

# ReCreating Strategy



STEPHEN CUMMINGS

# Recreating Strategy

**Chris Carter, Stewart R Clegg, Martin  
Kornberger**



## **Recreating Strategy:**

**ReCreating Strategy** Stephen Cummings, 2002-09-12 Cummings book is very interesting refreshing and intellectually stimulating It should be a mandatory textbook for all serious students of management Management Learning Stephen Cummings Recreating Strategy is currently the best book on strategy combining a holistic and critical understanding of the issue Stewart Clegg University of Technology Sydney An imaginative attempt to bring together and apply the many analytical frameworks relating to the organization as a whole into strategy theory and practice Written for students on strategy change management and more general management and organization theory courses Encourages students to question assumptions and think creatively about strategy and management Stimulating and original Long Range Planning In this intriguing book Cummings claims to be surprised that academics critical of management theory don't critique its history and proposes a kind of liberation theology in response but this is not as doctrinaire It's more like replacing some well justified habits with a refreshing originality of approach The outcome is stimulating The author offers a cogently argued deconstruction of some well known frameworks in strategy and delivers his own reinterpretation of strategic discourse There are five longer case studies in the book and several shorter vignettes scattered throughout early chapters as well as pedagogical aids at the end of each chapter Best of Biz The Business Information Site Do you worry about organizations becoming slaves to markets Do you wish that organizations had the nerve to build their own ethos rather than just grubbing for profit Do you aspire to inspiration rather than perspiration Why does management practice get in the way of thinking and creativity Stephen Cummings provides insight and guidance in a book of genuine scholarship and creativity John McGee President of the Strategic Management Society USA Management courses need more of what Stephen is offering He wants us to go on an unlearning curve one which leads to fresh thinking about strategy and the emerging roles and responsibilities of business and companies This book not only tells us where we are coming from but more importantly it inspires us to think profoundly about where we could go It's also a very good read Josephine Green Director of Trends and Strategy Philips ReCreating Strategy provides a challenging examination of the emergence of management which combines postmodern and orthodox perspectives Stephen Cummings is able to provide not only a fresh treatment of strategy and ethics but also to engage with a variety of potential audiences He provokes and informs in equal measure Richard Whipp Cardiff University A truly eclectic approach to strategy Intellectually capturing the book is great fun to read at the same time A must for those who want to discuss management beyond styles fads and fashions Hubert Wagner Qonsult ReCreating Strategy is written for students of strategy change management and more general management and organization theory courses It will provide a better understanding of how to bring together and apply the many analytical frameworks relating to the organization as a whole Stephen Cummings challenges the view that there is never one best framework and shows why the latest theory is not necessarily better than earlier ones The textbook includes short and long case studies interesting pictorial aids and examples

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Strategy Stewart R Clegg, Jochen Schweitzer, Andrea Whittle, Christos Pitelis, 2016-12-31 Get 12 months FREE access to an interactive eBook when purchasing the paperback Updated to bring the material in line with the topical and contemporary ideas and debates on or about strategy and catering to students and their diverse learning styles the second edition is an easy to use tool allowing students to switch from web resources to the print text and back again opening windows on the world of strategy through cases that are vibrant and engaged digital links that allow them to explore topics in more detail and video and other media that encourage relating theory to practice Providing a fresh perspective on strategy from an organizational perspective through a discursive approach featuring key theoretic tenets this text is also pragmatic and emphasizes the practices of strategy to encourage the reader to be open to a wider set of ideas with a little more relevance and with a cooler attitude towards the affordances of the digital world and the possibilities for strategy's futures The key areas of Strategy take a critical stance in the new edition and also include areas less evident in conventional strategy texts such as not for profit organizations process theories globalization organizational politics and decision making as well as the futures of strategy The new edition comes packed with features that encourage readers to engage and relate theory to practice and is complemented by a free Interactive e book featuring videos cases and other relevant links allowing access on the go and encouraging learning and retention whatever the reading or learning style Suitable as core reading for undergraduate and postgraduate business management students of strategy and strategic management Interactivity only available through VitalSource eBook included as part of paperback product ISBN 9781473938458 Access not guaranteed on second hand copies as access code may have previously been redeemed **The Strategy Pathfinder** Duncan

