strategizing: towards an activity-based view. *Journal of Management Studies*, 40, 3-22.

JOHNSON, J. 1999. Mechanistic vision. *Critical Inquiry*, 26(1/Autumn): 27-48. KNIGHTS, D. &

MORGAN, G. 1991. Corporate strategy, organizations and the subject: a critique. *Organization Studies*, 12, 251-273.

KORNBERGER, M. & CLEGG, S. 2011. Strategy as performative practice: The case of Sydney 2030. *Strategic Organization*, 9(2): 136-162.

KORNBERBER. M. 2013. Disciplining the future: On studying the politics of strategy *Scandinavian Journal of Management*. 29:104-107.

- KOZA, M. P. & LEWIN, A. Y. 1998. The co-evolution of strategic alliances. *Organization Science*, 9, 255-264.
- LANGLEY, A. 1989. In search of rationality: the purposes behind the use of formal analysis in organizations. *Administrative Science Quarterly*, 34, 598-631.
- LANGLEY, A. 1999. Strategies for theorizing from process data. *The Academy of Management Review*, 24, 691-710.
- LANGLEY, A. 2007. Process thinking in strategic organization. *Strategic Organization*, 5, 271-282.
- LEWIN, K. 1952. *Field Theory in Social Science*, London, Tavistock.
- LOCKETT, A., THOMPSON, S. & MORGENSTERN, U. 2009. The development of the resource based view of the firm: a critical appraisal *International Journal of Management Reviews*, 11, 9-28.
- MACKAY, B. & CHIA, R. 2012. Choice, Chance, and Unintended Consequences in Strategic Change: A Process Understanding of the Rise and Fall of North Co Automotive. *Academy of Management Journal*, 56(1): 208-230.
- MACKAY, D. & ZUNDEL, M. 2017. Recovering the divide: A review of strategy and tactics in business and management. *International Journal of Management Reviews*, 19(2): 175-194.
- MAHONEY, J. T. & MCGAHAN, A. M. 2007. The field of strategic management within the evolving science of strategic organization. *Strategic Organization* 5, 79- 99.
- MARCH, J. G. & SIMON, H. A. 1958. *Organizations*, New York, John Wiley.
- MASON, E. S. 1939. Price and production policies of large-scale enterprise. *American Economic Supplement*, 29, 61-74.
- MCGAHAN, A. M. & PORTER, M. E. 1997. How much does industry matter, really? *Strategic Management Journal*, 18, 15-30.
- MCKIERNAN, P. 1997. Strategy past; strategy futures. *Long Range Planning*, 30, 790-798.
- MILL, J. S. 1836. On the definition of political economy; and on the method of investigation proper to it. *London and Westminster Review*, October, 38-48.
- MINTZBERG, H. 1978. Patterns in strategy formation. *Management Science*, 24, 934- 948.
- MINTZBERG, H. 1987. Crafting strategy. *Harvard Business Review*, 65, 66-75.
- MINTZBERG, H. 1990a. The design school: reconsidering the basic premises of strategic management. *Strategic Management Journal*, 11, 171-195.
- MINTZBERG, H. 1990b. Strategy formation schools of thought. *In:*
- FREDRICKSON, J. W. (ed.) *Perspectives on strategic management*. Greenwich, CT: JAI Press.
- MINTZBERG, H. 1994. *The rise and fall of strategic planning*, New York, Prentice Hall.
- MINTZBERG, H. & MCHUGH, A. 1985. Strategy formation in an adhocracy. *Administrative Science Quarterly*, 30, 160-197.
- MINTZBERG, H. & WATERS, J. A. 1985. Of strategies, deliberate and emergent. *Strategic Management Journal*, 6, 257-272.
- MOHR, L. B. 1982. *Explaining organizational behaviour*, San Francisco, Jossey-Bass. O'NEILL,

