## Index

| Academy of Management (AOM) ethical credo 290, 292, 293 | Aronson, E. 95, 98 |
| Action, theory of 61 | Arts Council England 122, 123 |
| Action and Reflection subsystem 61–3 | Ashforth, B.E. 9, 10, 14, 15, 18, 19, 21 |
| action research model 284 | asset mobilization 235 |
| adaptation 6, 221–43 | assimilation 36, 42–3, 44–8 |
| firm reconfiguration and dynamic capabilities 225–31 | Aupperle, K.E. 225 |
| flexible and rapid adaptation via social networks 232–3 | Austin, J.E. 207, 213–14 |
| network structure, resource mobilization and speed 234–8 | autistic people 197–8 |
| resource mobilization via social networks 231–3 | Ayvaz, M.T. 56–73 |
| adjustment, mutual 74 | backward-looking rationality 166 |
| administrative consolidation 212 | Baines, S. 114, 129 |
| adversarial relationships 11 | Bandura, A. 296–7, 300 |
| affect theory of social exchange 152 | Barley, S.R. 67, 76, 84 |
| affective commitment 146–7, 150–52, 155–6 | Barney, J.B. 205–6 |
| agency–structure interactions 67 | Bartling, C.E. 204 |
| agent-based models of commitment and trust relationships 165–78 | Bartmess, A. 234–5 |
| exchange game 165–77 | Battilana, J. 197–220 |
| formation and collapse of commitment relationships 173–4 | Baum, J.A.C. 234, 236–7 |
| initialization 168, 169 | Baumrind, D. 291 |
| learning 171–3 | Baxter, L.A. 12, 13 |
| pairing 165, 167, 168–70 | Beatty, J.E. 284, 294 |
| payoffs from exchange game 165–6, 170 | Becker, E. 96 |
| simulation results 174–7 | Becker, G.S. 147, 148 |
| agentic motivational perspective 300 | behavioral confirmation 19–20 |
| agility 223–4 | Benne, K.D. 78 |
| Aldrich, H.E. 114–15 | Berenson, K.R. 19, 20 |
| alienation 86, 87–8 | Berger, J. 186 |
| Alvarez, S.A. 227, 228 | Berk, M.S. 20 |
| American Airlines (AMR) 76–85 | Bielefeld, W. 199, 201, 202, 207, 209 |
| American Psychiatric Association 17 | Bies, R.J. 39 |
| Andersen, S.M. 19, 20 | blame 78–9 |
| appraised (situational) meaning 107 | Blau space 185 |
| Argyris, C. 153 | blood pressure study 289 |
| Ayvaz, M.T. 56–73 | blue-collar workers 97, 101, 105 |
| backdoor-looking rationality 166 | Blyler, M. 255–6 |
| boards’ interlocks 210 | Bottero, W. 260 |
| boundary management 13–14, 22 | Bourdieu, P. 246–8, 254, 260–61 |
| Bourguette, La 197–8, 215 | Bouvy, C. 255 |
| Bouwen, R. 121, 248–9, 252 |
brand positioning 125–7
breakout 2, 95–111, 279, 292, 297
existential perspective 96–109
implications of study for relational perspective 108–9
managers 97, 99–100, 101, 104, 105
measures 98–9
nurses 97, 100, 101–2, 104, 105
police officers 97, 100–101, 103, 104–5, 106
relational perspective 95–6
results of study 99–103
subjects tested 97
teachers 97, 101, 102–3, 105
Burnout Measure (BM) 98, 106
burnout workshops 99, 106, 109
Burstein, L.W. 227, 228
Bush–Mosteller learning algorithm
171–3
business plan 124
business support agencies 122
Bygrave, W.D. 113
Cahill, D.J. 12
calling orientation 286
career orientation 286
categorization 181–2
centrality, network 234, 235–6, 240
Cerny, K. 234–5
Chatman, J. 146
cheating behavior of students 279, 294–6, 298–9
Chell, E. 113, 114, 129, 131
Chen, S. 19
Chicago School of Economics 281
Christensen, C.M. 225
Chung, S. 209
circumstances 261–2
