

COURSE SYLLABUS

MARK-E0521 Grand Strategy: Concept, History, Applications (6 ECTS cr.)

Aalto University School of Business School, Spring term 2023

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| Course name: | Grand Strategy: Concept, History, Applications |
| Credits: | 6 ECTS |
| Grading: | 1-5 |
| Format: | Seminar course with 3 block seminar sessions (25. April, 2023, 13-17 o'clock, 27. April, 2023 13-17 o'clock, & 23. May, 2023, 10-17 o'clock) |
| Timing: | Spring term 2023 |
| Language: | English |
| Faculty: | Henrikki Tikkanen , A. I. Virtanen professor of consumer research, head of course, Aalto University School of Business, Finland Pekka Mattila , associate professor of marketing, Aalto University School of Business, Finland |
| Location & host: | Aalto University School of Business, Helsinki, Finland |
| Number of students: | Max. 25 master/PhD students |
| Applying: | Enrollment through Sisu |
| Website: | https://mycourses.aalto.fi/course/view.php?id=37862 |

Course description

Grand strategy or high strategy is the long-term strategy pursued by a nation to further its most central interests. With considerable overlap with foreign policy, grand strategy is primarily seen to focus on the military implications of policy. A country's political leadership typically directs grand strategy with input from the most senior military officials. Development of a nation's grand strategy may extend across many years or even multiple generations.

The concept of grand strategy has been extended to describe multi-tiered strategies in general, including strategic thinking and action in corporations, political parties or other organizations. In business, a grand strategy is a general term for a broad statement of strategic action. A grand strategy identifies the means that will be used to achieve an organization's long-term objectives. Examples of corporate grand strategies employed by a specific firm include: business model innovation, market development, multi-market contact, global sourcing, global R&D, mergers & acquisitions, divestiture, and liquidation.

Historically, organizational strategy and military strategy share common roots. Military theoretician Carl von Clausewitz already noted the fundamental relation between the two: "Rather than comparing [war] to art we could more accurately compare it to commerce, which is also a conflict of human interests and activities; and it [war] is still closer to politics, which in turn may be considered as a kind of commerce on a larger scale." (1832/1989: 149).

Does grand strategy "exist"? Is grand strategy intentional? Do all states (or large organizations, for that matter) have grand strategies, or only great powers? And, to what extent is grand strategy constant or flexible? First, scholars use grand strategy to refer to a deliberate, detailed *plan* devised by individuals at the top. Second, they employ it to refer to an *organizing principle* that is consciously held and used by individuals to guide their decisions. Third, scholars use the term to refer to a *pattern* in state behavior. Scholars broadly agree that grand strategy refers to something that is long-term in scope, concerned with the state's most important priorities, and inclusive of all spheres of statecraft (military, diplomatic, and economic). (Silove, 2017)

A corporate analogy would state that for a firm to have a grand strategy, it should devise it on a long-term basis (over and above individual CEO regimes) in accordance with a vision of how all components of the corporate business model (Aspara et al. 2013) evolve and fit the most important foreseen trends and contingencies in the business environment. In the case of large global corporations, the interconnectedness of their business model evolution to various political and military actors and related development trajectories is tantamount. For instance, Chinese corporations such as Huawei have recently achieved significant global success in tandem with the strengthening of Chinese political and military power.

The *Grand Strategy: Concept, History, Applications* course consequently summarizes research on grand strategies in different organizational settings and contexts and guides the students in being able to produce a sound analysis of (the evolution of) the grand strategy of a chosen case organization or other entity.

This course addresses similar issues as Yale University's famous Brady-Johnson Program in Grand Strategy and International Security Studies. Yale first launched the Grand Strategy Program in 2000,

founded by Professors John Lewis Gaddis and Paul Kennedy, along with the late Diplomat-in-Residence Charles Hill. The current GS student cohort consists of 23 Yale students, mostly undergraduates with majors ranging from history and economics to philosophy and biology. They study a varied curriculum, emphasizing classic texts in strategy, as well as large-scale, long-term strategic challenges of statecraft, politics, and social change. (<https://jackson.yale.edu/iss/research-programs/brady-johnson-program-in-grand-strategy/studies-in-grand-strategy/>) However, the global business perspective is emphasized more here than in the Yale program.