- P. & SOHAL, A. S. 1999. Business Process Reengineering a review of recent literature. *Technovation* 19, 571-581.
- OLIVER, C. 1997. Sustainable competitive advantage: combining institutional and resource based views. *Strategic Management Journal*, 18, 697-713.
- ORLIKOWSKI, W. 1992. The duality of technology: rethinking the concept of technology in organizations. *Organization Science*, 3, 398-427.
- ORLIKOWSKI, W. J. 2000. Using technology and constituting structures: a practice lens for studying technology in organizations. *Organization Science*, 11, 404- 428.
- PENROSE, E. 1959. *The theory of the growth of the firm*, New York, Sharpe.
- PERSKY, J. 1995. Retrospectives - the ethology of homo economicus. *Journal of Economic Perspectives*, 9, 221-231. 64
- PETTIGREW, A. 1985a. *The awakening giant: continuity and change at ICI*, Oxford, Basil Blackwell.
- PETTIGREW, A. 1985b. Examining changes in the long-term context of culture and politics. In: PENNING, J. M. (ed.) *Organizational strategy and change*. San Francisco: Jossey-Bass.
- PETTIGREW, A. 1987. Context and action in the transformation of the firm. *Journal of Management Studies*, 24, 649-670.
- PETTIGREW, A. 1992. The character and significance of strategy process research. *Strategic Management Journal*, 13, 5-16.
- PETTIGREW, A. 1997. What is a processual analysis? *Scandinavian Journal of Management*, 13, 337-348.
- PICKERING, A. (ed.) 1992. *Science as practice and culture*, Chicago: University of Chicago Press.
- PORTER, M. E. 1980. *Competitive strategy: techniques for analyzing industries and competitors*, New York, Free Press.
- PORTER, M. E. 1996. What is strategy? *Harvard Business Review*, November- December, 61-
- PORTER, M. E. 2008/1979. The five forces that shape strategy. *Harvard Business Review*, January, 23-41, reprint.
- PRIEM, R. L. & BUTLER, J. E. 2001. Tautology in the Resource-Based View and the Implications of Externally Determined Resource Value: Further Comments. *Academy of Management Review*, 26, 57-66.
- QUINN, J. B. 1980. *Strategies for change - logical incrementalism*, Georgetown, R.D. Irwin.
- REGNER, P. 2003 Strategy creation in the periphery: Inductive versus deductive strategy making. *Journal of Management Studies*, 40(1): 57-82.
- RUGMAN, A. M. & VERBEKE, A. 2002. Edith Penrose's contribution to the Resource- Based View of Strategic Management. *Strategic Management Journal*, 23, 769-780.
- SCHMALENSEE, R. 1985. Do markets differ much? *American Economic Review*, 75, 341-351.
- SCHÖN, D. A. 1983. *The reflective practitioner: how professionals think in action*, London, Temple-Smith.
- SELSKY, J. W., GOES, J. & BABUROGLU, O. N. 2007. Contrasting Perspectives of Strategy Making: Applications in 'Hyper' Environments. *Organization Studies*, 28, 71-94.

- SIEHL, C. 1986. Book review: the awakening giant: continuity and change in imperial chemical industries. *Administrative Science Quarterly*, 31, 476-478.
- SIMON, H. 1947. *Administrative behavior*, New York, Macmillan.
- SMIRCICH, L. & STUBBART, C. 1985. Strategic management in an enacted world. *Academy of Management Review*, 10, 724-736.
- SPENDER, J. C. & GRANT, R. M. 1996. Knowledge and the firm: Overview. *Strategic Management Journal*, 17, 5.
- STONEHOUSE, G. & SNOWDON, B. 2007. Competitive advantage revisited: Michael Porter on strategy and competitiveness. *Journal of Management Inquiry*, 16, 256-273.
- SZULANSKI, G. 1996. Exploring internal stickiness: Impediments to the transfer of best practice within the firm. *Strategic Management Journal*, 17, 27-43.
- TEECE, D. J., PISANO, G. & SHUEN, A. 1997. Dynamic capabilities and strategic management. *Strategic Management Journal*, 18, 509-533.
- TENG, B.-S. & CUMMINGS, J. L. 2002. Trade-offs in managing resources and capabilities. *Academy of Management Executive*, 16, 81-91.
- TSOUKAS, H. & CHIA, R. 2002. On organizational becoming: rethinking organizational change. *Organization Science*, 13, 567-582.
- VAN DE VEN, A. H. 1992. Suggestions for studying strategy process: a research note. *Strategic Management Journal*, 13, 169-188.
- VENKATRAMAN, N. & CAMILLUS, J. C. 1984. Exploring the concept of 'fit' in strategic management. *Academy of Management Review*, 9, 513-525.
- VOELPELA, S., LEIBOLDA, M., TEKIEA, E. & KROGHA, G. V. 2005. Escaping the Red Queen effect in competitive strategy: Sense-testing business models *European Management Journal*, 23, 37-49.
- WEBB, D. & PETTIGREW, A. 1999. The temporal development of strategy: patterns in the U.K. insurance industry. *Organization Science*, 10, 601-621.
- WEICK, K. & QUINN, R. E. 1999. Organizational change and development. *Annual Review of Sociology*, 50, 361-386.
- WEICK, K. E. 1979. *The social psychology of organizing*, New York, Random House. WEICK, K. E. 1995. *Sensemaking in organizations*, Thousand Oaks, Sage Publications.
- WHITTINGTON, R. 1992. Putting Giddens into action: social systems and managerial agency. *Journal of Management Studies*, 29, 693-712.
- WHITTINGTON, R. 1996. Strategy as practice. *Long Range Planning*, 29, 731-735.
- WHITTINGTON, R. Practice perspectives on strategy: unifying and developing the field. Academy of Management Conference, 2002 London.
- WHITTINGTON, R. 2004. Strategy after modernism: recovering practice. *European Management Review*, 1 (MARCH), 62-68.
- WHITTINGTON, R., JOHNSON, G. & MELIN, L. The emerging field of strategy practice: some links, a trap, a choice and a confusion. Paper for 2004 EGOS Colloquium, Slovenia, 2004.