Angwin, Stephen Cummings, Chris Smith, 2011-12-12 This new edition of the popular The Strategy Pathfinder updates the micro cases of real life problems faced by companies and executives These micro cases help readers to engage with the kinds of situations they will encounter in their working lives while provoking discussions about key theoretical themes Original presentation and design makes this an essential companion for both the business school classroom and the executive briefcase The Strategy Pathfinder brings experienced and potential executives alike an instant guide to the concepts and techniques they need to know An innovative introduction to strategy Makes readers active producers of strategy rather than passive recipients of received wisdom Presents essential pathways through the strategy jungle Each case provokes discussion

about a key theoretical theme Encourages readers to form a view themselves and then test it against the views of others before offering recommendations about how best to proceed Cases are drawn from Africa the Americas Asia Europe and Oceania Supported by online lecturer supplements      **Creative Strategy** Chris Bilton, Stephen Cummings, 2010-04-26 People tend to think of creativity and strategy as opposites This book argues that they are far more similar than we might expect More than this actively aligning creative and strategic thinking in any enterprise can enable more effective innovation entrepreneurship leadership and organizing for the future By considering strategy as a creative process and vice versa the authors define creative strategy as a mindset which switches between opposing processes and characteristics and which drives every aspect of the business The authors draw experiences and cases from across this false divide from the music industry sports fashion Shakespearean theatre companies creative and media organizations and dance as well as what we might regard as more mundane providers of mainstream products and services to uncover the creative connections behind successful strategy Creative Strategy is a talisman for those looking to take a new path Matt Hardisty Strategy Director Mother Advertising It has been said that business is a hybrid of dancing and calculation the former incorporating the creative within a firm the latter the strategic Bilton and Cummings show how these apparently contradictory processes can be integrated Their insights about how firms can create to strategize and strategize to create are informative for managers and management scholars alike Jay Barney Professor and Chase Chair of Strategic Management Fisher College of Business The Ohio State University In today's world new thinking creativity is required to tackle long standing problems or address new opportunities The trouble is few organizations understand how to foster and apply creativity at least in any consistent manner This book provides new insights into just how that can be done It moves creativity from being just the occasional and fortuitous flash of inspiration to being an embedded feature of the way the organization is run Sir George Cox Author of the Cox Review of Creativity in Business for HM Govt Past Chair of the Design Council      **Strategy Builder** Stephen Cummings, Duncan Angwin, 2015-02-13 A visual and interactive guide to building and communicating strategies that actually work YOUR STRATEGY HAS SEVEN SECONDS TO CAPTIVATE ITS AUDIENCE So how are you going to present it A big wordy document A lengthy address Slides full of bullet points The best way to engage and involve people is through pictures Strategy Builder shows you how to creatively combine the best strategy frameworks to orient and animate strategy discussion and development in your team This visual interactive guide with illustrations by Visory uses real world examples and practical tips to help you Discover the five key foundations that every strategy should be built upon Draw compelling and unique pictures that capture your organization's distinct strategies Develop your skills as a leader of strategy discussions Understand how to use interactive drawing to engage others and achieve buy in Additional online resources available including Strategy Drawing Templates plus Builder Slides and case studies materials for instructors Locate the Companion Website link towards the bottom of this page to access these materials Test your strategic vision or develop a new strategic

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**Strategy and Strategists** James Cunningham, Brian Harney, 2012-03-29 Importantly this stimulating text

**Strategic Management in the Arts** Lidia Varbanova, 2013-01-03 Strategic Management in the Arts looks at the unique characteristics of organisations in the arts and culture sector and shows readers how to tailor a strategic plan to help these diverse organizations meet their objectives Strategic management is an essential element that drives an organisation s success yet many cultural organizations have yet to apply strategic thinking and entrepreneurial actions within the management function Varbanova reviews the existing theories and models of strategic management and then relates these specifically to cultural organisations Also included are sections on entrepreneurship and innovations in the arts considering the concept of a learning organisation an organisation able to adapt its strategy within a constantly changing complex environment The book is structured to walk the reader through each element of the strategic plan systematically With a fresh approach key questions examples international cases to connect theory with practice and suggestions for further reading this book is designed to accompany classes on strategic planning cultural management or arts management

**A New History of Management** Stephen Cummings, Todd Bridgman, John Hassard, Michael Rowlinson, 2017-09-19 Existing narratives about how we should organize are built upon and reinforce a concept of good management derived from what is assumed to be a fundamental need to increase efficiency But this

assumption is based on a presentist monocultural and generally limited view of management's past. A New History of Management disputes these foundations. By reassessing conventional perspectives on past management theories and providing a new critical outline of present day management, it highlights alternative conceptions of good management focused on ethical aims, sustainability and alternative views of good practice. From this new historical perspective, existing assumptions can be countered and simplistic views disputed, offering a platform from which graduate students, researchers and reflective practitioners can develop alternative approaches for managing and organizing in the twenty-first century.