other persons and 260–61
self and 254–5
self, other and 256–9
codependent relating 15–16
coevolution 224–5, 238–9
Coff, R.W. 255–6
coglan, D. 16–17
Coleman, E. 16
Coleman, J.S. 65, 142, 148
collaboration 212
collective identity 85–6
collective identity orientation 43, 44–7, 48–9
effects of networking on strategic change 33–6
collective learning 3–4, 56–73
aspects of collectivity 59–60
collective cognition and knowledge creation 67–8
collective relations and knowledge management 59–65
collectivity as a non-linear system 68–9
collectivity and value–knowledge relationship 65–6
implications of relational learning 66–9
relational dependence of 60–65
Collins, J. 153
Collins, R. 142
commitment
agent-based model of commitment relationships 165–78
relational cohesion model of organizational commitment see relational cohesion theory (RCT)
and trust in the market 5, 163–79
uncertainty and 163–5
committed-to-management research (CMR) perspective 281–2
committed-to-participant research (CPR) perspective 6, 278–305
cheating behavior of students 279, 294–6, 298–9
CPR example 289–90
CPR as helper 285, 287–9
Milgram and 290–92
research suggestions 297–8
and social learning theory 296–7
and students 293–4
suicide 279, 288, 292–3
teaching suggestions 298–9
committed-to-science research (CSR) perspective 282–4
commodification of higher education 285–6
commodity exchanges 164
communication 77–9, 84–5, 90–91
frequency and timeliness 77–8, 84–5, 90
problem-solving 78–9, 84–5, 91
communicative knowledge 58
communities of practice 112
comparative tradition 249, 250
competition
  group vs group 231
  hyper-competition 221, 222–5
complexity theory 68–9
conflicts of interest 12, 13–14
Conley, T.D. 182
constructivism 115–16, 269–71
consumer metaphor 284
contact hypothesis theory 30–31
context see social relational contexts
textual tradition 249, 250
continuous change 223
continuous morphing 223
contribution to a joint venture 145
Cook, K.S. 139
correlation decision rates 175–7
corporate donation patterns 214–15
critical realism 269
critical relational constructionism (CRC) 265, 271–5
discoursing relational processes 272–5
overview of premises 271–2
Cropanzano, R. 285, 286, 287
cultural capital 147, 148, 149–50
Cunliffe, A.L. 128
Cyert, R.M. 232
Czarniawska, B. 117
Dalrymple, M. 295
Danziger, K. 268
data banks 298
D’Aveni, R.A. 221, 222
Davis, M.S. 283
DCMS 121, 122
de Castro, L.M. 232
Deal, T.E. 50
descriptive rates 175–7
deming, W.E. 79
density, network 42, 44–7, 234, 236–7, 240
Denzin, N.K. 244–5
deontological approach 287, 296
depersonalization 31–2
Derby 122
Derby City Council (DCC) 123
detached concern 22
dialectical tensions 12, 13–14
dialogue, generative 124, 128
diastolic blood pressure study 289
diffusion
  interorganizational cooperation 214
  status beliefs 192–3
DiMaggio, P.J. 202
discourses of relationality 6, 265–77
constructivism 269–71
CRC 265, 271–5
this and that thinking 265–8
Dissemination and Diffusion subsystem 61–3
dissensus 275
distributed cognition 66
division of labor 86, 87–8
donations 214–15
competition for 198, 202, 204, 209–10
donor evaluations of NFPOs 208
Doucet, A. 257–8
Dougherty, D. 81–2
Douglas, M. 66
Drake, C.A. 295
dual concern model 50