WINTER, S. 2003. Understanding dynamic capabilities. *Strategic Management Journal*, 24, 991-995.

WIRTZ, B. W., MATHIEU, A. & SCHILKE, O. 2007. Strategy in high-velocity environments. *Long Range Planning*, 40, 295-313.

YOO, Y., BOLAND, R. J. & LYYTINEN, K. 2006. From organization design to organization designing. *Organization Science*, 17, 215-229.

ZAHRA, S., SAPIENZA, H. & DAVIDSSON, P. 2006. Entrepreneurship and dynamic capabilities: a review, model and research agenda. *Journal of Management Studies*, 43, 917-955.

ZOLLO, M. & WINTER, S. G. 2002. Deliberate learning and the evolution of dynamic capabilities. *Organization Science*, 13, 339-351.

COURSE OUTLINE

1. GENERAL

SCHOOL	School of Applied Economics and Social Sciences		
ACADEMIC UNIT	Department of Agricultural Economics and Rural Development- MBA Food & Agribusiness		
LEVEL OF STUDIES	Postgraduate Studies		
COURSE CODE		SEMESTER	2 st
COURSE TITLE	Strategic Management		
INDEPENDENT TEACHING ACTIVITIES <i>if credits are awarded for separate components of the course, e.g. lectures, laboratory exercises, etc. If the credits are awarded for the whole of the course, give the weekly teaching hours and the total credits</i>		WEEKLY TEACHING HOURS	CREDITS
		3	4
<i>Add rows if necessary. The organisation of teaching and the teaching methods used are described in detail at (d).</i>			
COURSE TYPE <i>general background, special background, specialised general knowledge, skills development</i>	Special background, specialised general knowledge, skills development		
PREREQUISITE COURSES:	NO		
LANGUAGE OF INSTRUCTION and EXAMINATIONS:	GREEK		
IS THE COURSE OFFERED TO ERASMUS STUDENTS	NO		
COURSE WEBSITE (URL)	http://mba.aua.gr/en/category/education/courses/		

2. LEARNING OUTCOMES

<p>Learning outcomes <i>The course learning outcomes, specific knowledge, skills and competences of an appropriate level, which the students will acquire with the successful completion of the course are described.</i></p> <p><i>Consult Appendix A</i></p> <ul style="list-style-type: none"> • <i>Description of the level of learning outcomes for each qualifications cycle, according to the Qualifications Framework of the European Higher Education Area</i> • <i>Descriptors for Levels 6, 7 & 8 of the European Qualifications Framework for Lifelong Learning and Appendix B</i> • <i>Guidelines for writing Learning Outcomes</i> <p>The purpose of the course is to examine the formulation and implementation of strategy in food and agriculture businesses and their influence on the fulfillment of organizational goals. The content of the course consists of the following parts: 1. Strategic Analysis of the environment, the industry, the competition, the various stakeholders for the business, as well as the possibilities of the business. 2. Strategic decisions that focus on the ability of the business to recognize opportunities and threats inherent in environmental changes and to develop strategies to deal with the changes. 3. Actions to implement the strategy based on organizational capabilities and values, so that food and agriculture businesses gain lasting and sustainable competitive advantages. 4. Organizational change and the role of culture in business strategy.</p> <p>The learning outcomes are:</p> <ul style="list-style-type: none"> • For students to understand the basic concepts of strategic management and the views and approaches that have been developed in the literature and business practice. • To become familiar with the application of strategic analysis models and tools, to recognize their advantages and disadvantages. • To help students understand how strategy is formed. • Understand business, operational and operational strategies. • Be able to evaluate and choose the optimal strategy options.
--

- To be able to analyze issues of implementation and evaluation of business strategy.
- To delve into strategic decision-making techniques and common mistakes in strategy formulation and implementation.
- Be able to identify factors and resources that lead to competitive business activity.

General Competences

Taking into consideration the general competences that the degree-holder must acquire (as these appear in the Diploma Supplement and appear below), at which of the following does the course aim?

