

***MARK-E0521 Grand Strategy:  
Concept, History, Applications***

**Master's/Doctoral course, Spring  
term 2023**

**Prof. Dr. Henrikki Tikkanen**



**Aalto University  
School of Business**



***MARK-E0521 Grand Strategy:  
Concept, History, Applications***

**Why study Grand Strategy?**

**Prof. Dr. Henrikki Tikkanen**



**Aalto University  
School of Business**

Napoleon Bonaparte

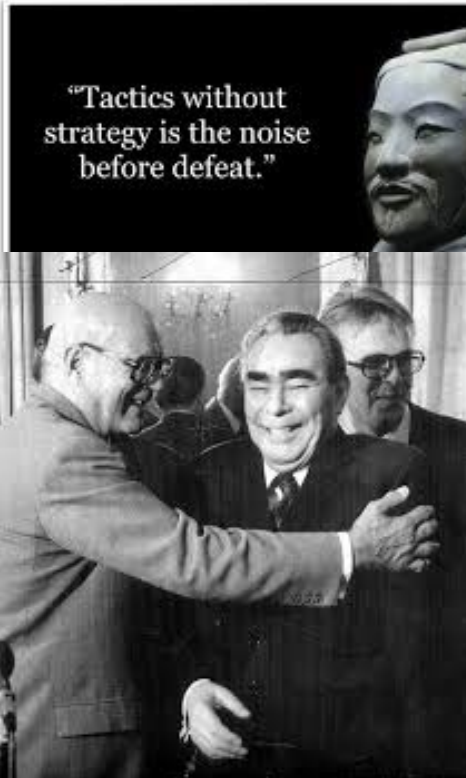
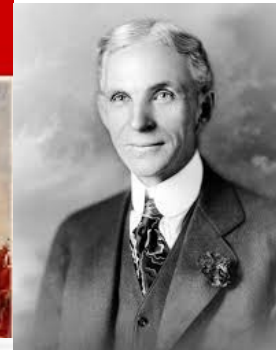


Strategy is the art of making of time and space. I am less concerned about the latter than the former. Space we can recover, lost time never.

AZ QUOTES

### The Five Year Plans(1929-1991)

- Five-Year Plans for the National Economy of the USSR were a series of nation-wide centralized exercises in rapid economic development in the Soviet Union.
- The initial five-year plans were created to serve in the rapid industrialization of the Soviet Union, and thus placed a major focus on heavy industry.
- Altogether, there were 13 five-year plans.



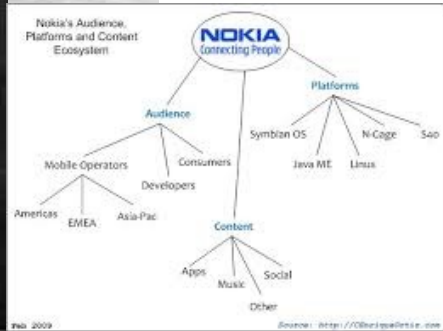
### 4E's of Google's Strategy



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“ If today were the last day of your life, would you want to do what you are about to do today? ”

Steve Jobs  
1955 - 2011



A

# The Concept of Strategy: Definitions

- Strategy is the way to win the war (General A. F. Airo, Chief-of-Staff of the Finnish Army in WWII)
  - Tactics, operations, strategy... grand strategy
- Strategy is the plot of action (Prof. Juha Näsi)
- Strategy is pattern, plan, ploy, position or perspective (Prof. Henry Mintzberg)
- Strategy is being different (Prof. Michael E. Porter)
- Strategy specifies the course of action that should be followed by a player for every possible set of moves or "conjectural variations" of his opponents (Prof. Martin Shubik)
- Strategy as "the one right way" (F. Taylor's scientific management), as the strategic planning of the 1960s and 1970s (I. Ansoff), as the strategic positioning of the 1980s (Porter) and the core competencies/dynamic capabilities of the 1990s (Hamel & Prahalad) to multiple alternative conceptions and frameworks (e.g. the business model concept) in the 2000s...