Dubini, P. 114
Durkheim, E. 87–8, 155
Dutton, J.E. 87
dynamic capabilities 225–31
East Midlands 121–3
East Midlands Development Agency (EMDA) 122, 123
economic becoming 131, 132
efficiency 203–4
egocentric networks 41
Eisenberg, E. 84
Eisenberger, R. 151
Eisenhardt, K.M. 223, 224, 226, 228, 232, 233, 238
emancipatory knowledge 58
embeddedness 114–15
interorganizational 206–7, 207–8, 213
emergence 59–60
personal, social and economic 131, 132
Emerson, R. 139, 140, 141
Emotional Exhaustion Scale 292
empathy 284–5
empirical testing 214
empiricism 266
empowerment, experience of 148, 150–52
endogenous processes 150–52
entrepreneurial emergence 131
entrepreneurial learning (EL) 112, 117–18, 131, 132
entrepreneurial managers 237–8, 240
entrepreneurial venturing see venturing
Environmental Interface subsystem 61–3
Enzmann, D. 107
epistemological position 249–52
Erickson, K.G. 190–91, 192–3
Erickson, B.H. 262
espoused theory 153
Etzioni, A. 59
European Academy of Management (EURAM) 307
exchange affect theory of social exchange 152
collective learning and media of 63–5
fair and just and CPR 285–7
RCT 142–5
exchange game 165–77
payoffs 165–6, 170
exchange theory 139, 140–42
existential perspective on burnout 96–109
expectations
burnout and 97, 99, 101–3, 105–6, 108
performance expectations 186–7
expertise coordination 74, 82, 87
exploitation 17
exterior forms of interaction 259, 260
external ties 149
fairness/justice 285–7
Faust, K. 205
Fein, M.L. 20
fiduciary relationships 12–13
Fiedler, F.E. 266
firm reconfiguration 222, 225–31
Fishek, M.H. 187
Fiske, S.T. 182
Fletcher, D. 115–16, 118, 131
Fletcher, J. 86
flexibility 232–3
strategic 229–31
flight departure process 75–85, 88–9, 90–92
Folger, R. 287
Folkman, S. 107
for-profit organizations (FPOs) 199, 200
Foucault, M. 272
four ‘tracks’ for organizational change 49–50
Fox-Wolfram, S.J. 38
Frankl, V.E. 96
fraudulent corporate behavior 293–4
Frech, H.E. 200
Freedy, J. 107
Freeman, J. 284
frequency of communication 77–8, 84–5, 90
friendships 12
Frost, P.J. 285
functional similarity 207–8, 213
Gabbay, S.M. 231
Galaskiewicz, J. 199, 201, 202, 207, 209
Galunic, D.C. 224, 238
Gardner, W. 32
Gargiulo, M. 206, 207, 213
Gautam, A. 35
gender inequality 193–4
general human capital investment 148
general knowledge 227–9, 239
generalized relational identities 22–3
generalized transference 21
generative dialogue 124, 128
geographical embeddedness 215
Gergen, K.J. 86, 128, 256, 269, 273
Gergen, M.M. 256
Giddens, A. 61, 114, 184
gifts, token 145
Gilly, M.C. 79
Ginsberg, A. 28
Gioia, D.A. 28
Gittell, J.H. 88, 89
Glaeser, E. 200, 202
Glaser, B. 77
global meaning 107
Gnyawali, D.R. 234, 235, 236
goal-referenced knowledge 63–5
goals
burnout and 97, 99, 101–3, 105–6, 108
shared 4, 80–81, 84–5, 85–6, 87, 92
Gomes-Casseres, B. 231
good enough researcher 253
Gorman, M.D. 56–73
Granovetter, M.S. 29, 33, 34, 35, 206, 225
Grant, R.M. 226, 228, 230, 232, 233
Greece: health care system 38–49
Greenwood, R. 49–50
Gross, M.A. 260
group formation 144–5
group vs group competition 231
Gulati, R. 206, 207, 213
Habermas, J. 58
‘Halikarnas’ case study 121, 123–33
Hall, F.S. 16
Hall, W.A. 252–3
Hamel, G. 223, 224–5, 227
Hansen, M.T. 29, 35