**Pragmatic Strategy** Ikujiro Nonaka, Zhichang Zhu, 2012-05-24. Presents a unique pragmatic framework for shaping and solving strategic problems in a practical, creative and ethical manner.

**Educational Leadership** Margaret Preedy, Nigel Bennett, Christine Wise, 2011-11-01. Drawing together current thinking and research by leading writers in the field, this Reader will help you to understand and critically analyse key strategic aspects of educational leadership, including leadership perspectives and values, external and internal contexts, autonomy and accountability, partnership and collaboration, leading strategy and change. The book explores major challenges for educational leaders in managing the increasingly permeable boundary between educational organisations and their external contexts, and reconciling environmental expectations and internal priorities. The Reader will encourage you to positively problematize the field and reflect on current debates and issues. This book will be an essential resource for providers and students of postgraduate level courses in educational leadership and management, as well as those involved in undertaking professional development programmes. It will also serve the reflective practitioner as personal reference when occupying or aspiring towards leadership roles in schools, colleges and other educational organisations. Dr Maggie Preedy, Professor Nigel Bennett and Dr Christine Wise have taught, researched and published widely in the field of educational leadership and management. Maggie Preedy and Christine Wise are Senior Lecturers in the Faculty of Education and Language Studies at The Open University, UK. Nigel Bennett is Emeritus Professor of Leadership and Management in Education at The Open University.

**Handbook of Decision Making** Paul C. Nutt, David C. Wilson, 2010-09-07. HANDBOOK OF DECISION MAKING. This handbook offers a state-of-the-art overview of research and theories on decision making in organizations at the strategic level of analysis. Chapters are authored by leading international scholars, with some illustrative case vignettes from practitioners. Each contributor was selected for his/her special knowledge of the field. The Handbook addresses key questions confronting the decision-making research of the past and the present, offers critiques and suggests future research directions. Topics covered emphasize the classic decision theory perspectives while also incorporating recent insights from the fields of strategic choice, risk, uncertainty, scenario planning and complexity theory, with a broad social science perspective on the disciplinary roots of decision theory in economics, politics and social theory. This is a landmark reference volume for the field, offering scholars and practitioners comprehensive but accessible coverage of classic and recent developments. Chapters by established international experts. Case analyses illustrating



practical consequences of theories Guide to new research directions and theory **A Narrative Approach to Business Growth** Mona Ericson, 2010-01-01 The book aims to open up previously marginalized perspectives in research on growth through this incorporation of storytelling one of the most fundamental features of human life Thus the concepts of business growth and entrepreneurial activity described in this book are brought to life for the student scholar and reader in a way that more conventional analyses cannot achieve The author also uses the concept of plot as a means to interconnect practitioners growth related activities and concomitant changes The firm becomes a living and evolving concept rather than a singular unit to be studied A Narrative Approach to Business Growth offers a detailed case study that illustrates the value of this increasingly important approach to the study of business growth The rich empirically oriented material in this book allows the reader to make sense of learn about and vicariously experience a variety of growth activities and their dynamic relationships Scholars and students of business growth entrepreneurship and strategy will find this book compelling and eye opening *Construction Innovation* Finn Orstavik, Andrew R. J. Dainty, Carl Abbott, 2015-04-20 Construction innovation is an important but contested concept both in industry practice and academic reflection and research A fundamental reason for this is the nature of the construction industry itself the industry and the value creation activities taking place there are multi disciplinary heterogeneous distributed and often fragmented This book takes a new approach to construction innovation revealing different perspectives set in a broader context It coalesces multiple theoretical and practice based views in order to stimulate reflection and to prepare the ground for further synthesis By being clear cogent and unambiguous on the most basic definitions it can mobilise a plurality of perspectives on innovation to promote fresh thinking on how it can be studied enabled measured and propagated across the industry This book does not gloss over the real life complexity of construction innovation Instead its authors look explicitly at the challenges that conceptual issues entail and by making their own position clear they open up fresh intellectual space for reflection Construction Innovation examines innovation from different positions and through different conceptual lenses to reveal the richness that the theoretical perspectives offer to our understanding of the way that the construction sector actors innovate at both project and organizational levels The editors have brought together here leading scholars to deconstruct the concept of innovation and to discuss the merits of different perspectives their commonalities and their diversity The result is an invaluable sourcebook for those studying and leading innovation in the design the building and the maintenance of our built environment Mapping Strategic Diversity Dany Jacobs, 2009-10-19 In Mapping Strategic Diversity Dany Jacobs extends Henry Mintzberg's work to demonstrate the genuine diversity of strategy approaches used in the real world of strategic management **Innovation, Strategy and Risk in Construction** Martin Loosemore, 2013-12-04 1 Serendipity and innovation 2 The innovation process 3 Innovation in construction 4 The history and future of innovation in the construction industry 5 Strategy and innovation 6 Organizing for innovation 7 Managing the risks of innovation 8 Conclusion we need a reality check A Very Short, Fairly Interesting and