# Strategic Management: Key Concepts

- Strategic vision, objectives (mission) & value creation
- Strategy content, resources & environment
- Competitive actions (own & competitors)
- Strategy process
- Strategy and structure
- Strategy implementation, strategic leadership
- Strategy outcomes & strategic control
- Understanding how all of the above issues work in a well-functioning business model

# Grand Strategy

- Williamson, Samuel L. Jr. (1969) *The Politics of Grand Strategy: Britain and France Prepare for War, 1904-1914*. Cambridge: Harvard UP.
- 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
  - 20-25 students from all majors annually, huge popularity
- <https://jackson.yale.edu/iss/research-programs/brady-johnson-program-in-grand-strategy/studies-in-grand-strategy/>

***MARK-E0521 Grand Strategy:  
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**Course Objectives, Learning  
Methods & Contents**

**Prof. Dr. Henrikki Tikkanen**



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# 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.



# Learning methods

## *1. Readings assignment (20 % of the grade)*

- QAQC Analysis of the literature
  - 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 with the author.
  - Connection: Describe how the focal article relates to other articles in the same session. No more than a few sentences.

## *2. Class participation and discussion (10 % of the grade)*

## *3. Learning diary (20 % of the grade)*

- Summarize your own learning & course takeaways!

## *4. Grand strategy course paper and its presentation (50 % of the grade)*

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

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.)

# Sessions

## **1. Course Introduction & Welcome (Q 101), (25th of April, 2023)**

- Introduction to the course, ways of working, learning goals, deliverables, people
- What is grand strategy? Approaches from politics, warfare, business and international organizations
- Global megatrends affecting organizational grand strategies

# Sessions

**2. Grand Strategy in Politics and Warfare: An Historical Approach (Q101) (25th of April, 2023)**

**3. Strategy in the Business Realm: Key Discourses and Blind Spots (Q101), (25th of April, 2023)**

- Strategic foresight, guest lecture by prof. Pekka Mattila

**4. Analysing (the Lack of) a Grand Strategy (Q101), (27th of April, 2023)**

**5. Making it Happen: Strategic Leadership, Organizational Agenda Building & Use of Staff (Q101), (27th of April, 2023)**

**6. Grand strategy course paper presentations (Q202), (23rd of May, 2023)**

# Course deliverables

- 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.

## Assessment rubric for all assignments (if applicable) 1/2

Measurable Attributes	0 – Insufficient	1 – Sufficient	2	3 - Good	4	5 - Excellent
1. Explication of how the study relates to a phenomenon or area of interest within the discipline	Provides a vague (or no) description of the relationship.	Provides some explication of the relationship.		Provides a clear explication of the relationship.		Explicates the relationship in an insightful manner.
2. Specification and limitation of the research problem and questions	Provides very vague description of the research problem and questions.	Provides limited specification of the research problem and questions.		Provides clear specification and limitation of the research problem and questions.		Provides an engaging specification and limitation of the research problem and questions.
3. Review of literature	Reports on earlier literature without connecting it to the research problem and question. and/or fails to identify relevant literature.	Reports on earlier literature without connecting it clearly to the research problem and question.		Reviews earlier literature relevant to the research problem and questions.		Demonstrates critical thinking, creativity and insight in reviewing earlier literature relevant to the research problem and questions.
4. Develops a systematic and logical approach to the inquiry	Provides a vague explanation of the approach to the inquiry; Fails to logically describe planned approach	Describes logically and clearly the research approach		Describes logically and clearly the research approach with a clear justification of the chosen approach above other approaches		In addition to the description for “Good”: Explains how the chosen approach fits into existing paradigms of research methodologies and their limits
5. Develops conceptual synthesis	Fails to develop a conceptual structure	Identifies some appropriate concepts and explains what they mean		Clearly identifies appropriate concepts and explains what they mean in the context of the study; Demonstrates a conceptual structure		Develops and applies a clear and consistent conceptual structure through synthesis of other/new concepts or lenses
6. Collects and uses empirical material/data (if applicable)	Fails to clarify what material/data is used or how it is used; or uses inappropriate material/data; or exhibits inappropriate use of material/data	Identifies appropriate material/data and explains how it is used		Clearly identifies appropriate material/data and explains how it is used; Uses material/data in a way that is consistent with the logic of the inquiry and its purpose		In addition to the description for “Good”: Identifies problematic issues and limits to the use of the material/data