Hansmann, H. 200, 203, 208
Hanssen-Bauer, J. 228, 229, 230, 235
Hardin, C.D. 182
Harris, M. 207
Haslam, S.A. 50
Hayek, F.A. 66
health, relational 9–11, 22, 23
see also relational identities
health-care reform, Greece 38–49
heart attack and car crash research
participant 279, 289–90
Heene, A. 224
Heidegger, M. 245
helper 285, 287–9
helping professions 13
Hendry, J. 65
Hermans, H. 266
Hewlett-Packard 223
higher education
cheating by students 279, 294–6, 298–9
commodification 285–6
Hinings, C.R. 49–50
historical processes, local social 273–4
Hjorth, D. 112
Hobfoll, S.E. 107, 279, 297, 298
Hofer, C.W. 113
Hogg, M.A. 138–9
Hollander, E.P. 151
Holman, D. 128
Hosking, D.M. 128, 269, 273
hospitals 38–49
how-to-cheat books/websites 295
Howard, J. 182
internal ties 149
interorganizational cooperation 6, 197–220
between NFPOs 203–14
factors affecting likelihood of cooperation 205–11
future research directions 214–15
modes of collaboration 211–14
potential benefits 203–5
interpersonal approach 286–7
interpersonal dimension 259, 260
interpersonal status hierarchies 180–81, 185–7, 189
interrole conflicts 12, 13–14
interviews 76, 119, 120
intrapersonal dimension 259, 260
investment banking 236–7
investment model 139
Irwin, S. 260
isolation 172, 173
Jack, S.L. 114–15, 130
Jackson, S.E. 292
Jarillo, J.C. 113, 114
Javernpaa, S. 230
job applications 282
job orientation 286
Johannisson, B. 114, 116, 129
Johnson, D.W. 36
Johnson, P. 68
joint programming 212
joint ventures 212
Kahn, R.L. 8
Kant, I. 287
Kanter, R.M. 146
Karataş-Özkan, M. 112–37
Katchadourian, D. 251
Katz, D. 8
Keddy, B. 259
Keith-Spiegel, P. 295, 298
Kekes, J. 50
Kennedy, A.A. 50
Kets de Vries, M.F.R. 19
knowledge, shared 4, 81–2, 84–5, 85–6, 87, 91
knowledge creation 3–4, 56–73
collective cognition and 66–7
collective relations and knowledge management 59–65
collectivity and value–knowledge relationship 65–6
social nature of knowledge and its management 57–9
knowledge integration 6, 221–43
competing in high-speed environments 221, 222–5
firm reconfiguration, resources and dynamic capabilities 225–31
network structure, resource mobilization and speed 234–8
reserve mobilization via social networks 231–3
knowledge transfer 204–5
Kogut, B. 205
Kohmi, A. 202, 204, 205, 212
Kollock, P. 139, 144, 164, 167, 178
Kotha, S. 223
Krackhardt, D. 36, 41
Kramer, M.R. 215
Kunda, G. 76
Kyriakidou, O. 30
La Piana, D. 202, 204, 205, 212
labeling theory 19–20
language 266, 272–3
Lau, D.C. 36
Lawler, E.E. 10
Lawler, E.J. 140, 141, 142, 143, 144, 151, 152
lawyers 20–21
Layder, D. 256–7
Lazarus, R.S. 95, 107
Le Poire, B.A. 16
leadership 50
Leana, C. 87
learning
collective and knowledge creation see collective learning
entrepreneurial 112, 117–18, 131, 132
interorganizational cooperation and 204–5
trust and commitment in the market 171–3
Learning and Skills Councils 122
Leary, R. 42, 43
Lee, H.L. 224
Lee, T. 290
Leenders, R. 231
Lefkowitz, B. 11
legitimation 66, 148, 155
Leidner, D. 230
Lewin, A.Y. 224
Liang, D.W. 82
Lichtenstein, B.M.B. 246, 252, 256, 258, 259, 260
Lincoln, Y.S. 244–5
local contexts 193–4
local government 122, 123
local-social-historical constructions 273–4
locus of relationality 259, 260
low-level transportation managers 97, 100, 104
