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戦略が使われるとき
—競争戦略論の「正しさ」への批判的考察から—
Strategy in practice:
A Critique on the “justice” of competitive strategy

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Abstract

The purpose of this paper is to clarify the recursiveness of the concept of strategy.

Burgelman(2002) ironically reveals this recursiveness, strategic “justice” of competitive strategy leads to the strategic rigidity. This consequence suggests the discursive construction of implicit power on the organizational communication through the discourse of strategy. Strategic discourse gives direction to organizational communication of its members; thus, they will be able to communicate. However, the organizational communication will be restricted by the strategic discourse, simultaneously. This “complicity” in organizational communication leads to strategic rigidity.

Finally, this study suggests the four remaining issues regarding studies on strategy. Special attention should be given to the historical construction process of strategic discourse which needs to be resolved.