Learning outcomes

Upon completion of the course, students will:

- Understand the concept and discourse on grand strategy in different research settings (political/diplomatic, military, economics, business),
- Understand how the concept has been historically applied to the study of the evolution of grand strategies in different organizational settings,
- Be able to present (both in oral and written report form) an analysis of the evolution of grand strategies in chosen organizational settings, subject to change due to global political, social and economic 'megatrends'. An emphasis should be put on insights as to how the grand strategy of the chosen actor is likely to develop in the future as the impact of the identified megatrends becomes clearer.

Organization & Faculty

Dr. **Henrikki Tikkanen** is the A. I. Virtanen professor of consumer research since 2017 and a professor of business administration (in marketing) at Aalto University School of Business, Department of Marketing since 2004 (until 2010 Helsinki School of Economics). With more than 80 journal publications (e.g. in *Journal of Marketing*, *Strategic Management Journal*, *Journal of Management Studies*, *Business History*) in the areas of strategic management, marketing, leadership, and organizational history, prof. Tikkanen is one of the most published academics in the Nordic countries in the topic areas of the course. A business historical research approach is a common denominator in many of prof. Tikkanen's studies. He has also served as a professor at Stockholm University, Helsinki University of Technology, University of Oulu and as a visiting professor at ESCP Europe (Paris), Asian Institute of Technology (Bangkok) and ESC Lille, France. Prof. Tikkanen holds a D.Sc. in Business Administration from the Turku School of Economics (Finland, 1997) and a Ph.D. in Economic History from the University of Jyväskylä (Finland, 2020). Since 1995, he has also been an active executive educator and consultant to many corporations and other organizations.

You can read Henrikki's organizational & naval history doctoral thesis here: (not obligatory readings as a whole, but contains two of the papers to be addressed during the course)

https://jyx.jyu.fi/bitstream/handle/123456789/71317/978-951-39-8249-2_vaitos_2020_09_25.pdf?sequence=-1&isAllowed=y&fbclid=IwAR07oT-W4gPhkhrPwQoYz-eGWmzJwFigtBn9Du2pG7y7UIhzS8W_HSqgrY

Dr. **Pekka Mattila** serves as an associate professor at the Aalto University School of Business. From 2010 till 2022 he held a position as a professor of practice. Dr. Mattila works frequently with European, Asian, African and North American executive audiences on themes of strategic management, business model innovation, leadership, top team dynamics, leading change and transformation, organizational culture and strategic marketing. During the period of 2011-2021 he served as the Managing Director and Associate Dean of Aalto University Executive Education. In addition to his academic activities Dr. Mattila has conducted an active business career. He has served or currently serves as the Chairman of the Board or as a Member of the Board at a number of innovative companies in media, banking, ecommerce, fashion and lifestyle, technology, edtech, invest-in, construction, as well as food and beverage industries. Moreover, he serves as a Member of the Board of The Finnish National Gallery.

Dr. Mattila holds a doctorate (D.Sc. 2006) and a master's degree (M.Sc. 2003) in sociology at the University of Helsinki and an Executive MBA (2010) at London Business School. Over the years, he has frequently visited several prestigious European and Asian universities teaching management, organizational behaviour, marketing, and sociology. Dr. Mattila has authored several managerial books on leadership, change and transformation as well as strategic marketing and sales. His articles have appeared in such leading journals as *Journal of Marketing*, *Journal of Product Innovation Management* and *Journal of Retailing*. His consulting, training and coaching career started in 2003, and his corporate clients comprise over 480 Nordic and international companies, entrepreneurial ventures as well as prominent public sector institutions and NGOs.

