



Book Series

## *Research in Behavioral Strategy*

Series Editors

T. K. Das, *City University of New York*

This book series on behavioral strategy will cover the essential progress made thus far in the literature and elaborate upon fruitful streams of scholarship. More importantly, the book series will focus on providing a robust and comprehensive forum for new scholarship in the field of behavioral strategy. Through the ongoing release of focused topical titles, this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the field of behavioral strategy.

### **Books in this series:**

- Behavioral Strategy for Competitive Advantage
- Culture and Behavioral Strategy
- Decision Making in Behavioral Strategy
- The Practice of Behavioral Strategy
- Behavioral Strategy

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## Behavioral Strategy for Competitive Advantage

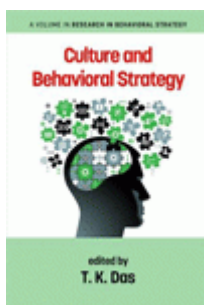
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Behavioral strategy continues to attract increasing research interest within the broader field of strategic management. Research in behavioral strategy has clear scope for development in tandem with such traditional streams of strategy research that involve economics, markets, resources, and technology. The key roles of psychology, organizational behavior, and behavioral decision making in the theory and practice of strategy have yet to be comprehensively grasped. Given that strategic thinking and strategic decision making are importantly concerned with human cognition, human decisions, and human behavior, it makes eminent sense to bring some balance in the strategy field by complementing the extant emphasis on the "objective" economics-based view with substantive attention to the "subjective" individual-oriented perspective. This calls for more focused inquiries into the role and nature of the individual strategy actors, and their cognitions and behaviors, in the strategy research enterprise. For the purposes of this book series, behavioral strategy would be broadly construed as covering all aspects of the role of the strategy maker in the entire strategy field. The scholarship relating to behavioral strategy is widely believed to be dispersed in diverse literature. These existing contributions that relate to behavioral strategy within the overall field of strategy has been known and perhaps valued by most scholars all along, but were not adequately appreciated or brought together as a coherent sub-field or as a distinct perspective of strategy. This book series on Research in Behavioral Strategy will cover the essential progress made thus far in this admittedly fragmented literature and elaborate upon fruitful streams of scholarship. More importantly, the book series will focus on providing a robust and comprehensive forum for the growing scholarship in behavioral strategy. In particular, the volumes in the series will cover new views of interdisciplinary theoretical frameworks and models (dealing with all behavioral aspects), significant practical problems of strategy formulation, implementation, and evaluation, and emerging areas of inquiry. The series will also include comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with potential for wider application of behavioral strategy. Through the ongoing release of focused topical titles, this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the subject of behavioral strategy.

Behavioral Strategy for Competitive Advantage contains contributions by leading scholars in the field of behavioral strategy research. The 8 chapters in this volume deal with a number of significant issues relating to how behavioral strategy may serve to create competitive advantage, covering topics such as decision change timing, top management regulatory focus, cognitive foundations of pricing decisions, short-termism in HRM, and the effects of managerial role enactments on alliance performance. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on the role of behavioral strategy in enhancing competitive advantage.

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## Culture and Behavioral Strategy

T. K. Das, City University of New York

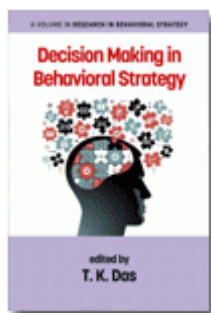
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Culture and Behavioral Strategy contains contributions by leading scholars in the field of behavioral strategy research. The 10 chapters in volume deal with a number of significant issues relating to the intersection of culture and behavioral strategy, covering topics such as cultural diversity and strategic choice, the cultural intelligence of executives, business model innovation in entrepreneurship, paradoxical frames in culture and behavioral strategy, culture in M&As, network citizenship behavior, and organizational routines. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on the confluence of culture and behavioral strategy.

