

Preface

This book has the intention to introduce young scholars to strategy process research and to allow more experienced scholars a comprehensive view on this fascinating field of research and practice. Although a strong interest in strategy process issues can be literally felt in each major conference, the field is dispersed into several sub-communities that hardly recognize each other. In the search for knowledge, the field has been exposed to strong centrifugal forces tearing it apart in different directions. Although this movement needs to be further strengthened due to its potential for the creation of new knowledge, it is simultaneously necessary to explore established and new interdependencies among its various pieces and puzzles. Diversity and coherence need to be better balanced.

As the first part of my Habilitation at the University of St. Gallen (the second part was a major quantitative study on the learning, micro-political and trust-building dimensions of strategic initiatives), this primer to strategy process research connected me with many great people. Insightful and stimulating discussions, workshops or joint projects and papers brought me together with Prof. Charles Baden-Fuller, Dr. Martin Deiss, Prof. Franz Kellermanns, Dr. Max Kownatzki, Dr. Karolin Marx, Prof. Frank Rothaermel, Dr. Jorge Walter, Prof. Sidney Winter and many others. In particular, I am deeply indebted to my two academic teachers, Professor Günter Müller-Stewens (St. Gallen) and Prof. Steven Floyd (University of Connecticut). They have been outstanding scholars and more importantly, have become close friends. Therefore, this book is dedicated to them.

St. Gallen, October 2005

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Abbreviations

BOD	Board of Directors
CBV	Capability-based view
CEO	Chief Executive Officer
COO	Chief Operating Officer
DA	Devil's advocacy
DI	Dialectical inquiry
e.g.	exempli gratia (for example)
et al.	et altera
IAS	International Accounting Standards
IOE	Intra-organizational ecological selection
KBV	Knowledge-based view
PFC	Perceived feasibility to change
R&D	Research and Development
RBV	Resource-based view
ROE	Return on Equity
SBU	Strategic Business Unit
SID	strategic issue diagnosis
TMT	Top Management Team
vs.	versus