Building Stronger Conceptual Models Through Strategy-as-Practice: The Case of Strategic Tools Usefulness

By

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All interested are welcome
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ABSTRACT

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How useful are the strategic tools we teach in business schools in helping practicing managers make better decisions? Using a strategy as practice perspective and theories of sensemaking and personal constructs, we develop several conceptual models of strategic tools usefulness through respondents’ own theories-in-use in applying 13 strategic tools to a listed company taught in a capstone course. Results provide a unique contribution to the strategic tools literature by building more engaged and meaningful conceptual models from strategy-as-practice perspective. Implications to business schools and strategy tools makers are addressed in light of these findings.