

**THE NETWORK IS THE KNOWLEDGE:
Ideology & Strategy in Mintzberg's Ten Schools**

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ABSTRACT

This work explores the relationship between knowledge, certainties, uncertainties, and ideology; and proposes (and tests) a novel theoretical framework connecting them all. It suggests that certainties and uncertainties are two fundamental kinds of knowledge within a pluralist epistemology: that there are three (tensed) types of choice, and hence three 'Keatsian uncertainties'; and that uncertainties and certainties form interconnected networks of knowledges, controlled by the fetishes and taboos of particular communities. By specifying what can and cannot be considered knowledge, these ideologies define topological knowledge rules: hence, *ideology is topology* - or, **The Network Is The Knowledge**. Further, five paradigmatic logics of knowledge (like templates for ideologies) are proposed, whose structures provide a means by which ideologies can usefully be visualised, deconstructed, and reconstructed. This set of theories is then applied to Henry Mintzberg's Ten Schools of strategic management, and are found to be very effective in elucidating their underlying ideologies. Finally, some directions for further work - teaching, psychometric testing, AI, Internet searching, formal scientific languages - are then suggested.

KEYWORDS

Philosophy of business, knowledge, certainty, uncertainty, ideology, strategy, logic, deterministic, indeterministic, Knowledge Management, Knowledge Frameworks, epistemology, pluralist epistemology, capital, intangible assets, intangible capital, human capital, cultural capital, social capital, political capital, intellectual capital, tacit, explicit, sociology of knowledge, Hegelian triad, taboos, distortion, positivist, gnosiology, Mintzberg, Spender, Midgley, Nonaka, Berger, Hegel, Keats.

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