

CONTENTS

	<i>page</i>
List of Figures and Tables	ix
Acknowledgements	xi
Authors	xiii
Foreword: Paradoxical Thinking Enables a More Complex Understanding of Strategic Management	xv
Introduction	
1. Aim of the book	1
2. Value added of the book	3
3. Structure of the book	6
 1. From Studying Paradox to Detecting the Foundations of Paradox in Strategic Management	
1.1. Conceptual backbone	9
1.1.1. The concept of paradox	11
1.1.2. The difference between paradox, contradiction, opposition, dualism, duality and oxymoron	12
1.2. Paradoxes in strategic management	14
1.2.1. Paradoxes in strategic management: an overview	15
1.2.2. Coopetition origin: cooperation vs competition	18
1.2.3. Going glocal: local strategy vs global strategy	21
1.2.4. Ambidexterity: exploration vs exploitation	23
1.3. Disciplinary approaches to look into paradoxes: insights for strategic management	27
1.3.1. The contribution of psychology to the study of paradoxes	27
1.3.2. The contribution of anthropology to the study of paradoxes	28
1.3.3. The contribution of philosophy to the study of paradoxes	30
1.4. The relevance of exploring the foundations of paradoxes in strategic management	31

2. Foundations of Coopetition: a Path of Analysis

2.1. Theoretical sampling: exploring coopetition	33
2.2. Paradoxical framing and levels of analysis	36
2.3. Construct selection	39
2.3.1. Out-performing as a proxy of competition	39
2.3.2. Out-helping as a proxy of cooperation	41
2.3.3. Unveiling coopetition	43
2.4. Methodological perspectives adopted in the analysis of coopetition	45
2.5. Sampling Eastern Philosophers and Philosophies	46
2.6. Sampling Western Philosophers	49

3. Foundations of Coopetition: Eastern Thinking

3.1. Taoism	55
3.1.1. Historical background	55
3.1.2. Out-performing construct	57
3.1.3. Out-helping construct	57
3.1.4. Framing the coexistence of out-performing and out-helping	58
3.1.5. Tactics for coopetition	58
3.1.6. Pattern of coopetition	59
3.2. Confucianism	60
3.2.1. Historical background	60
3.2.2. Out-performing construct	61
3.2.3. Out-helping construct	62
3.2.4. Framing the coexistence of out-performing and out-helping	64
3.2.5. Tactics for coopetition	65
3.2.6. Pattern of coopetition	66
3.3. Legalism	67
3.3.1. Historical background	67
3.3.2. Out-performing construct	68
3.3.3. Out-helping construct	69
3.3.4. Framing the coexistence of out-performing and out-helping	70
3.3.5. Tactics for coopetition	71
3.3.6. Pattern of coopetition	71
3.4. Synopsis of Eastern thinking of coopetition	72

4. Foundations of Coopetition: Western Thinking

4.1. David Hume	77
4.1.1. Historical background	77
4.1.2. Out-performing construct	79
4.1.3. Out-helping construct	80
4.1.4. Framing the coexistence of out-performing and out-helping	81
4.1.5. Tactics for coopetition	82
4.1.6. Pattern of coopetition	83
4.2. Adam Smith	84

4.2.1. Historical background	84
4.2.2. Out-performing construct	84
4.2.3. Out-helping construct	85
4.2.4. Framing the coexistence of out-performing and out-helping	86
4.2.5. Tactics for coopetition	86
4.2.6. Pattern of coopetition	87
4.3. Immanuel Kant	88
4.3.1. Historical background	88
4.3.2. Out-performing construct	89
4.3.3. Out-helping construct	90
4.3.4. Framing the coexistence of out-performing and out-helping	90
4.3.5. Tactics for coopetition	91
4.3.6. Pattern of coopetition	92
4.4. Georg Wilhelm Frederick Hegel	92
4.4.1. Historical background	92
4.4.2. Out-performing construct	95
4.4.3. Out-helping construct	96
4.4.4. Framing the coexistence of out-performing and out-helping	96
4.4.5. Tactics for coopetition	97
4.4.6. Pattern of coopetition	98
4.5. Søren Kierkegaard	98
4.5.1. Historical background	98
4.5.2. Out-performing construct	100
4.5.3. Out-helping construct	100
4.5.4. Framing the coexistence of out-performing and out-helping	101
4.5.5. Tactics for coopetition	102
4.5.6. Pattern of coopetition	103
4.6. Synopsis of Western thinking on coopetition	103

5. Foundations of Coopetition: an Interpretive Framework

5.1. Dualism vs duality to look at coopetition	109
5.2. Paradoxical frames to look at coopetition	111
5.3. Eastern thinking to understand coopetition foundations	114
5.3.1. The yin-yang cognitive frame to understand coopetition	115
5.3.2. Coopetition as an implicit strategy or an explicit strategy	115
5.3.3. Coopetition as an induced strategy	117
5.4. Western thinking to understand coopetition foundations	118
5.4.1. The starting blocks of coopetition: competitive or cooperative settings	119
5.4.2. Coopetition as a deliberate strategy or an emergent strategy	121
5.5. Juxtaposing Eastern and Western thinking to understand coopetition foundations	121
5.6. Conceptual framework on the foundations of coopetition strategy	128

6. Conclusion

- 6.1. Implications of coopetition foundations for the development of coopetition theory 133
- 6.2. Implications of coopetition foundations for developing the practice of coopetition 140
- 6.3. Implications of coopetition foundations to detecting paradoxes in strategic management 142
- 6.4. Implications of coopetition foundations for prospective strategic management inquiry 143

References 149

Index 181