Learning methods

This course is an intensive 6 session course, 5 sessions containing 3-5 academic articles as the core readings (plus additional readings for the final report). Learning methods are a combination of lectures and interactive group discussions on the readings and other assignments. During the presentation session, the students present their grand strategy papers on the evolution of the grand strategy of a chosen target organization.

Readings assignment (20 % of the grade)

Academic discussion on the assigned readings and completion of the related assignment are important parts of class participation and passing the course. The readings package consists of articles/book chapters listed below. Additional readings of grand strategy (books and articles) are also indicated, and can be used as a conceptual/historical basis in preparing the seminar paper and its presentation.

In addition to reading the article package assigned to the course, the students are expected to write QAQC-analyses of each of the articles (both core and additional readings). Please write succinctly, preferably no more than half a page per article. The maximum length of the readings assignment is thus ca. 10 pages (Times New Roman, size 12, 1,5-spaced).

QAQC analysis consists of the following steps:

- Quote: Select a quote from the paper that summarizes the study, using the words of the author(s).
- Argument: Summarize the main argument of the paper in your own words. No more than a few sentences.
- Question: Pose a question that you would like to discuss in the classroom.
- Connection: Describe how the focal article relates to other articles in the same session. No more than a few sentences.

The idea of the readings assignment is to encourage students to read through the assigned reading package before the course and it also functions as a springboard for discussion during the course as the instructor will direct discussion to focus on the questions posed by the students.

It is strongly recommended that you do the assignment before the contact period to maximize your learning. However, this is not strictly enforced. The deadline for handing in the final assignment is the same as for the final learning diary.

Class participation and discussion (10 % of the grade)

All the participants are expected to participate in class and contribute actively to the group's learning experience. The pre-readings are carefully selected to stimulate constructive discussions on each topic, and the instructor will facilitate the discussions in a pair/team-teaching format. A student can be away from the sessions only once.

Grand strategy course paper and its presentation (50 % of the grade)

The students prepare (alone or in pairs of 2 students) a seminar paper on (the evolution of the) grand strategy of a chosen organization (max 12 pages in length, Times New Roman, size 12, 1,5 -spaced plus references & possible appendices). The main aim is to practice the writing and presenting of a sound theoretical and practical paper based on a theory-informed analysis of a strategy of an organization. The professor and the rest of the course participants act as commentators to all of the papers.

The paper should focus on the following issues: 1) Why is the focal organization (e.g. a business firm, start-up, government institution, international organization etc.) interesting from a grand strategy perspective (e.g. it has a very salient successful grand strategy, its grand strategy has been a failure, it does not appear to have a grand strategy but still succeeds etc.)?, 2) What constitutes the grand strategy of the focal organization (use one or many of the grand strategy frameworks presented during the course - e.g. plan, organizing principle, pattern of behavior - to analyze this strategy)? How has the strategy evolved and what are its key outcomes (i.e. how successful has it been)? 3) How are the global megatrends identified during the course (Session 1) possibly connected to the evolution of this grand strategy (e.g. pressures to change or even omit the grand strategy)? In other words, how is the grand strategy of the chosen actor likely to develop in the future as the impact of the identified megatrends becomes clearer? 4) Who have made the strategy happen and how (e.g. strategic leadership, the role of foresight etc.)? (After the presentation, the paper can be revised before final submission.)

Learning diary (20 % of the grade)

After the seminar sessions, students are expected to complete an independent learning diary. The learning diary should reflect both the overall learning experience, as well as the key takeaways from

the pre-readings, class discussions, and their work on preparing and presenting the course paper. Therefore, it is highly recommended to the students to take notes on their learning and new ideas and questions raised throughout the course. The maximum length of the learning diary is 10 pages (Times New Roman, size 12, 1,5-spaced).