## Assessment rubric for all assignments (if applicable) 2/2

7. Interprets and discusses results; draws conclusions	Provides unclear interpretations and conclusions, and/or provides conclusions that do not logically emerge from the research; Provides no discussion	Makes some interpretations and draws conclusions; Provides little discussion	Provides clear interpretations that emerge from analysis and draws logical conclusions; Identifies some limitations of the results	In addition to the description for "Good": Identifies and discusses problematic issues and limits; Where relevant, provides possible alternative interpretations or conclusions
8. Academic style, language use and readability	Uses non-academic style; inaccurate language use interferes with reading and comprehension; citation format not observed.	Uses language sufficiently accurately and appropriately for comprehension but use of illustrations and examples infrequent and/or not fully competent; citation format not always observed.	Uses appropriate academic language well; minor errors may exist but do not interfere with fluent reading and comprehension; illustrations and examples contribute to the clarity of the arguments; citation format almost always observed.	Produces a thesis that meets academic writing standards; readily conveys meaning; illustrations and examples enhance the clarity of the arguments; citation format consistently observed.
9. Consistency and coherence of the thesis	Text is fragmented and unbalanced; internal links among theory, methods and results are not explicit; problems with headings and paragraph and section structure.	Text is not fully balanced; some key internal links are missing; does not fully form a coherent whole; some problems with headings and paragraph and section structure.	Forms a balanced and coherent whole; some internal linkages are implicit rather than explicit; headings and paragraph and section structure typically support the overall coherence.	Forms a coherent whole with consistent and explicit internal linkages; has a logical flow of argumentation with neat headings and clearly structured paragraphs and sections.

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**Who are we? Why are we here?**

**Prof. Dr. Henrikki Tikkanen**



**Aalto University  
School of Business**



# Professor Henrikki Tikkanen, D. Sc., Ph.D.

- D.Sc. (Intl' Marketing, 1997), Ph.D. (Econ. History, 2020)
- A. I. Virtanen Professor of Consumer Research, Aalto, 2017-
- Full professor of Marketing, Aalto University/Helsinki School of Economics, Finland, 2004-
- Full professor of Marketing, Stockholm University, Sweden, 2013-2016
- Director, Aalto BIZ doctoral program, 2016-2019
- Director, Aalto EE DBA program, 2013-
- Department Chair, Aalto/HSE 2006-2013
- Visiting professor, ESC Europe, Paris, 2007-2008, Asian Institute of Technology, 2013-2014
- Professor of Industrial Engineering & Management/MBA Dean, Helsinki University of Technology 2001-2004

# Prof. Henrikki Tikkanen

- Board member in several corporations and start-ups 1998-
- Board member of the Libera foundation 2016-2020
- Senior partner in many consulting firms 1997-
- Chairman of the board of the Nordic Institute of Business & Society think tank 2010-
- Consultant/executive educator for a large number of companies (e.g. Nokia, ABB, Alcatel, Valio, Elcoteq, the Federation for Finnish Technology Industries, to name a few)
- Supervisor of more than 20 doctoral theses and 250 master's thesis since 1995

# Prof. Henrikki Tikkanen

- Research in the areas of:
  - Industrial Marketing and Business Networks
  - Intl' Project Business and Project Marketing
  - Strategic Marketing and Company Performance Measurement
  - Competitive Dynamics & Innovation
  - Strategic Leadership & Management
  - Management & Organizational History
- Methodological Expertise
  - Case studies
  - Historical studies
  - Psychographic surveys & multivariate analyses
  - Conceptual studies & discourse analyses

