GRADUATE SCHOOL

UNIVERSITY OF GOTHENBURG

GM0821   Strategy and Leadership Practices, 7.5 credits
Strategi och ledarskapspraktiker, 7,5 högskolepoäng
Second Cycle

Reading list for GM0821, to be valid from autumn semester of 2020
Reading list was confirmed by Graduate School on 2020-07-01 to be valid from 2020-08-31.

See appendix.

Literature GM0821 Strategy and Leadership Practices, autumn 2020

Week 1.
Carroll, B., Levy, L., & Richmond, D. (2008). Leadership as practice: Challenging the competency paradigm. *Leadership*, 4(4), 363–379.

Mintzberg, H. and James A. Waters (1982). Of Strategies, Deliberate and Emergent *Strategic Management Journal* Vol. 6, No. 3 pp. 257-272

Pitsis, T. S., Clegg, S. r., Marosszeky, M. & rura-Polley, T. (2003). Constructing the Olympic Dream: A Future Perfect Strategy of Project Management. *Organization Science*, 14(5), 574–590.

Whittington, R. (1996). Strategy as practice. *Long Range Planning*, 29, 731–735.

Whittington, R. (2006). Completing the practice turn in strategy research. Organization Studies, 27, 613–634.

Additional reading
Gond, J.-P., Cabantous, L., & Krikorian, F. (2018). How do things become strategic? 'Strategifying' corporate social responsibility. *Strategic Organization*, 16(3): 241–272.

Vaara, E. and R. Whittington. 2012. "Strategy as Practice: Taking Social Practices Seriously." *Academy of Management Annals* 6(1): 285–336.

Week 2.
Brorström S., (2018). Number of the Future shaping today, *Financial Accountability and Management.* 34(1): 17-29

Jarzabkowski, P. and S. Kaplan. (2015). "Strategy Tools-in-Use: A Framework for Understanding 'Technologies of Rationality' in Practice." *Strategic Management Journal* 36(4): 537–558.

Jarzabkowski, P., & Seidl, D. (2008). The role of meetings in the social practice of strategy. *Organization Studies.* 29(11): 1391-1426.

Karl E. Weick, Drop Your Tools: An Allegory for Organizational Studies. *Administrative Science Quarterly* Vol. 41, No. 2, 40th Anniversary Issue (Jun., 1996): 301-313

Additional reading
Jalonen, K., H. Schildt, E. Vaara (2019) Strategic Concepts as Micro-Level tools in strategic sensemaking. *Strategic Management Journal.* (39): 2794– 2826

Küpers, W., Mantere, S., & Statler, M. (2013). Strategy as Storytelling: A Phenomenological Collaboration. *Journal of Management Inquiry*, *22*(1): 83–100.

Meyer, Marshall W. and Vipin Gupta. (1994). The Performance Paradox. *Research in Organizational Behavior* (16): 309-69.

Literature week 3
Hautz, J,. Seidl, D., Whittington R. (2017). Open Strategy: Dimensions, Dilemmas, Dynamics, *Long Range Planning*, 50 (3): 298-309,

Staw, B. (1981). "The escalation of Commitment to a Course of Action". *Academy of Management*, 6 (4): 577–587.

Kanter, M. (1983). Dilemmas of managing participation. *Organizational Dynamics*, 11, 5–27.

Rouleau. L. (2005), 'Micro-Practices of Strategic Sensemaking and Sensegiving: How Middle Managers Interpret and Sell Change Every Day', *Journal of Management Studies*, 42(7): 1414–1441.

Bryer, A. (2020). Making Organizations More Inclusive: The Work of Belonging. *Organization Studies*, *41*(5), 641–660. https://doi.org/10.1177/0170840618814576

Additional reading
Dobusch, L., Dobusch, L., and Müller-Seitz, G. (2019). Closing for the Benefit of Openness? The case of Wikimedia's open strategy process. *Organization Studies*, *40*(3): 343–370

Mantere, S., and Vaara, E. (2008). On the problem of participation in strategy: A critical discursive perspective. *Organization Science*, 19(2), 341–358.

Nordqvist, M. and Melin, L. (2008), 'Strategic Planning Champions: Social Craftspersons, Artful Interpreters and Known Strangers'. *Long Range Planning*, 41(3): 326–344.

Week 4.

Bouty, I., & Drucker-Godard, C. (2019). Managerial work and coordination: A practice-based approach onboard a racing sailboat. *Human Relations*, *72*(3), 565–587

Tourish, D. (2014) Leadership, more or less? A processual, communication perspective on the role of agency in leadership theory. *Leadership*, 10(1), 79-98

Fraher, A., (2016) A toxic triangle of destructive leadership at Bristol Royal Infirmary: A study of organizational Munchausen syndrome by proxy. *Leadership,* 12(1), 34–52

Additional reading
Alvesson, M. & Spicer, A., (2011) Theories of leadership, In: *Metaphors we lead by: understanding leadership in the real world*. London: Routledge; 2011