Assignment due dates

In order to complete the course, the students are expected to:

- Read the assigned readings in advance for each session,
- Attend minimum of 5 of the 6 seminar sessions and participate actively in the class discussions,
- Compile and present a seminar paper (max. 12 pages in length plus references & possible appendices) on the grand strategy of a chosen political, diplomatic, military or economic/business instance. The final and corrected/revised version of the seminar paper must be submitted by the end of June, 2023,
- Complete an independent readings assignment (no more than 10 pages in length) and learning diary (no more that 10 pages) and return it by the end of June, 2023. These two deliverables may be combined into one file to be submitted to the course instructor.

All the **deliverables should be returned to the course instructor per e-mail**, Prof. Henrikki Tikkanen (forename.lastname@aalto.fi). No late submissions will be accepted.

Course schedule

The course consists of 6 sessions (see below). Sessions 1-3 take place on the 25th of April, 2023 (13-17 o'clock; Room Q101), 4-5 on the 27th of April, 2023 (13-17 o'clock; Room Q101), and session 6 (paper presentations & course wrap-up & takeaways) on the 23rd of May, 2023 (10-17 o'clock, Room Q202).

Session 1

| Course Introduction & Welcome (Q 101) | Instructors |
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| <p>Introduction to the course, ways of working, learning goals, deliverables, people.</p> <p>What is grand strategy? Approaches from politics, warfare, business and international organizations.</p> <p>Gaddis, John L. (2002) A Grand Strategy of Transformation, <i>Foreign Policy</i>, 133: 50-57.¹</p> <p>https://indianstrategicknowledgeonline.com/web/grandstrategypaper.pdf</p> | Henrikki Tikkanen |

¹ For some of the literature that is not always so easily accessible, links are given below (otherwise, links should be easily found e.g. on Google Scholar).

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| <p>Global megatrends affecting organizational grand strategies.</p> <p>Retief, Francois, Bond, Alan, Pope, Jenny, Morrison-Saunders, Angus & King, Nicholas (2016) Global Megatrends and their Implications for Environmental Assessment Practice, <i>Environmental Impact Assessment Review</i>, 61: 52-60.</p> <p>https://ueaeprints.uea.ac.uk/id/eprint/59815/1/Accepted_manuscript.pdf</p> | |
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Session 2

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| <p>Grand Strategy in Politics and Warfare: An Historical Approach (Q101)</p> | |
| <p>Silove, Nina (2018) Beyond the Buzzword: The Three Meanings of “Grand Strategy”, <i>Security Studies</i>, 27(1): 27-57, DOI: 10.1080/09636412.2017.1360073</p> <p>https://www.tandfonline.com/doi/pdf/10.1080/09636412.2017.1360073</p> <p>Hughes, Jeffrey, Kornberger, Martin, MacKay, Brad, O’Brien, Phillips & Reddy, Sneha (2021) Organizational strategy and its implications for strategic studies: A review essay, <i>Journal of Strategic Studies</i>, DOI: 10.1080/01402390.2021.1994950</p> <p>https://www.tandfonline.com/doi/pdf/10.1080/01402390.2021.1994950</p> <p>Kornberger, Martin & Vaara, Eero (2022) Strategy as engagement: What organization strategy can learn from military strategy, <i>Long Range Planning</i>, 55(4), https://doi.org/10.1016/j.lrp.2021.102125.</p> <p>https://www.cacgcs.unsw.edu.au/sites/default/files/documents/MKLRP2021-strategyasengagement.pdf</p> | <p>Henrikki Tikkanen</p> |

Session 3

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| <p>Strategy in the Business Realm: Key Discourses and Blind Spots (Q101)</p> | |
| <p>Porter, Michael E. (1996). What is Strategy? <i>Harvard Business Review</i>, 74(6): 61-78.</p> <p>https://www.uniba.it/it/docenti/sommarnesto/whatisstrategy_porter_96.pdf</p> | <p>Henrikki Tikkanen & Pekka Mattila</p> |