# Prof. Henrikki Tikkanen

## Recent articles in top-tier journals (AJG 4/4\*; FT50):

- Tikkanen, H. (2023) Towards Americanization and the Corporate University in an Elite Business School: A Leadership History of the Helsinki School of Economics/Aalto University School of Business, 1974-2022, *Business History*, forthcoming.
- Lamberg, J.-A. - Lubinaitè, S. – Ojala, J. & Tikkanen, H. (2021): The Curse of Agility: The Nokia Corporation and the Loss of Market Dominance in Mobile Phones, 2003–2013, *Business History*, 63(4): 574-605
- Aspara, J. – Klein, J. F. – Luo, X. & Tikkanen, H. (2018) The Dilemma of Service Productivity and Service Innovation: An Empirical Exploration in Financial Services. *Journal of Service Research*, 21(2), 249-262.
- Luoma, J. – Ruutu, S. – King, A. W. & Tikkanen, H. (2017) Time delays, Competitive Interdependence and Firm Performance. *Strategic Management Journal*, 38(3), 506-525.
- Frösén, J. – Jaakkola, M. – Luoma, J. – Tikkanen, H. & Aspara, J. (2016) What Counts vs. What Can Be Counted: The Complex Interplay of Market Orientation and Marketing Performance Measurement in Organizational Configurations. *Journal of Marketing*, 80 (3), 60-78.

# Prof. Henrikki Tikkanen

Recent doctoral theses supervised:

- Pauliina Airaksinen-Aminoff 'Learning to Resolve Interpersonal Conflicts more Efficiently through Transformational Leadership. A Study on Coaching', DBA Thesis, Aalto University Executive Education, 2018.

<https://aaltodoc.aalto.fi/handle/123456789/34795>

- Margit Suurnäkki 'Global Integration and Local Flexibility: Managing Contradictions in a Global Company. A Case Study of a Multi-National Service-Oriented Manufacturing Company', DBA Thesis, Aalto University Executive Education, 2019.

<https://aaltodoc.aalto.fi/handle/123456789/41377>

- Paurav Shukla 'Luxury value Perceptions: A Cross-cultural Perspective', Doctoral thesis, Aalto University School of Business, 2020.

<https://aaltodoc.aalto.fi/handle/123456789/44370>

- Sari Haavisto 'The Evolution of Marketing Thought and Practice: Historical Study of the Finnish Marketing Industry 1844-2020', DBA Thesis, Aalto University Executive Education, 2021.

<https://aaltodoc.aalto.fi/handle/123456789/110479>

- Panu Routila 'Managerial Sensemaking and Sensegiving in a Merger and Acquisitions Process: The Case of Konecranes, 2015–2019', DBA Thesis, Aalto University Executive Education, 2022.

<https://aaltodoc.aalto.fi/handle/123456789/114011>

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**What is grand strategy?  
Approaches from politics, warfare,  
business and international  
organizations**

**Global megatrends affecting  
organizational grand strategies**

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# Grand Strategy

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.

- Gaddis, J.L. (2019) *On Grand Strategy*. Penguin Books
  - Gaddis examines the strategies of several historical figures, including Sun Tzu, Clausewitz, Lincoln, and Churchill, highlighting the key principles and practices that enabled them to succeed. He also discusses the challenges and opportunities presented by contemporary global politics, including the rise of China, the threat of terrorism, and the importance of global cooperation on issues like climate change.
- Kennedy, P. M. ed. (1991) *Grand Strategies in War and Peace*. New Haven, CT: Yale University Press.
  - The contributors emphasize the importance of leadership and decision-making in developing and implementing grand strategies. They discuss the challenges and opportunities presented by different historical periods, including the Cold War, World War II, and the rise of globalization.

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.

# Grand Strategy and Organizational Strategy

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).

Luttwak’s studies:

- Luttwak, E. (1976) *Grand Strategy of the Roman Empire from the First Century AD to the Third*. Baltimore, Johns Hopkins University 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.
  - Defence, diplomacy & cultural influence
- Luttwak, E. (2012) *The Rise of China vs. the Logic of Strategy*. Cambridge, Massachusetts.

