
A Critical Comparison between the Agent Based Modeling Approach and the Classical View of Emergent Strategies

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EXECUTIVE SUMMARY

The issue of designed vs. emergent strategies has not been settled neither conceptually nor in practice. This paper examines the current understanding of emergent strategies based on the classical explanations provided by Henry Mintzberg in the light of the study of the relatively new field of complexity theory. The latter has "emergence" as one of its core concepts. The two approaches are compared, and two sets of summary propositions describing the approaches are presented. The differences between the two approaches are highlighted. Conclusions are offered regarding theory building of the phenomenon of emergent strategies.

Keywords: Strategy formation, Complexity theory, Emergent strategies, Complex adaptive systems.