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| <p>Gavetti, Giovanni & Porac, Joe (2018) On the Origin of Great Strategies, <i>Strategy Science</i>, 3(1): 352–365.</p> <p>https://pubsonline.informs.org/doi/full/10.1287/stsc.2018.0054</p> <p>Graham, Kenny (2022) Strategic Planning Should Be a Strategic Exercise, <i>Harvard Business Review</i>:</p> <p>https://hbr.org/2022/10/strategic-planning-should-be-a-strategic-exercise?utm_campaign=hbr&utm_medium=social&utm_source=facebook&fbclid=IwAR36tW6meauPsSL5a1HexOm65MAMGHuVp6k6XCudSI8TauZa1SlgdxY1XWU</p> <p>Guest Lecture: Strategic Foresight, Prof. Pekka Mattila</p> <p>Gavetti, Giovanni & Menon, Anil (2016) Evolution Cum Agency: Toward a Model of Strategic Foresight, <i>Strategy Science</i>, 1(3): 207-233.</p> <p>https://pubsonline.informs.org/doi/pdf/10.1287/stsc.2016.0018</p> <p><i>Additional Readings (for the final report):</i></p> <p>Porter, Michael E. (1991), Towards a Dynamic Theory of Strategy. <i>Strategic Management Journal</i>, 12: 95-117, https://doi.org/10.1002/smj.4250121008</p> <p>https://onlinelibrary.wiley.com/doi/pdf/10.1002/smj.4250121008</p> | |
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Session 4

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| <p><i>Analysing (the Lack of) a Grand Strategy (Q101)</i></p> | |
| <p>Aspara, Jaakko – Lamberg, Juha -Antti, Sihvonen, Antti & Tikkanen, Henrikki (2023) Chance, Choice and Strategy. The Structure of Contingency in the Evolution of the Nokia Corporation, 1986-2015, <i>Academy of Management Discoveries</i>, forthcoming. https://journals.aom.org/doi/10.5465/amd.2019.0067</p> | <p>Henrikki Tikkanen</p> |

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| <p>IF YOU READ IN ADVANCE, E-MAIL THE PROFESSOR AND ASK FOR THE PAPER</p> <p>Lamberg, Juha-Antti - Lubinaitè, Sandra – Ojala, Jari & Tikkanen, Henrikki (2019): The Curse of Agility: The Nokia Corporation and the Loss of Market Dominance in Mobile Phones, 2003–2013, <i>Business History</i>, DOI: 10.1080/00076791.2019.1593964</p> <p><i>Additional readings (for the final report):</i></p> <p>Lamberg, Juha-Antti, Tikkanen, Henrikki, Nokelainen, Tomi & Suur-Inkeroinen, Henri (2009) Competitive Dynamics, Strategic Consistency and Organizational Survival, <i>Strategic Management Journal</i>, 30: 45-60.</p> | |
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Session 5

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| <p>Making it Happen: Strategic Leadership, Organizational Agenda Building & Use of Staff (Q101)</p> | |
| <p>Tikkanen, Henrikki (2016) ‘Favoritism is the Secret of Efficiency!’: Admiral Sir John Fisher as the First Sea Lord, 1904–1910, <i>Management & Organizational History</i>, 11(3): 253–275. DOI: 10.1080/17449359.2016.1160832</p> <p>Tikkanen, Henrikki (2017) Leader Personality, Managerial Attention and Disruptive Technologies: The Adoption of the Battlecruiser Concept in the Royal Navy, 1904–1918, <i>Management & Organizational History</i>, 21(1): 47–75. DOI: 10.1080/17449359.2017.1308259</p> <p>Kleinbaum, A.M. & Stuart, T.E. (2014) Inside the Black Box of the Corporate Staff: Social Networks and the Implementation of Corporate Strategy, <i>Strategic Management Journal</i>, 35: 24-47. https://doi.org/10.1002/smj.2090</p> | <p>Henrikki Tikkanen</p> |

Session 6

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| <p>Grand strategy course paper presentations (Q202)</p> | <p>Commentator</p> |
| <p>Presentations</p> <p>Course Wrap-Up and Takeaways</p> | <p>Henrikki Tikkanen & all participants</p> |

Additional readings on Grand Strategies

Books:

Art, R. J. (2003) *A Grand Strategy for America*. Ithaca: Cornell UP.