Also: Milevski, Lukas (2016) *The Evolution of Modern Grand Strategic Thought*. Oxford: Oxford University Press.



# Edward Luttwak (1976): *Grand Strategy of the Roman Empire*

- Luttwak argues that the Roman Empire maintained its dominance over its vast territories through a combination of military strength, diplomacy, and economic and cultural influence. He posits that the Romans understood the importance of preserving their power and status by constantly expanding their territory, creating buffer zones, and securing their borders.
- Luttwak also emphasizes the importance of "grand strategy" in Roman success, which involved a comprehensive, long-term approach to achieving national objectives. This included the development of military tactics and technology, the management of resources and logistics, and the establishment of political institutions and alliances.
- One key aspect of the Roman grand strategy was the use of client states, which allowed Rome to extend its influence and control without directly occupying territories. The Romans also employed a sophisticated system of diplomacy, using a mix of carrots and sticks to maintain control over their allies and enemies.
- Overall, Luttwak's theory suggests that the Roman Empire's grand strategy was a multifaceted approach to power projection, incorporating military, economic, cultural, and diplomatic elements. This allowed Rome to maintain its dominance for centuries and establish a lasting legacy that continues to shape the modern world.

# Edward Luttwak (1998): *Turbo-Capitalism: Winners and Losers in the Global Economy*

- In his book "Turbo-Capitalism: Winners and Losers in the Global Economy," Edward Luttwak argues that the current form of capitalism is characterized by extreme competition, deregulation, and globalization, which have created winners and losers in the global economy.
- Luttwak contends that the winners are the "superclass" of the wealthy elite who have benefited from the economic policies and practices of turbo-capitalism. The losers, on the other hand, are the working and middle classes who have been left behind by the global economy, facing stagnant wages, job insecurity, and reduced social protections.
- According to Luttwak, turbo-capitalism has led to a range of negative consequences, including income inequality, environmental degradation, and the erosion of social cohesion. He argues that a more balanced form of capitalism is necessary, one that prioritizes social welfare and environmental sustainability alongside economic growth.
- Overall, Luttwak's book provides a critical analysis of the current state of global capitalism, highlighting the winners and losers in the global economy and calling for a more equitable and sustainable form of economic development.

# Edward Luttwak (2012): *The Rise of China vs. the Logic of Strategy.*

- Edward Luttwak argues that China's rise as a global power presents a significant challenge to the established international order and the United States' dominant position in the world.
- Luttwak suggests that China's emergence as a global power is not a new phenomenon but is rooted in its historical trajectory as a regional power with a strong centralized state. He argues that China's traditional approach to warfare and diplomacy is centered on the concept of "shi," or strategic advantage, which emphasizes the importance of indirect methods and maneuvering to achieve objectives.
- Luttwak contends that China's rise poses a significant challenge to the United States and the existing international order, particularly because China's strategic interests and objectives are fundamentally different from those of the US. He suggests that China is focused on securing its own regional dominance and achieving its strategic objectives, rather than promoting a global order based on democratic principles.
- According to Luttwak, the US must adopt a more nuanced and strategic approach to dealing with China's rise, one that recognizes the differences in strategic objectives and approaches between the two countries. He argues that the US must prioritize its own strategic interests and work to prevent China from achieving regional dominance, while also engaging in selective cooperation on global issues.

# Milevski, Lukas (2016) *The Evolution of Modern Grand Strategic Thought*

- Milevski argues that grand strategy is a distinct level of strategy that focuses on the long-term goals and objectives of a state or other actor, taking into account political, economic, and military factors. He suggests that grand strategy is essential for achieving national security and other strategic objectives, particularly in an increasingly complex and interconnected world.
- Throughout the book, Milevski examines the evolution of grand strategic thought, from the works of classical strategists like Sun Tzu and Thucydides to modern theorists like Clausewitz and Mahan. He highlights the key concepts and principles of grand strategy, including the importance of balancing ends and means, the need to consider multiple levels of analysis, and the role of leadership and political will in achieving strategic objectives.
- Milevski also explores the contemporary applications of grand strategy in the global political landscape, discussing the challenges and opportunities presented by emerging threats such as terrorism, cyber warfare, and climate change. He argues that a nuanced and multifaceted approach to grand strategy is essential for addressing these complex and interconnected challenges, and that a failure to adopt such an approach could have dire consequences for global security.