<i>Search for, analysis and synthesis of data and information, with the use of the necessary technology</i>	<i>Project planning and management</i>
<i>Adapting to new situations</i>	<i>Respect for difference and multiculturalism</i>
<i>Decision-making</i>	<i>Respect for the natural environment</i>
<i>Working independently</i>	<i>Showing social, professional and ethical responsibility and sensitivity to gender issues</i>
<i>Team work</i>	<i>Criticism and self-criticism</i>
<i>Working in an international environment</i>	<i>Production of free, creative and inductive thinking</i>
<i>Working in an interdisciplinary environment</i>	<i>.....</i>
<i>Production of new research ideas</i>	<i>Others...</i>
	<i>.....</i>

- Search, analysis and synthesis of data and information, using the necessary technologies
- Decision making
- Individual project
- Teamwork
- Respect for diversity and multiculturalism
- Critical thinking and analysis
- Demonstration of social, professional and ethical responsibility and sensitivity
- Adaptation to new situations
- Work in an international environment
- Working in an interdisciplinary environment

3. SYLLABUS

- Strategic Management in food and agriculture businesses
- Competitive Advantage and food and agriculture businesses
- Analysis of the Competitive Microenvironment
- Core Competencies and Theory of Resources in food and agriculture businesses
- Implementation of Food and Agriculture Business Strategy
- Control and Evaluation of Food and Agriculture Business Strategy
- Strategy evaluation of food and agriculture businesses
- Corporate Culture and its Influence on Strategy

4. TEACHING and LEARNING METHODS - EVALUATION

<p style="text-align: center;">DELIVERY <i>Face-to-face, Distance learning, etc.</i></p>	Face-to-face																			
<p style="text-align: center;">USE OF INFORMATION AND COMMUNICATIONS TECHNOLOGY <i>Use of ICT in teaching, laboratory education, communication with students</i></p>	<p>Use of ICT in Teaching:</p> <ul style="list-style-type: none"> - Videos (YouTube) regarding the content of the course - Internet to search for information in the context of exercise/work (in and out of class) - Analysis of online case studies <p>Use of ICT in Communication with students:</p> <ul style="list-style-type: none"> - Online Course Platform (messages, announcements) 																			
<p style="text-align: center;">TEACHING METHODS</p> <p><i>The manner and methods of teaching are described in detail.</i></p> <p><i>Lectures, seminars, laboratory practice, fieldwork, study and analysis of bibliography, tutorials, placements, clinical practice, art workshop, interactive teaching, educational visits, project, essay writing, artistic creativity, etc.</i></p> <p><i>The student's study hours for each learning activity are given as well as the hours of non-directed study according to the principles of the ECTS</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;"><i>Activity</i></th> <th style="text-align: center;"><i>Semester workload</i></th> </tr> </thead> <tbody> <tr> <td>Interactive Teaching</td> <td style="text-align: center;">30</td> </tr> <tr> <td>Case Studies (Group Projects)</td> <td style="text-align: center;">50</td> </tr> <tr> <td>Individual Project</td> <td style="text-align: center;">70</td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td>Course total</td> <td style="text-align: center;">150</td> </tr> </tbody> </table>		<i>Activity</i>	<i>Semester workload</i>	Interactive Teaching	30	Case Studies (Group Projects)	50	Individual Project	70									Course total	150
	<i>Activity</i>	<i>Semester workload</i>																		
	Interactive Teaching	30																		
	Case Studies (Group Projects)	50																		
	Individual Project	70																		
Course total	150																			
<p style="text-align: center;">STUDENT PERFORMANCE EVALUATION</p> <p><i>Description of the evaluation procedure</i></p> <p><i>Language of evaluation, methods of evaluation, summative or conclusive, multiple choice questionnaires, short-answer questions, open-ended questions, problem solving, written work, essay/report, oral examination, public presentation, laboratory work, clinical examination of patient, art interpretation, other</i></p> <p><i>Specifically-defined evaluation criteria are given, and if and where they are accessible to students.</i></p> <p>Evaluation language: Greek</p> <p>Students are assessed with group and individual assignments. The topics of the group and individual assignments are announced in the e-class, in the classroom and in the extended outline of the course, at the beginning of the year. In order to better understand and connect the knowledge gained during the lectures to the business practice, they study real business cases in groups. The students are evaluated based on the analysis of the real case studies, the preparation of the presentation of the case studies in power point, the public presentation in the class and their answers to the questions posed by the teacher.</p> <p>Students submit individual project which is a comprehensive strategic analysis of a food and agriculture business. The students are evaluated based on the analysis of the business, the preparation of a power point presentation of the business, the public presentation in class and their answers to the questions posed by the teacher.</p> <p>The students are informed about the evaluation process through the online learning process support platform (e-class), as well as in the classroom by the teacher.</p>																				

5. ATTACHED BIBLIOGRAPHY

<p><i>- Related academic journals:</i></p> <p>ADAM, B. 1992. Modern times: The technology connection and its implications for social theory. <i>Time and society</i>, 1, 175-191.</p> <p>AMBROSINI, V. & BOWMAN, C. 2009. What are dynamic capabilities and are they a useful construct in strategic management? <i>International Journal of Management Reviews</i>, 11, 29-.</p>

