

#### ADVANCES IN STRATEGIC MANAGEMENT VOLUME 22

# STRATEGY PROCESS

#### EDITED BY

### GABRIEL SZULANSKI

INSEAD, Singapore

## **JOE PORAC**

Stern School of Business, New York University, USA

YVES DOZ

INSEAD, France



Amsterdam - Boston - Heidelberg - London - New York - Oxford Paris - San Diego - San Francisco - Singapore - Sydney - Tokyo

## **CONTENTS**

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

vi CONTENTS

# PART II: INSTITUTIONAL AND RESOURCE FOUNDATIONS OF STRATEGY MAKING

THE DEVELOPMENT OF THE RESOURCE-BASED FIRM BETWEEN VALUE APPROPRIATION AND VALUE CREATION  Arabella Mocciaro Li Destri and Giovanni Battista Dagnino	153
ADAPTIVE AND CREATIVE STRATEGY LOGICS IN STRATEGY PROCESSES Patrick Regnér	189
MANAGING THE MNC AND EXPLOITATION/ EXPLORATION DILEMMA: FROM STATIC BALANCE TO DYNAMIC OSCILLATION  Catherine Thomas, Renata Kaminska-Labbé and Bill McKelvey	213
PART III: CONTEMPORARY EMPIRICAL STUDIES O STRATEGY MAKING	<b>)</b> F
COMMUNICATION DISSONANCE AND PRAGMATIC FAILURES IN STRATEGIC PROCESSES: THE CASE OF CROSS-BORDER ACQUISITIONS  Olivier Irrmann	251
STRATEGY-MAKING AS A COMPLEX, DOUBLE-LOOP PROCESS OF KNOWLEDGE CREATION: FOUR CASES OF ESTABLISHED BANKS REINVENTING THE INDUSTRY BY MEANS OF THE INTERNET	
María P. Salmador and Eduardo Bueno	267

TOP MANAGERS AND THE PRODUCT IMPROVEMENT PROCESS	
C. Annique Un and Alvaro Cuervo-Cazurra	319
STRATEGY CONTENT AND PROCESS IN THE CONTEXT OF E-BUSINESS PERFORMANCE	
Tim R. Coltman, Timothy M. Devinney and David F. Midgley	349
EMERGENT STRATEGIES AND THEIR CONSEQUENCES: A PROCESS STUDY OF	
COMPETITION AND COMPLEX DECISION MAKING  Quintus R. Jett and Jennifer M. George	387
PART IV: META-COMMENTARIES ON METHODOLOG	HES
FOR STRATEGY PROCESS RESEARCH	ILO
COMPARATIVE CAUSAL ANALYSIS IN PROCESSUAL STRATEGY RESEARCH: A STUDY	
OF CAUSAL MECHANISMS IN ORGANIZATIONAL DECLINE AND TURNAROUNDS	415
Kalle Pajunen	413
FUTURE DIRECTIONS FROM THE PAST: MANAGEMENT AND ACCOUNTING DISCOURSE	
IN HISTORICAL PERSPECTIVE  Luca Zan	457
PRACTICES OF ORGANISING: INSIDE AND	
OUTSIDE THE PROCESSES OF CHANGE  Eamonn Molloy and Richard Whittington	491