Art, R. J. (2009) *America's Grand Strategy and World Politics*. London: Routledge.

Christensen, T. J. (1996) *Useful Adversaries: Grand Strategy, Domestic Mobilization, and Sino-American Conflict, 1947-1958*. Princeton: Princeton UP.

Clausewitz, C. von (1984) *On War*. Michael Howard and Peter Paret, eds. and trans. Princeton: Princeton UP.

Corbett, J. S. (1988/original in 1911) *Some Principles of Maritime Strategy*. Annapolis: Naval Institute Press.

Danchev, A. (1998) *Alchemist of War: The Life of Basil Liddell Hart*. London: Weidenfeld & Nicolson.

Dueck, C. (2006) *Reluctant Crusaders: Power, Culture, and Change in American Grand Strategy*. Princeton: Princeton UP 2006.

Hattendorf, J. B. (1987) *England in the War of the Spanish Succession: A Study of the English View and Conduct of Grand Strategy, 1702-1712*. New York: Garland Publishing.

Heuser, B. (2010) *The Evolution of Strategy: Thinking War from Antiquity to the Present*. Cambridge: Cambridge UP.

Gaddis, J.L. (2019) *On Grand Strategy*. Penguin Books

Gaddis, J.L. (2002) *A Grand Strategy of Transformation*. *Foreign Policy*, 133 (Nov. - Dec., 2002): 50-57.

Gaddis, J.L. (2005) *Grand Strategy in the Second Term*. *Foreign Affairs*, 84(1) (Jan. - Feb., 2005): 2-15.

Jomini, Baron de. (1862) *The Art of War*. G.H. Mendell & W.P. Craighill, trans. Westport: Greenwood Press.

Kennedy, P. M. (1989) *The Rise and Fall of the Great Powers: Economic Change and Military Conflict from 1500 to 2000*. New York: Vintage Books.

Kennedy, P. M. ed. (1991) *Grand Strategies in War and Peace*. New Haven, CT: Yale University Press.

Kennedy, P. M. (2004) *The Rise and Fall of British Naval Mastery*. Amherst: Humanity Books.

Lambert, A. (2011) *The Crimean War: British Grand Strategy against Russia, 1853-56*. Farnham: Ashgate.

Liddell Hart, B. (1942) *The Strategy of Indirect Approach*. London: Faber & Faber.

Liddell Hart, B. H. *Strategy*. London: Faber, 1967 (2nd rev. ed.)

- Luttwak, E. (1975) *Force and Diplomacy in Roman Strategies of Imperial Security*. Unpublished PhD Dissertation, Johns Hopkins University.
- Luttwak, E. (1976) *Grand Strategy of the Roman Empire from the First Century AD to the Third*. Baltimore, Johns Hopkins University Press.
- Luttwak, E. (1983) *The Grand Strategy of the Soviet Union*. New York, St. Martin's Press.
- Luttwak, E. (1998) *Turbo-Capitalism: Winners and Losers in the Global Economy*. London, Weidenfeld & Nicolson.
- Luttwak, E. (2009) *The Grand Strategy of the Byzantine Empire*. Cambridge, Massachusetts.
- Luttwak, E. (2012) *The Rise of China vs. the Logic of Strategy*. Cambridge, Massachusetts.
- Mahan, A. T. (1890) *The Influence of Sea Power upon History, 1660–1783*, online edition.
- Mahan, A. T. (1892) *The Influence of Sea Power upon the French Revolution and Empire, 1793–1812*, online edition.
- Mahan, A. T. (1911) *Naval Strategy Compared and Contrasted with the Principles and Practice of Military Operations on Land*. London: Sampson, Low, Marston & Company.
- Milevski, Lukas (2016) *The Evolution of Modern Grand Strategic Thought*. Oxford: Oxford University Press.
- Milevski, Lukas (2014) *The Modern Evolution of Grand Strategic Thought*. PhD thesis, University of Reading, Graduate Institute of Politics and International Studies. (the same as above, but as a longer version defended as a doctoral thesis at the U. of Reading, UK)
- Mintzberg, H., Ahlstrand, B. & Lampel J. B. (1998) *Strategy Safari. A Guided Tour through the Wilds of Strategic Management*. The Free Press: New York.
- https://www.usb.ac.ir/FileStaff/9372_2019-2-10-11-30-51.pdf
- Narizny, Kevin (2007) *The Political Economy of Grand Strategy*. Ithaca: Cornell UP.
- Parker, Geoffrey (1998a) *Geopolitics: Past, Present and Future*. London: Pinter.
- Parker, Geoffrey (1998b) *The Grand Strategy of Philip II*. New Haven: Yale UP.
- Posen, Barry (1984) *The Sources of Military Doctrine: France, Britain, and Germany Between the World Wars*. Ithaca: Cornell UP.
- Posen, Barry (1981) *The Systemic, Organizational, and Technological Origins of Strategic Doctrine: France, Britain, and Germany Between the World Wars*. Unpublished PhD Dissertation, University of California, Berkeley (an earlier version of the above).
- Sargeaunt, Henry Antony & Geoffrey West (1941) *Grand Strategy*. New York: Thomas Y. Crowell Company.