- ANDREWS, K. 1971. *The concept of strategy*, Homewood, Irwin.
- ANSOFF, I. H. 1965. *Corporate strategy*, New York McGraw-Hill.
- AUGIER, M. & MARCH, J. G. 2001. Conflict of interest in theories of the organization: Herbert A. Simon and Oliver E. Williamson. *Journal of Management and Governance*, 5, 223-230.
- BAIN, J. S. 1968. *Industrial organization*, New York, Wiley.
- BARNEY, J. B. 1991. Firm resources and sustained competitive advantage. *Journal of Management*, 17, 99-120.
- BARNEY, J. B. 1999. How a Firm's Capabilities Affect Boundary Decisions. *Sloan Management Review*, 40, 137-145.
- BARTLETT, C. A. & GHOSHAL, S. 1995. Rebuilding behavioural context: Turn process reengineering into people rejuvenation. *Sloan Management Review*, 37, 11- 24.
- BAUM, J. A. C., GREENWOOD, R. & DEVEREAUX JENNINGS, P. 2003. Welcome to Strategic Organization - SO! *Strategic Organization*, 1, 5-8.
- BETTIS, R. A. & HITT, M. A. 1994. The new competitive landscape. *Strategic Management Journal*, 16, 7-19.
- BIES, R. J., BARTUNEK, J. M., FORT, T. L. & ZALD, M. N. 2007. Corporations as social change agents: Individual, interpersonal, institutional, and environmental dynamics. *Academy of Management Review*, 32, 788-793.
- BOURGEOIS, L. J. 1980. Strategy and environment: a conceptual integration. *Academy of Management Review*, 5, 25-39.
- BOWMAN, E. H. & HELFAT, C. E. 2001. Does corporate strategy matter? . *Strategic Management Journal*, 22, 1-23.
- BROWN, J. S. & DUGUID, P. 2000. *The social life of information*, Boston, Harvard University Press.
- CHAKRAVARTHY, B. & DOZ, Y. 1992. Strategy process research: focusing on corporate self-renewal. *Strategic Management Journal*, 13, 5-14. CHEN, M.-J., LIN, H.-C. &
- MICHEL, J. G. 2010. Navigating in a hypercompetitive environment: the roles of action aggressiveness and TMT integration. *Strategic Management Journal*, 31, 1410-1430.
- CHIA, R. 2004. Strategy-as-practice: reflections on the research agenda. *European Management Review*, 1, 29-34.
- CHIA, R. & HOLT, R. 2009. *Strategy without design: the silent efficacy of indirect action*, Cambridge, Cambridge University Press.
- CHIA, R. & MACKAY, R. 2007. Post-processual challenges for the emerging strategy-as-practice perspective: discovering strategy in the logic of practice. *Human Relations*, 60, 217-242.
- COLLIS, D. J. & MONTGOMERY, C. A. 2008/1995. Competing on resources. *Harvard Business Review*, July-August, 140-150.
- COOPER, R. 1986 Organization/Disorganization. *Social Science Information*, 25(2): 299-335.
- CONNER, K. & PRAHALAD, C. K. 1996. A resource-based theory of the firm: knowledge versus opportunism. *Organizational Science*, 7, 477-501.

