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Review of Palgrave Encyclopedia of Strategic Management

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Available at: <https://works.bepress.com/elizabeth-price/13/>

Title: *The Palgrave Encyclopedia of Strategic Management*

Editors: Mie Augier and David J. Teece

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Price: Available as a one-off purchase, with prices calculated according to the size and type of the institution. A platform fee may apply in the first year. Quotes are available from onlinesales@palgrave-usa.com (U.S. and Canada) or onlinesales@palgrave.com (rest of world).

Reviewer: Elizabeth L Price

Reviewer affiliation: Murray State University

References (if any):

Augier, M. and Teece, D.J., eds., (2013), *The Palgrave Encyclopedia of Strategic Management*, Palgrave Macmillan, Basingstoke, UK.

Hill, S.D., ed., (2012), *Encyclopedia of Management*, 7th ed., Gale, Detroit, MI.

Kaliski, B.S., ed., (2007), *Encyclopedia of Business and Finance*, 2nd ed., Macmillan Reference USA, Detroit, MI.

The editors state in the preface that they intend for *The Palgrave Encyclopedia of Strategic Management* to serve as the definitive volume for both academics and practitioners in this still emerging field. To do so, they have planned more than 700 entries that they hope will define keywords, explain “core terms and mechanisms,” and establish the “intellectual foundations” of strategic management (Augier and Teece, 2013).

Many entries cover familiar topics from other management and business reference works. But they differ in how they approach coverage of the topics. For example, the *Encyclopedia of Management* (7th ed.) gives a basic introduction to what patents and trademarks are, how they have evolved historically, and how the process works for businesses. *The Palgrave Encyclopedia of Strategic Management* briefly covers the history of the patent system, but the majority of the entry on each topic is used to examine the values of patents and trademarks and their roles in a company’s innovation strategy.

When it comes to theories, such as chaos theory or agency theory, the text is much denser and seems to be intended more for an academic audience than practitioners or students new to the field. Newcomers simply trying to grasp the concepts behind these theories likely will feel out of their depth if they start with *The Palgrave Encyclopedia of Strategic Management*.

Undergraduates might feel more comfortable reading the *Encyclopedia of Management* or *Encyclopedia of Business and Finance* entries first to help make sense of the more advanced concepts in the strategic management volume. In essence, these three volumes should be viewed as complementary resources that cater to different academic levels, and not as an either/or purchase.

However, there are many other less theoretical entries that would appeal to practitioners, such as management systems and disruptive technology, leadership, organizational learning, and succession management. Most entries of this type look at the topic historically and then relate it to strategy. Occasionally they suggest new directions for research/scholarship. 'See also' references abound and are embedded within the entries as well, and lengthy reference lists appear on every article. Besides the topics a reader might expect, there are also entries that might be more surprising to students, such as open source. This entry looks at how freely available source code has been a phenomenon for strategic management scholars in terms of its effects on innovation, volunteer worker cohorts, and competitive dynamics in the software industry.

Extensive biographies of important figures in the field - such as Michael Porter - are a unique feature of *The Palgrave Encyclopedia of Strategic Management* and make it a useful investment.

Profile entries that were completed at the time of this review included - but were not limited to - Kathleen Eisenhardt, Mary Parker Follett, Edward Mason and Joe Bain Jr., Alfred P. Sloan, and Frederick Taylor. Each profile contains a list of the individual's selected works for further

reading, giving the user both an overview of the individual's importance and a path toward a deeper understanding of his or her contributions.

The e-book version was launched in November 2013, with entries slated to be added monthly through early 2015. The print version is scheduled to come out in October 2015. The electronic version is quite well designed; the references for each article contain links to search either Google Scholar or to Find in a Library, maximizing the resource's usefulness for researchers. As a whole it is a valuable resource that establishes the foundation and relevance of the strategic management field. That being said, it is more suitable for graduate students and researchers than for undergraduates based on the reading level and complexity of topics.