Luttrel, W. 253
macro perspective 4–6
Madhavan, R. 234, 235, 236
Magritte, R., Ceiling n'est pas une pipe 273
Mahon, J.F. 261
management service organizations 212
managers
burnout 97, 99–100, 101, 104, 105
codependent relating 16
entrepreneurial 237–8, 240
entrepreneurs and 117
managing 112, 131, 132
March, J.G. 80–81, 232
Mark, N. 189
market: trust and commitment in 5, 163–79
market attractiveness 167–8
trust, commitment and 174–7
Marquardt, M.J. 61–2, 63–4
Marx, K. 245
Maslach, C. 95, 107, 292
Maslach Burnout Inventory (MBI) 98
material resources, and status beliefs 191–2
matrix of relational methods 259, 260
Mauthner, N. 257–8
McCabe, D.L. 295
McCann, I.T. 16, 17
McIlduff, E. 16–17
McKinley, W. 283
meaning 96, 107–8
see also significance, sense of
means-to-an-end approach 291–2, 293
membership groups 201
Memory and Meaning subsystem 61–3
Mencius 278
mental model, organizational 153–4, 155
mergers 212
Merz, G.R. 113
Meyer, J.P. 146
micro-niche overlaps 209–11, 213
micro perspective 2–4
Middleton, M. 210
Miles, M.B. 77, 119
Milgram, S. 290–92, 293
Millar, B. 204
Miller, D. 19
moderator variables 43–4, 44–8
Moffatt, M. 295
Mohr, J.W. 247, 248, 260–61
Mone, M.A. 283
Montealegre, L. 226, 231
moral minimum 292
moral principles approach 287, 296
moral value 152–5
Morley, I.E. 269, 273
Moskowitz, J.T. 107
Mota, J. 232
mothering paralegals 20–21
Mowday, R.T. 283
multipersonal dimension 259, 260
multiple regression analyses 44–8
multiple, simultaneous interactions 272–3
multiplex relationships 11–12, 21, 22
difficulty of mitigating unhealthy multiplexity 13–14
healthy vs unhealthy 12–13
Murnighan, J.K. 36
Murphy, W.D. 112–37
mutual adjustment 74
mutual respect 4, 82–4, 84–5, 85–6, 87, 92

naïve reifications 266
Nash equilibrium 166
negotiated enterprise 118
Nelson, J.A. 261–2
network analysis 261
network centrality 234, 235–6, 240
network density 42, 44–7, 234, 236–7, 240

network entrepreneurs 237–8
network exchange theories 142
network range 42, 44–7
network size 42
network status 42, 44–7
network strategy perspective 234
network strength 42, 44–7
networking 3, 28–55
collective identity orientation 33–6, 43, 44–7, 48–9
entrepreneurship 114–15
relational identity orientation 3, 32–3, 36–8, 43, 44–8, 48–9, 51
study of strategic renewal of healthcare system 38–49
theoretical and practical implications 49–51
venturing 112, 129–31, 132

networks
knowledge integration in turbulent environments 224–5, 231–8
mobilization of resources via social networks 231–3
network structure, resource mobilization and speed 234–8
relational health and network health 23
non-distribution constraint 200–201
non-linearity 68–9
non-zero sum approach to power dependence 140–41
normal organizational settings 68
normative commitment 146–7, 152–5, 155–6
not-for-profit organizations (NFPOs) 197–220
benefits of interorganizational cooperation 203–5
factors affecting likelihood of cooperation 205–11
modes of collaboration 211–14
nature of 200–202
nurses 97, 100, 101–2, 104, 105

Oakes, P.J. 32
obedience 290–92
objectivism 265–6
observation 76, 119, 120
occupational communities 84
Index 317

Office for Standards in Education (OFSTED) 255
Okhuysen, G.A. 226, 228
online data collection 298