- CORNELISSEN, J. P., HOLT, R. & ZUNDEL, M. 2011. The role of analogy and metaphor in the framing and legitimisation of strategic change. *Organization Studies*, 32, 1701-1716.
- CYERT, R. M. & MARCH, J. G. 1963. *A behavioral theory of the firm*, Englewood Cliffs, Prentice-Hall.
- D'AVENI, R. A., DAGNINO, G. B. & SMITH, K. G. 2010. The age of temporary advantage. *Strategic Management Journal*, 31, 1371-1385.
- DENIS, J.-L., LANGLEY, A. & ROULEAU, L. 2007. Strategizing in pluralistic contexts: Rethinking theoretical frames. *Human Relations*, 60, 179-215.
- DOUGHERTY, D. 1992. A practice-centred model of organizational renewal through product innovation. *Strategic Management Journal*, 13, 77-92.
- EISENHARDT, K. M. 2002. Has strategy changed? *Sloan Management Review*, Winter, 88-91.
- EISENHARDT, K. M. & MARTIN, J. A. 2000. Dynamic capabilities: what are they? *Strategic Management Journal*, 21, 1105-1121.
- EVERED, R. 1983. So what is strategy? *Long Range Planning*, 16, 57.
- EZZAMEL, M. & WILLMOTT, H. 2004. Rethinking strategy: contemporary perspectives and debates. *European Management Review*, 1, 43-48.
- FARJOUN, M. 2002. Towards an organic perspective on strategy. *Strategic Management Journal*, 23, 561-596.
- FARJOUN, M. 2007. The end of strategy? *Strategic Organization*, 5, 197-210.
- FELDMAN, M. 2000. Organizational routines as a source of continuous change. *Organization Science*, 11, 611-629.
- FELDMAN, M. S. & PENTLAND, B. T. 2003. Reconceptualizing organizational routines as a source of flexibility and change. *Administrative Science Quarterly*, 48, 94-124.
- FISS, P. C. & ZAJAC, E. J. 2006. The symbolic management of strategic change: sense giving via framing and decoupling. *Academy of Management Journal*, 49, 1173-1193.
- GRANT, R. M. 1996. Toward a knowledge-based theory of the firm. *Strategic Management Journal*, 17, 109-131.
- GRANT, R. M. 2003. Strategic planning in a turbulent environment: evidence from the oil majors. *Strategic Management Journal*, 24, 491-517.
- GRANT, R. M. 2008. Why strategy theory should be theory based. *Journal of Management Inquiry*, 17, 276-281.
- GULATI, R. 1998. Alliances and networks. *Strategic Management Journal*, 19, 293-317.
- HAMBRICK, D. C. & FREDRICKSON, J. W. 2001. Are you sure you have a strategy? *The Academy of Management Executive*, 15, 48-59.
- HAMMER, M. & CHAMPY, J. 1993. *Reengineering the corporation*, New York, Harper Collins.

- HARGRAVE, T. J. & VAN DE VEN, A. H. 2006. A collective model of institutional innovation. *Academy of Management Review*, 31, 864-888.
- HART, S. L. 1992. An integrative framework for strategy-making processes. *The Academy of Management Review*, 17, 327-351.
- HENDRY, J. 2000. Strategic decision-making, discourse, and strategy as social practice. *Journal of Management Studies*, 37, 955-977.
- HIRSCH, P. A. 1991. Conference Paper, Areas of agreement and common ground. *Minnesota Conference on Strategy Process Research, 20.10.1991*, 1-10.
- HOFER, C. W. & SCHENDEL, D. 1978. *Strategy formulation: analytical concepts*, St. Paul, West.
- HUFF, A. S. 2000. Changes in organizational knowledge production. *Academy of Management Review*, 25, 288-293.
- HUFF, A. S. 2001. The continuing relevance of strategy. *Human Relations*, 54, 123- 130.
- INGOLD, T. (2010) The man and the machine and the self-builder. *Interdisciplinary Science Review*, 35(3-4): 353-364.
- JARZABKOWSKI, P. 2005. *Strategy as practice: an activity-based approach*, London, Sage.
- JARZABKOWSKI, P., BALOGUN, J. & SEIDL, D. 2007. Strategizing: The challenges of a practice perspective. *Human Relations*, 60, 5-27.
- JARZABKOWSKI, P. & SPEE, A. P. 2009. Strategy-as-practice: a review and future directions for the field. *International Journal of Management Reviews*, 11, 69- 95.
- JOHNSON, G. 1987. *Strategic change and the management process*, Oxford, Blackwell.
- JOHNSON, G. 1988. Re-thinking incrementalism. *Strategic Management Journal*, 9, 75-91.
- JOHNSON, G. 1992. Managing strategic change - strategy, culture and action. *Long Range Planning*, 25, 28-36.
- JOHNSON, G., MELIN, L. & WHITTINGTON, R. 2003. Micro strategy and strategizing: towards an activity-based view. *Journal of Management Studies*, 40, 3-22.
- JOHNSON, J. 1999. Mechanistic vision. *Critical Inquiry*, 26(1/Autumn): 27-48. KNIGHTS, D. &
- MORGAN, G. 1991. Corporate strategy, organizations and the subject: a critique. *Organization Studies*, 12, 251-273.
- KORNBERGER, M. & CLEGG, S. 2011. Strategy as performative practice: The case of Sydney 2030. *Strategic Organization*, 9(2): 136-162.
- KORNBERBER, M. 2013. Disciplining the future: On studying the politics of strategy *Scandinavian Journal of Management*. 29:104-107.
- KOZA, M. P. & LEWIN, A. Y. 1998. The co-evolution of strategic alliances. *Organization Science*, 9, 255-264.
- LANGLEY, A. 1989. In search of rationality: the purposes behind the use of formal analysis in organizations. *Administrative Science Quarterly*, 34, 598-631.
- LANGLEY, A. 1999. Strategies for theorizing from process data. *The Academy of Management Review*, 24, 691-710.
- LANGLEY, A. 2007. Process thinking in strategic organization. *Strategic Organization*,

5, 271-282.

