

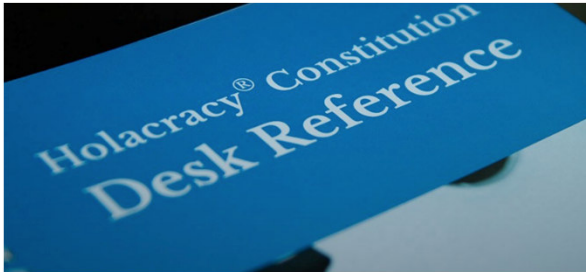
MASTERTHESEN DIPLOMARBEITEN



Institut für Strategisches Management
2024w



STRATEGIZING PROCESSES AND PRACTICES & SELF-MANAGED FORMS OF ORGANIZING KREMSER



Strategy has become an inherently dynamic endeavor. Rather than developing one perfect strategy for the next ten years, firms need to learn how to be quick in making many strategic moves, often in parallel in different parts of the organization.

This requires us as scholars to think about strategy not so much in terms of content (what is the best strategy / strategic position?), but more in terms of macro-level processes (e.g., analyzing competitive dynamics, strategic renewal, capability development) and micro-level practices (e.g., analyzing how the excessive use of IT-tools like Power Point affects strategy work).

It also directs the attention of scholars and practitioners to self-managed (or: decentralized) forms of organizing (e.g., Holacracy, Scaled Agile Framework, Teal). These forms of organizing might be a perfect fit for a more dynamic and decentralized approach to strategy-making. But who knows?

Check out these papers to find out if you are interested in doing a Master-Thesis on Strategy as Process & Practice and/or in Self-Managed Forms of Organizing:

- Burgelman, R. A., Floyd, S. W., Laamanen, T., Mantere, S., Vaara, E., & Whittington, R. (2018). Strategy processes and practices: Dialogues and intersections. *Strategic Management Journal*, 39(3), 531–558.
- Lee, M. Y., & Edmondson, A. C. (2017). Self-managing organizations: Exploring the limits of less-hierarchical organizing. *Research in Organizational Behavior*, 37, 35–58.

OPEN STRATEGY & FORESIGHT STRATEGIES TO MANAGE TODAY'S AND TOMORROW'S CHALLENGES GATTRINGER



Opportunities and Challenges of Open Strategy Processes

In this comprehensive research field, the focus should be on specific research questions: For example, the role of certain stakeholders (employees, customers, suppliers, general public,...), the use of specific methods, openness/closedness in different phases of the strategy process, or key factors/challenges in an open strategy process.

(Hautz, J., Seidl, D., Whittington, R. (2017). Open strategy: Dimensions, dilemmas, dynamics. *Long Range Planning*. 50(3), 298-309.)

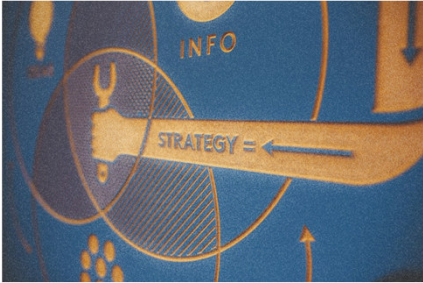
Foresight: Components – Antecedents - Outcomes

In this research field you can choose from a variety of topics - for example, specific phases/components/challenges in the foresight process, antecedents of foresight, or an examination of the outcomes of foresight activities.

(Fergnani, A. (2022). Corporate foresight: A new frontier for strategy and management. *Academy of Management Perspectives*, 36 (2), online)

If you are interested in one of these two topics, please explore the topic in depth and develop a focused concept within that research area.

STRATEGISTS AND STRATEGIZING, DIGITAL TRANSFORMATION AND BUSINESS MODELS REISINGER



The evolution of AI in strategic management: curse or blessing

Leveraging AI tools in strategic management education: benefits, consequences, and challenges for teachers and students

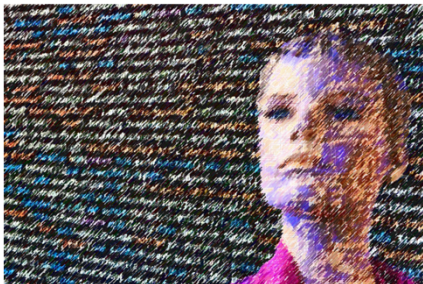
Advantages and disadvantages of the business model perspective

Effective strategizing in different competitive environments

- Business models that generate rivalry and the consequences for competitiveness
- Collaboration as a driver of competitiveness in a digital world
- Increasing competitiveness through business model innovation strategies
- The business model as the unit of analysis in the digital age

Strategic leadership in today's business environment

- Values, skills, and competencies of today's strategists
- The skills and competencies that strategists need in a world with GenAI



DIGITAL & RESPONSIBLE ORGANIZATIONS

REISCHAUER



Topics:

- Organizing Digital Transformations: A Systematic Literature Review
- Strategies for Digital Transformations of Incumbents: A Systematic Literature Review
- Responsible and Sustainable Platform Organizations: A Systematic Literature Review
- Design of Meta-Organisations: A Systematic Literature Review
- Sustainable Meta-Organisations: A Systematic Literature Review
- Social Practices to Implement Digital Technologies: A Systematic Literature Review
- Platform-Based Business Models: A Systematic Literature Review
- Internationalization Strategies of Innovation Platforms: A Systematic Literature Review
- Internationalization Strategies of Transaction Platforms: A Systematic Literature Review

Method:

For each topic, you should use a Systematic Literature Review (SLR) as method – see below method papers as starting point:

- Denyer, D. & Tranfield, D. 2009. Producing a systematic review. In D. Buchanan & A. Bryman (Eds.), *The sage handbook of organizational research methods.*: 671-689. Thousand Oaks, CA: Sage Publications Ltd.
- Sauer, P. C. & Seuring, S. 2023. How to conduct systematic literature reviews in management research: A guide in 6 steps and 14 decisions. *Review of Managerial Science*, 17(5): 1899-1933.
- Simsek, Z., Fox, B., & Heavey, C. 2021. Systematicity in organizational research literature reviews: A framework and assessment. *Organizational Research Methods*, 26(2): 292-321.
- Xiao, Y. & Watson, M. 2017. Guidance on conducting a systematic literature review. *Journal of Planning Education and Research*, 39(1): 93-112.