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## Decision Making in Behavioral Strategy

T. K. Das, City University of New York

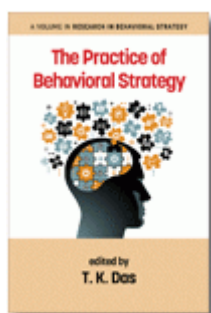
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Behavioral strategy continues to attract increasing research interest within the broader field of strategic management. Research in behavioral strategy has clear scope for development in tandem with such traditional streams of strategy research that involve economics, markets, resources, and technology. The key roles of psychology, organizational behavior, and behavioral decision making in the theory and practice of strategy have yet to be comprehensively grasped. Given that strategic thinking and strategic decision making are importantly concerned with human cognition, human decisions, and human behavior, it makes eminent sense to bring some balance in the strategy field by complementing the extant emphasis

on the “objective’ economics-based view with substantive attention to the “subjective” individual-oriented perspective. This calls for more focused inquiries into the role and nature of the individual strategy actors, and their cognitions and behaviors, in the strategy research enterprise. For the purposes of this book series, behavioral strategy would be broadly construed as covering all aspects of the role of the strategy maker in the entire strategy field. The scholarship relating to behavioral strategy is widely believed to be dispersed in diverse literatures. These existing contributions that relate to behavioral strategy within the overall field of strategy has been known and perhaps valued by most scholars all along, but were not adequately appreciated or brought together as a coherent sub-field or as a distinct perspective of strategy. This book series on Research in Behavioral Strategy will cover the essential progress made thus far in this admittedly fragmented literature and elaborate upon fruitful streams of scholarship. More importantly, the book series will focus on providing a robust and comprehensive forum for the growing scholarship in behavioral strategy. In particular, the volumes in the series will cover new views of interdisciplinary theoretical frameworks and models (dealing with all behavioral aspects), significant practical problems of strategy formulation, implementation, and evaluation, and emerging areas of inquiry. The series will also include comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with potential for wider application of behavioral strategy. Through the ongoing release of focused topical titles, this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the subject of behavioral strategy.

Decision Making in Behavioral Strategy contains contributions by leading scholars in the field of behavioral strategy research. The 10 chapters in this volume cover a number of significant issues relating to the decision making processes, practices, and perspectives in the field of behavioral strategy, covering diverse topics such as failures in acquisitions, entrepreneurs under ambiguity, metacognition, neural correlates of emotion, knowledge flows, behavioral responses, business modeling, and alliance capability. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on decision making in behavioral strategy.

**CONTENTS:** About the Book Series. How Do Organizations Learn From the Failure of an Acquisition Attempt? Toward a Behavioral Learning Theory, *Katsuhiko Shimizu*. Entrepreneurs Under Ambiguity: A Prospect Theory Perspective, *Corina Paraschiv and Anisa Shyti*. Metacognition in Strategic Decision Making: An Integrative Review and a Research Agenda, *Arash Najmaei and Zahra Sadeghinejad*. The Neural Correlates of Emotion and Overconfidence in Strategic Decision Making, *Theresa Treffers and Kai Fehse*. Governance of Knowledge Flows in Open Exploration: The Role of Behavioral Control, *Mehdi Bagherzadeh and Sabine Brunswicker*. Behavioral Responses to Adverse Situations in Strategic Alliances, *Brian Tjemkes and Olivier Furrer*. Economics of Business Modeling: An Essay on the Economic Foundations of Managing Business Models, *Arash Najmaei*. Turning Experience into Alliance Capability: Alliance Evaluation in Rolls-Royce, *Ard-Pieter de Man, Mike Nevin, and Nadine Roijakkers*. Understanding the Role of Dynamic Managerial Capabilities in Creating Corporate Entrepreneurship and Improving Firm Performance: Evidence from the Indonesia Newspaper Industry, *Budi W. Soetjipto and Muhammad Ridwan Arif*. The Effect of Image Compatibility and Escalation of Commitment on Decision Performance: A Case of Individual Investors in Indonesia Stock Exchange, *Budi W. Soetjipto and Harris T. Kurniawan*. About the Contributors. Index.



## The Practice of Behavioral Strategy

T. K. Das, City University of New York

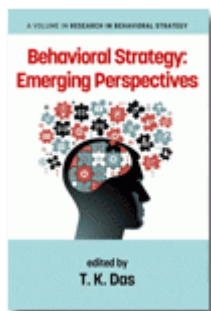
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Behavioral strategy continues to attract increasing research interest within the broader field of strategic management. Research in behavioral strategy has clear scope for development in tandem with such traditional streams of strategy research that involve economics, markets, resources, and technology. The key roles of psychology, organizational behavior, and behavioral decision making in the theory and practice of strategy have yet to be comprehensively grasped. Given that strategic thinking and strategic decision making are importantly concerned with human cognition, human decisions, and human behavior, it makes eminent sense to bring some balance in the strategy field by complementing the extant emphasis on the “objective” economics-based view with substantive attention to the “subjective” individual-oriented perspective. This calls for more focused inquiries into the role and nature of the individual strategy actors, and their cognitions and behaviors, in the strategy research enterprise. For the purposes of this book series, behavioral strategy would be broadly construed as covering all aspects of the role of the strategy maker in the entire strategy field. The scholarship relating to behavioral strategy is widely believed to be dispersed in diverse literatures. These existing contributions that relate to