LEWIN, K. 1952. *Field Theory in Social Science*, London, Tavistock.

LOCKETT, A., THOMPSON, S. & MORGENSTERN, U. 2009. The development of the resource based view of the firm: a critical appraisal *International Journal of Management Reviews*, 11, 9-28.

MACKAY, B. & CHIA, R. 2012. Choice, Chance, and Unintended Consequences in Strategic Change: A Process Understanding of the Rise and Fall of North Co Automotive. *Academy of Management Journal*, 56(1): 208-230.

MACKAY, D. & ZUNDEL, M. 2017. Recovering the divide: A review of strategy and tactics in business and management. *International Journal of Management Reviews*, 19(2): 175-194.

MAHONEY, J. T. & MCGAHAN, A. M. 2007. The field of strategic management within the evolving science of strategic organization. *Strategic Organization* 5, 79- 99.

MARCH, J. G. & SIMON, H. A. 1958. *Organizations*, New York, John Wiley.

MASON, E. S. 1939. Price and production policies of large-scale enterprise. *American Economic Supplement*, 29, 61-74.

MCGAHAN, A. M. & PORTER, M. E. 1997. How much does industry matter, really? *Strategic Management Journal*, 18, 15-30.

MCKIERNAN, P. 1997. Strategy past; strategy futures. *Long Range Planning*, 30, 790-798.

MILL, J. S. 1836. On the definition of political economy; and on the method of investigation proper to it. *London and Westminster Review*, October, 38-48.

MINTZBERG, H. 1978. Patterns in strategy formation. *Management Science*, 24, 934- 948.

MINTZBERG, H. 1987. Crafting strategy. *Harvard Business Review*, 65, 66-75.

MINTZBERG, H. 1990a. The design school: reconsidering the basic premises of strategic management. *Strategic Management Journal*, 11, 171-195.

MINTZBERG, H. 1990b. Strategy formation schools of thought. *In:*

FREDRICKSON, J. W. (ed.) *Perspectives on strategic management*. Greenwich, CT: JAI Press.

MINTZBERG, H. 1994. *The rise and fall of strategic planning*, New York, Prentice Hall.

MINTZBERG, H. & MCHUGH, A. 1985. Strategy formation in an adhocracy. *Administrative Science Quarterly*, 30, 160-197.

MINTZBERG, H. & WATERS, J. A. 1985. Of strategies, deliberate and emergent. *Strategic Management Journal*, 6, 257-272.

MOHR, L. B. 1982. *Explaining organizational behaviour*, San Francisco, Jossey-Bass. O'NEILL,

P. & SOHAL, A. S. 1999. Business Process Reengineering a review of recent literature. *Technovation* 19, 571-581.

OLIVER, C. 1997. Sustainable competitive advantage: combining institutional and resource based views. *Strategic Management Journal*, 18, 697-713.

ORLIKOWSKI, W. 1992. The duality of technology: rethinking the concept of technology in organizations. *Organization Science*, 3, 398-427.

- ORLIKOWSKI, W. J. 2000. Using technology and constituting structures: a practice lens for studying technology in organizations. *Organization Science*, 11, 404- 428.
- PENROSE, E. 1959. *The theory of the growth of the firm*, New York, Sharpe.
- PERSKY, J. 1995. Retrospectives - the ethology of homo economicus. *Journal of Economic Perspectives*, 9, 221-231. 64
- PETTIGREW, A. 1985a. *The awakening giant: continuity and change at ICI*, Oxford, Basil Blackwell.
- PETTIGREW, A. 1985b. Examining changes in the long-term context of culture and politics. In: PENNINGS, J. M. (ed.) *Organizational strategy and change*. San Francisco: Jossey-Bass.
- PETTIGREW, A. 1987. Context and action in the transformation of the firm. *Journal of Management Studies*, 24, 649-670.
- PETTIGREW, A. 1992. The character and significance of strategy process research. *Strategic Management Journal*, 13, 5-16.
- PETTIGREW, A. 1997. What is a processual analysis? *Scandinavian Journal of Management*, 13, 337-348.
- PICKERING, A. (ed.) 1992. *Science as practice and culture*, Chicago: University of Chicago Press.
- PORTER, M. E. 1980. *Competitive strategy: techniques for analyzing industries and competitors*, New York, Free Press.
- PORTER, M. E. 1996. What is strategy? *Harvard Business Review*, November- December, 61-
- PORTER, M. E. 2008/1979. The five forces that shape strategy. *Harvard Business Review*, January, 23-41, reprint.
- PRIEM, R. L. & BUTLER, J. E. 2001. Tautology in the Resource-Based View and the Implications of Externally Determined Resource Value: Further Comments. *Academy of Management Review*, 26, 57-66.
- QUINN, J. B. 1980. *Strategies for change - logical incrementalism*, Georgetown, R.D. Irwin.
- REGNER, P. 2003 Strategy creation in the periphery: Inductive versus deductive strategy making. *Journal of Management Studies*, 40(1): 57-82.
- RUGMAN, A. M. & VERBEKE, A. 2002. Edith Penrose's contribution to the Resource- Based View of Strategic Management. *Strategic Management Journal*, 23, 769-780.
- SCHMALENSEE, R. 1985. Do markets differ much? *American Economic Review*, 75, 341-351.
- SCHÖN, D. A. 1983. *The reflective practitioner: how professionals think in action*, London, Temple-Smith.
- SELSKY, J. W., GOES, J. & BABUROGLU, O. N. 2007. Contrasting Perspectives of Strategy Making: Applications in 'Hyper' Environments. *Organization Studies*, 28, 71-94.
- SIEHL, C. 1986. Book review: the awakening giant: continuity and change in imperial chemical industries. *Administrative Science Quarterly*, 31, 476-478.
- SIMON, H. 1947. *Administrative behavior*, New York, Macmillan.
- SMIRCICH, L. & STUBBART, C. 1985. Strategic management in an enacted world. *Academy of Management Review*, 10, 724-736.
- SPENDER, J. C. & GRANT, R. M. 1996. Knowledge and the firm: Overview. *Strategic*

