

people who earn the most (University of Liverpool – the Vice Chancellor makes the decisions).

Decision makers are usually not the people who make the decisions – form of goals and hierarchy are sometimes not the case within organisations. If you have a spare moment have a look at what 'RATIONALITY' means – why do we rely on reason?

Organisation as a 'machine' – metaphors. The inclusion of an idea from a different domain into the present domain. We don't quite know what an organisation is so we borrow a language from somewhere else. Machine serves quite well as a metaphor. Charlie Chaplin video – assembly line. Complex device consisting of a number of integrated devices to perform a certain kind of work.

Organisations as 'organisms' – many more metaphors in which we can talk about organisations. Organisations don't just exist they may emerge and decay. The repertoire we use to talk about orgs brings certain opportunities to bring in other elements.

Strategy

Strategos – general in command of an army (stratos meaning army and ag meaning to lead) – The ancient Greeks began with this theory. To have choice is to be strategic. Those who sit back and ponder cannot have any strategic possibility. Clause Von Clausewitz – Strategy vs Tactics.

Everything is a strategy – if you want to lose weight you need a strategy, if you want a career you need a strategy. Bank loans you need to have a strategic plan. What makes a student strategic vs. tactical – strategy has to do with something long-term. It is not just for one thing it is for everything. Being strategic means to do things different (Porter). Strategist is someone who thinks in the long-run, not in specifics, doesn't just do and is a thinker.

How does a strategist think?

They think about abstracts not specifics. This is not concerned with a specific encounter is depicts the entire battle. We can read from a past pattern that we can use now to survive, learning from the pasts.

Rationality means not just to have a map, but to abstract from the map in a quantitative way. However, strategy by numbers is highly criticised. Brodie (1959), Von Clausewitz – most intelligence is false, intelligence reports in war are contradictory even more false and even more uncertain. Modernism – defines a new way of a better world. "To be modern". Cooper and Burrell paper is about this. Technological transformation of the entire world.

We started off talking about organisation – talking about machines and other metaphors