CONTENTS

List of Contributors	vii
Introduction — Behavioral Strategy: A Quick Account Mie Augier, Christina Fang, and Violina P. Rindova	1
PART I THE FIELD OF BEHAVIORAL STRATEGY AND ITS EVOLUTION	
Some Thoughts on the Development of Disciplines, with Particular Attention to Behavioral Strategy	
James G. March	13
A Strategy for Behavioral Strategy: Appraisal of Small, Midsize, and Large Tent Conceptions of this Embryonic Community	
Donald C. Hambrick and Craig Crossland	23
Decoupling and Intergroup Dynamics in Behavioral Strategy, and a More Integrative Alternative James D. Westphal	41
A Behavioral (Simonian) Perspective on (Behavioral) Strategic Management Research	
Mie Augier and Nicholas Dew	51
DADT II	
PART II PERSPECTIVES ON BEHAVIORAL STRATEGY AND STRATEGIZING	
From Strategy to Strategic Organization Daniel A. Levinthal	71
The Organizational Foundations of Behavioral Strategy Phanish Puranam	79
Where to Search Henrich R. Greve	91

Organizational Sensing and the Occasions for Strategizing Sidney G. Winter	101
Hierarchical Sensing and Strategic Decision-making Elad Green and Zur Shapira	123
Bounded Rationality, Heuristics, Computational Complexity, and Artificial Intelligence	
Richard A. Bettis and Songcui Hu	139
Romantics, Mercenaries, and Behavioral Rationality Thomas C. Powell	151
The Three Minds of the Strategist: Toward an Agentic Perspective in Behavioral Strategy	
Violina P. Rindova and Luis L. Martins	167
Praxis, Character, and Competence: From a Behavioral to a Communitarian View of the Firm	101
Haridimos Tsoukas	181
PART III BEHAVIORAL STRATEGY IN ACTION	
Behavioral Strategy and Strategy Prescription Philip Bromiley and Devaki Rau	197
Behavioral Strategy: An Alternative Account of Superior Profitability?	
Christina Fang and Chengwei Liu	209
Behavior in Behavioral Strategy: Capturing, Measuring, Analyzing Charlotte Reypens and Sheen S. Levine	221
Teaching Strategists to Take Advantage of What Happens William Starbuck	247
PART IV EPILOGUE	
Confessions of a Behavioral Strategist! Edward J. Zajac	267
Index	275