Management Journal, 17, 5.

STONEHOUSE, G. & SNOWDON, B. 2007. Competitive advantage revisited: Michael Porter on strategy and competitiveness. *Journal of Management Inquiry*, 16, 256-273.

SZULANSKI, G. 1996. Exploring internal stickiness: Impediments to the transfer of best practice within the firm. *Strategic Management Journal*, 17, 27-43.

TEECE, D. J., PISANO, G. & SHUEN, A. 1997. Dynamic capabilities and strategic management. *Strategic Management Journal*, 18, 509-533.

TENG, B.-S. & CUMMINGS, J. L. 2002. Trade-offs in managing resources and capabilities. *Academy of Management Executive*, 16, 81-91.

TSOUKAS, H. & CHIA, R. 2002. On organizational becoming: rethinking organizational change. *Organization Science*, 13, 567-582.

VAN DE VEN, A. H. 1992. Suggestions for studying strategy process: a research note. *Strategic Management Journal*, 13, 169-188.

VENKATRAMAN, N. & CAMILLUS, J. C. 1984. Exploring the concept of 'fit' in strategic management. *Academy of Management Review*, 9, 513-525.

VOELPELA, S., LEIBOLDA, M., TEKIEA, E. & KROGHA, G. V. 2005. Escaping the Red Queen effect in competitive strategy: Sense-testing business models *European Management Journal*, 23, 37-49.

WEBB, D. & PETTIGREW, A. 1999. The temporal development of strategy: patterns in the U.K. insurance industry. *Organization Science*, 10, 601-621.

WEICK, K. & QUINN, R. E. 1999. Organizational change and development. *Annual Review of Sociology*, 50, 361-386.

WEICK, K. E. 1979. *The social psychology of organizing*, New York, Random House. WEICK, K. E. 1995. *Sensemaking in organizations*, Thousand Oaks, Sage Publications.

WHITTINGTON, R. 1992. Putting Giddens into action: social systems and managerial agency. *Journal of Management Studies*, 29, 693-712.

WHITTINGTON, R. 1996. Strategy as practice. *Long Range Planning*, 29, 731-735.

WHITTINGTON, R. Practice perspectives on strategy: unifying and developing the field. Academy of Management Conference, 2002 London.

WHITTINGTON, R. 2004. Strategy after modernism: recovering practice. *European Management Review*, 1 (MARCH), 62-68.

WHITTINGTON, R., JOHNSON, G. & MELIN, L. The emerging field of strategy practice: some links, a trap, a choice and a confusion. Paper for 2004 EGOS Colloquium, Slovenia, 2004.

WINTER, S. 2003. Understanding dynamic capabilities. *Strategic Management Journal*, 24, 991-995.

WIRTZ, B. W., MATHIEU, A. & SCHILKE, O. 2007. Strategy in high-velocity environments. *Long Range Planning*, 40, 295-313.

YOO, Y., BOLAND, R. J. & LYYTINEN, K. 2006. From organization design to organization designing. *Organization Science*, 17, 215-229.

ZAHRA, S., SAPIENZA, H. & DAVIDSSON, P. 2006. Entrepreneurship and dynamic capabilities: a review, model and research agenda. *Journal of Management Studies*, 43, 917-955.

ZOLLO, M. & WINTER, S. G. 2002. Deliberate learning and the evolution of dynamic capabilities. *Organization Science*, 13, 339-351.