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The Practice of Behavioral Strategy contains contributions by leading scholars in the field of behavioral strategy research. The 9 chapters in this volume cover a number of significant topics that speak to the practice perspectives on behavioral strategy, covering diverse topics such as M&A decision making in the high-tech sector, scenario thinking, business modeling, project-based organizations, fair trade market certification, and the movie and insurance industries. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on the practice of behavioral strategy.

**CONTENTS:** About the Book Series, *T. K. Das*. Analysis and Improvement of M&A Decision Making Processes in the High-Tech Sector: A Behavioral Strategy Perspective, *Saleema Kauser, Alexander W. Gordon, K. Nadia Papamichail, and Charitha C. Reddy*. Behavioral Governance: The Role of Scenario Thinking in Dealing With Strategic Uncertainty, *Theo J. B. M. Postma and Robert P. Bood*. A Practice-Based View of Business Modeling: Cognition and Knowledge in Action, *Arash Najmaei, Jo Rhodes, and Peter Lok*. Incumbent Behavior and Competitive Strategy Paradigm Shift, *Tomomi Hamada and Tsutomu Kobashi*. Strategizing in Project-Based Organizations: The Role of Internal and External Relationships, *Lena E. Bygballe and Anna R. S. Swärd*. Selecting a Certification Body in the Fair Trade Market: The Importance of Strategic Capabilities and Cooperative Behavior, *Mantiaba Coulibaly and Fabien Blanchot*. Exploration at the Creation Stage and Exploitation at the Distribution Stage: Creation and Diffusion of Innovative Products in the U.S. Movie Industry, *Ayako Kawasaki and Motonari Yamada*. Behavioral Strategy and Resource-Based Theory: An Application and Implications, *Mona Rashidirad, Ebrahim Soltani, and Hamid Salimian*. The Effect of Corporate Governance and Corporate Culture on Strategy Execution and Performance: Evidence From the Indonesian General Insurance Industry, *Budi W. Soetjipto and Hervis B. Simandjuntak*. About the Contributors. Index.



## Behavioral Strategy Emerging Perspectives

T. K. Das, City University of New York

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Behavioral strategy continues to attract increasing research interest within the broader field of strategic management. Research in behavioral strategy has clear scope for development in tandem with such traditional streams of strategy research that involve economics, markets, resources, and technology. The key roles of psychology, organizational behavior, and behavioral decision making in the theory and practice of strategy have yet to be comprehensively grasped. Given that strategic thinking and strategic decision making are importantly concerned with human cognition, human decisions, and human behavior, it makes eminent sense to bring some balance in the strategy field by complementing the extant emphasis on the “objective” economics-based view with substantive attention to the “subjective” individual-oriented perspective. This calls for more focused inquiries into the role and nature of the individual strategy actors, and their cognitions and behaviors, in the strategy research enterprise. For the purposes of this book series, behavioral strategy would be broadly construed as covering all aspects of the role of the strategy maker in the entire strategy field. The scholarship relating to behavioral strategy is widely believed to be dispersed in diverse literatures. These existing contributions that relate to behavioral strategy within the overall field of strategy has been known and perhaps valued by most scholars all along, but were not adequately appreciated or brought together as a coherent sub-field or as a distinct perspective of strategy. This book series on Research in Behavioral Strategy will cover the essential progress made thus far in this admittedly fragmented literature and elaborate upon fruitful streams of scholarship. More importantly, the book series will focus on providing a robust and comprehensive forum for the growing scholarship in behavioral strategy. In particular, the volumes in the series will cover new views of interdisciplinary theoretical frameworks and models (dealing with all behavioral

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*Behavioral Strategy: Emerging Perspectives* contains contributions by leading scholars in the field of behavioral strategy research. The 9 chapters in this volume cover a number of significant topics that speak to the emerging perspectives in the area of behavioral strategy. The chapter topics cover both the broader issues, such as cooperative behavior in strategic decision making, cognitive orientation and biases of executives, dynamics capabilities in organizational change, and the development of metamangement practices, and the more focused discussions on a behavioral view of business modeling, the tenets of agency theory and Austrian economics, and the temporal dimensions of strategic risk behavior. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on behavioral strategy.

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