Reasonably Cheap Book About Studying Strategy Chris Carter, Stewart R Clegg, Martin Kornberger, 2008-09-17 If strategy is the queen of business then this book offers us the perfect introduction to her court It is accessible lively and informative The book repays the reader with wonderful account of how strategy works It also lets the reader in on some of the darker secrets of strategy Andr Spicer Associate Professor of Organisation Studies Warwick Business School Studying Strategy is a welcoming lively and thought provoking account that helps students get to grips with strategy s key issues and broad debates and introduce them to the latest ideas Conceived by Chris Grey as an antidote to conventional textbooks each book in the Very Short Fairly Interesting and Reasonably Cheap series takes a core area of the curriculum and turns it on its head by providing a critical and sophisticated overview of the key issues and debates in an informal conversational and often humorous way Suitable for students of strategy at Undergraduate Masters and MBA level professionals involved in strategic decision making and anyone interested in how strategy works

Organising Music Nic Beech, Charlotte Gilmore, 2015-02-05 This book applies organisation theory to the creative and performance aspects of music through a dialogue between organisation theorists and practising musicians

Untold Stories in Organizations Michal Izak, Linda Hitchin, David Anderson, 2014-11-13 The field of organizational storytelling research is productive vibrant and diverse Over three decades we have come to understand how organizations are not only full of stories but also how stories are actively making sustaining and changing organizations This edited collection contributes to this body of work by paying specific attention to stories that are neglected edited out unintentionally omitted or deliberately left silent Despite the fact that such stories are not voiced they have a role to play in organizational analysis The chapters in this volume variously explore how certain realities become excluded or silenced The stories that remain below the audible range in organizations offer researchers an access to study political practices which marginalise certain organisational realities whilst promoting others This volume offers a further contribution by paying heed to silence and the processes of silencing These silences influence the choice of issues on organisational agendas the choice of audience s to which these discourses are addressed and the ways of addressing them In exploring these relatively understudied terrains Untold Stories in Organizations comprises an important contribution to the organizational storytelling space opening paths for new trajectories in storytelling research

Managing Change Mark Hughes, 2010-08-13 Managing Change A Critical Perspective explores how and why change occurs in organizations and how the change process can be managed effectively Complete with an appendix featuring twenty popular change management techniques it is an ideal core textbook for change modules on HR and business degree programmes at both undergraduate and postgraduate level It offers a critical perspective challenging the main assumptions and ensuring that the complexity of the subject is understood and appreciated This fully updated 2nd edition of Managing Change A Critical Perspective includes new chapters on perspectives power and politics ethics agents and agency HRM and evaluation Its revised structure reflects strategic group and individual change and a revised final chapter evaluates the practice and theory of change management

Online supporting resources include annotated weblinks for students an instructor s manual complete with commentary on questions and cases in the book and lecture slides and additional case studies for tutors

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- Chapter 2: Essential Elements of Recreating Strategy
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- Chapter 5: Conclusion

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This book is crafted in an easy-to-understand language and is complemented by engaging illustrations. It is highly recommended for anyone seeking to gain a comprehensive understanding of Recreating Strategy.

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