MASTERTHESEN DIPLOMARBEITEN

Institut für Strategisches Management
2025s

JKU
JOHANNES KEPLER
UNIVERSITY LINZ

STRATEGIZING PROCESSES AND PRACTICES & DECENTRALIZED 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 different parts of the organization in parallel.

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 decentralized, flat forms of organizing (e.g., Holacracy, DAOs, Teal, cooperatives, open-source communities). 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 Decentralized 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.
- Lee, M. Y. (2024). Enacting Decentralized Authority: The Practices and Limits of Moving Beyond Hierarchy. *Administrative Science Quarterly*, 69(3), 791-833.

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.

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STRATEGISTS AND STRATEGIZING, DIGITAL TRANSFORMATION AND BUSINESS MODELS REISINGER

GenAI in strategic management education: opportunity or risk?

The application of Generative AI (GenAI) …
- … in assessing the strategic position of an organization.
- … in the formulation of strategic initiatives.
- … in fostering strategy implementation.

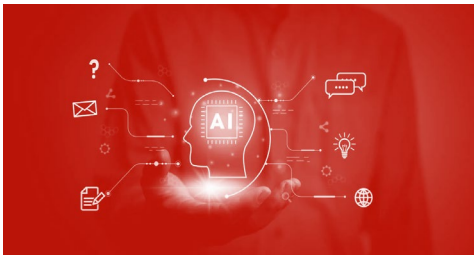Strategizing in the platform economy: The role of business models
- Rivalry-driven business models and competitiveness
- Cooperation-driven business models and competitiveness
- Collaboration as a competitive advantage in the platform economy

Strategic leadership in the digital era – what knowledge will the strategists of the future need?

Strategic skills for a Generative AI (GenAI) driven world

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DIGITAL & RESPONSIBLE ORGANIZATIONS REISCHAUER

Topics:

- Organizing for Digital Transformations: A Systematic Literature Review
- Organizing for Sustainability: A Systematic Literature Review
- Twin Transitions: 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 for the Implementation of Digital Technologies: A Systematic Literature Review
- Internationalization Strategies of Platforms: A Systematic Literature Review
- Market Entry Strategies of Platforms: A Systematic Literature Review
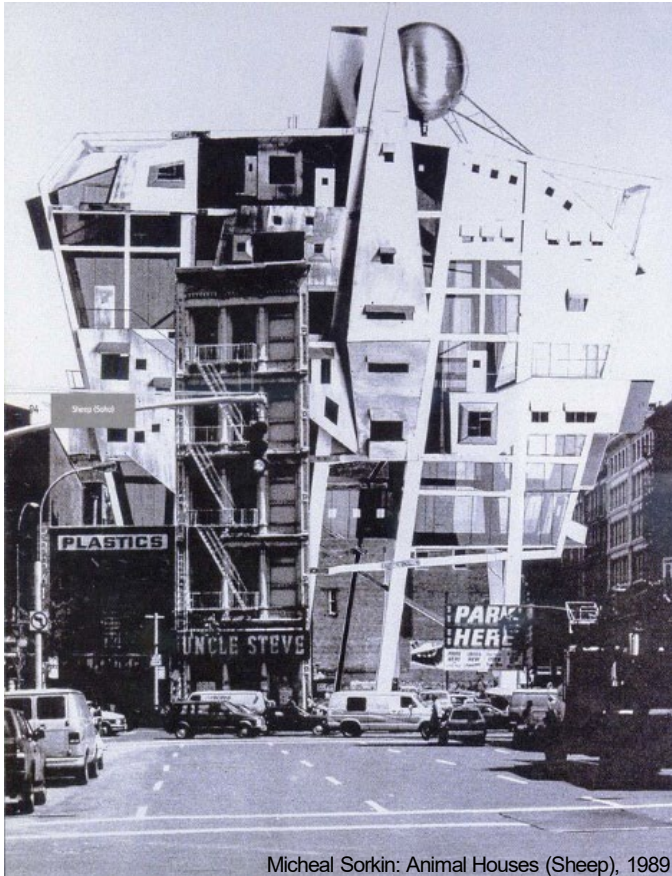
Method:

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.

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PRACTICES OF PARTICIPATORY ORGANIZING AND STRATEGIES Neusiedler

Micheal Sorkin: Animal Houses (Sheep), 1989

I am interested in ongoing, and multilayered processes and practices of strategy that exceed explicit planning and involve more implicit and tacit forms, and more open organizing processes. Questions I am interested in entail, but are not limited to: How can we make use of strategy in ethical ways of organizing? How can voices of less powerful actors become heard and included? How do practices foster inclusion and diversity in strategy processes and how can such processes be organized? How do senses affect strategy processes? I am particularly interested in supervising master theses in these areas:

- Participatory, open processes and self-organization

- Decentralized and alternative organizations, communities, collectivity, cooperatives, art and culture organizations, civic and social welfare organizations

- Practice theoretical and aesthetic processes (affects, atmospheres, material culture), feminist research approaches

- Qualitative, in particular sociological, methods

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