# Definitions

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)

# Definitions

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.

- Aspara, J. - Lamberg, J.-A. - Laukia, A. & Tikkanen, H. (2013) Corporate Business Model Transformation and Inter-organizational Cognition: The Case of Nokia. *Long Range Planning*, 46 (6), 459-474.

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.

# Megatrends vs. Grand Strategies

1. Rapidly Changing Demographics
2. Rapid Urbanization
3. Accelerating Technological Innovation
4. Power Shifts                      Challenge 1: Dealing with complexity and uncertainty
5. Resource Scarcity                Challenge 2: Dealing with efficiency
6. Climate Change                  Challenge 3: Dealing with significance
7. Global Health Risks              Challenge 4: Dealing with communication and participation
8. Continuing economic growth
9. Ecosystem Pressure
10. Increasing environmental pollution

Retief et al. (2016) Global Megatrends and their Implications for Environmental Assessment Practice, Environmental Impact Assessment Review, 61: 52-60.

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**Caveat Emptor: How to read social  
scientific literature?**

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# CAVEAT EMPTOR: Research Paradigms and Organizational Analysis

- Social sciences & history have somewhat different conceptions of ontology, epistemology, methodology & human nature
- Usually, however, there is the line of division between more traditional positivist, realist & empiricist approaches vs. various interpretive approaches, both being challenged by the emergence of critical (Marxist and other strands) theory, the 'culturalists', 'linguistic theory' and the arrival of the 'posts' (poststructuralism, postmodernism, post-Marxism etc.) since the 1960s, the 1970s and the 1980s.

- Burrell & Morgan (1979) 'Sociological Paradigms and Organizational Analysis'
  - Understanding the underlying assumptions about:
    - Ontology, Epistemology, Methodology and the View of Human Nature
  - Early Kuhn (1962) = 'universally recognized scientific achievements that for a time provide model solutions to a community of practitioners'
  - Burrell & Morgan (1979) = 'the commonality of perspective which binds the work of a group of theorists together in such a way that they can be usefully regarded as approaching social theory within the bounds of the same problematic'
  - (1) Functionalist/Positivist; (2) Interpretive; (3) Critical/Radical Humanist; (4) Radical Structuralist Paradigms

## Four Paradigms in organisation theory

Burrell & Morgan, 1979

Sociology of  
radical change

<b>Radical humanist Paradigm</b>  Anti-organisation theory	<b>Radical structuralist Paradigm</b>  Radical organisation theory
<b>Interpretive Paradigm</b>  Hermeneutics, ethnomethodology and phenomenological symbolic interactionism	<b>Functionalist Paradigm</b>  Behaviourism, determinism and abstracted empiricism

Subjective

Objective

Sociology of  
regulation

# Standard Social Science Model

- The term standard social science model (SSSM) was first introduced by John Tooby and Leda Cosmides in the 1992 edited volume *The Adapted Mind*. They used SSSM as a reference to social science philosophies related to the *blank slate*, *relativism*, *social constructionism*, and *cultural determinism*. They argue that those philosophies, capsulized within SSSM, formed the dominant paradigm in the development of the social sciences during the 20th century. According to their proposed SSSM paradigm, the mind is a general-purpose cognitive device shaped almost entirely by culture => human-centeredness, behaviorism
- Barkow, Jerome, Cosmides, Leda & Tooby, John (1992). *The Adapted Mind: Evolutionary Psychology and the Generation of Culture*. Oxford University Press, esp. see p. 24.
- Challenges: e.g. evolutionary psychology, non-representational theory, Deleuzo-Guattarian approaches, 'neuromarketing/strategy/finance' etc. etc.