Strachan, Hew (2013) *The Direction of War: Contemporary Strategy in Historical Perspective*. Cambridge: Cambridge.

Sumida, Jon Tetsuro (1997) *Inventing Grand Strategy and Teaching Command: The Classic Works of Alfred Thayer Mahan Reconsidered*. Washington, D. C.: Woodrow Wilson Center Press.

Tikkanen, Henrikki (2020) *Strategic Leadership and Organizational Transformation. A Leadership History of the Royal Navy during the 'Fisher Era' 1906-1919*. Doctoral thesis in history, U. of Jyväskylä, Finland.

<https://jyx.jyu.fi/handle/123456789/71317>

Williamson, Samuel L. Jr. (1969) *The Politics of Grand Strategy: Britain and France Prepare for War, 1904-1914*. Cambridge: Harvard UP.

Articles and book chapters:

Baracuh, Braz (2011) The Art of Grand Strategy, *Survival* 53(1): 147-152.

Chipman, John (1992) The Future of Strategic Studies: Beyond Even Grand Strategy, *Survival*, 34(1): 109-131.

Drezner, Daniel W. (2011) Does Obama Have a Grand Strategy? Why We Need Doctrines in Uncertain Times, *Foreign Affairs*, 90(4): 57-68.

Gooch, John (1994) The Weary Titan: Strategy and Policy in Great Britain, 1890-1918, in Williamson Murray, MacGregor, Knox & Alvin Bernstein, *The Making of Strategy: Rulers, States, and War*: 278-306. Cambridge: Cambridge UP.

Gray, Colin S. (2013) The strategic anthropologist, *International Affairs*, 89(5): 1285-1295.

Hitt, Michael A., R. Duane Ireland, & Gregory Stadter (1982) Functional Importance and Company Performance: Moderating Effects of Grand Strategy and Industry Type, *Strategic Management Journal*, 3(4): 315-330.

Ikle, Fred Charles & Terumasa Nakanishi (1990) Japan's Grand Strategy, *Foreign Affairs* 69(3): 81-95.

Luttwak, Edward (2009) Take Me Back to Constantinople: How Byzantium, not Rome, can help preserve Pax Americana, *Foreign Policy*, 19 October 2009, <http://www.foreignpolicy.com/articles/2009110/19/take-me-back-to-constantinople> , accessed 6 February 2014.

Rosenberg, David Alan (1979) American Atomic Strategy and the Hydrogen Bomb Decision, *The Journal of American History*, 66(1): 62-87.

Rosenberg, David Alan (1983) The Origins of Overkill: Nuclear Weapons and American Strategy, 1945-1960, *International Security*, 7(4): 3-71.

Additional information

Please contact the professor (firstname.lastname@aalto.fi).