

MUNDANE PRACTICES AND THE PURSUIT OF STRATEGY

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FP/22/16

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Abstract

The Strategy-As-Practice (SAP) turn in the strategy literature has brought into focus the strategizing activities of managers, revealing, on the one hand, the significant role of non-conventional actors such as middle or frontline managers, customers or other extra-organizational actors in the strategy process, while also bringing out the significance of material objects with which strategizing activities are necessarily carried out. The expansion of relevant strategy actors and their activities has, however, broadened the ambit of strategy work and made the strategic-functional distinctions in extant understanding problematic. While early strategy scholars comfortably enquire into actors and activities associated with the top management, expanding boundaries to actors and activities beyond top management led to the blurring of the existing distinction of strategic management as a field, revitalizing the age-

literature, on the other hand, with an enhanced focus on objects rather than activities (or practices) of human actors (managers) has

role in transmitti

of the organization. The twin developments in SAP, thus, has created grounds for new ethnography

of the distribution practices of a leading India-

Multi-brand retailers (extra-organizational actors) across the country who remain embedded in settled practices of procurement. The focal organization, thus, had to draw from extant settled practices in creating its foundational strategy object along with extra-

provided us with a theoretical case where the construction of the foundational strategy object far

the interaction between actors linking the activity through varied levels of agency to decipher it further. By bringing out the difference in mechanism of how practice-arrangement bundles work at the social site based on differences in locally settled practices of extra-organizational actors, it also provides guidelines