ontological position 245–9
opportunities 113
opportunity costs 164–5
O’Reilly, C.A. 50, 146
organizational capital 147–50
organizational commitment see relational cohesion theory (RCT)
organizational membership support 148, 150–52
organizational phenomena 261–2
other persons and 260–61
organizational structures 221
situating relational contexts within 183–4
other
other persons and social/organizational phenomena 260–61
relationality between other persons 259–60
self and 255–6
self, other and circumstances 256–9
overidentification, relational 14–17, 22
Özbilgin, M.F. 1–7, 244–64, 306–8
pairing 165, 167, 168–70
paralegals, mothering 20–21
parent-subsidiary arrangements 212
Parsons, T. 59, 61, 138, 146
participant objectivation 254
particularized relational identities 22–3
particularized transference 21
passive-aggressiveness 16–17
patching 223
Pavela, G. 294
pay differences 191–2
payoffs in exchange game 165–6, 170
Peetz, D. 251
performance expectations 186–7
personal emergence 131, 132
personal response style 190–93
Peterson, C. 299
philanthropic organizations 201
see also not-for-profit organizations (NFPOs)
Phillips, D.J. 209
Pierce, J.L. 20–21, 23
Pines, A.M. 95, 98, 99, 107, 109
Piore, M. 88
Platow, M.J. 50
Podolny, J.M. 206, 208, 209
Polanyi, M. 66
police officers 97, 100–101, 103, 104–5, 106
Porras, J.I. 153
Porter, L.W. 10
Porter, M.E. 215
Portes, A. 147, 148
positioning
brand 125–7
strategic 205
positive emotions 143–5
work emotions 148, 150–52
Positive and Negative Affectivity Scale (PANAS) 292–3
post-positivism 268–9
Potter, G. 247–8
Powell, W.W. 232, 234, 236
power dependence 140–41
RCT 143–5
power differentials 12–13, 15
Prahalad, C.K. 224, 227
prerequisite learning functions 61–3
private not-for-profit commercial enterprises 201
privileging one role-relationship 13–14
problem-solving communication 78–9, 84–5, 91
process-relational perspective 113–18
protocols, standardized 88
Pruzan, P. 60
psychological contract agreement 299
Pullman, M.E. 260
Quinn, R.W. 87
racial inequality 193–4
Rae, D. 118, 131
range, network 42, 44–7
rational choice theories 142
Rawls, J. 287
received view of science (RVS) 265, 267–8
recessions 215
reciprocal obligation 140
refinement (implementation) 38, 42–3, 44–8
reflexivity 252–4
Regional Cultural Consortiums 122
Regional Development Agencies 122
reifications, naïve 266
relational cohesion theory (RCT) 4–5, 138–62
affective commitment 146–7, 150–52, 155–6
instrumental commitment 141, 146–7, 147–50, 155–6
model of organizational commitment 146–55
normative commitment 146–7, 152–5, 155–6
theoretical concepts 142–5
relational embeddedness 206
relational health 9–11, 22, 23
see also relational identities
relational identities 3, 8–27
difficulty of mitigating unhealthy multiplexity 13–14
healthy vs unhealthy 12–13
meaning 8–9
multiplex relationships 11–12
relational identity transference 18–21, 22
relational overidentification 14–17, 22
relational underidentification 14–15, 17–18, 22
relational identity orientation 3, 32–3, 43, 44–8, 48–9, 51
effects of networking on strategic change through 36–8
relational methods 6, 244–64
epistemological position 249–52
ontological position 245–9
organizational phenomena 261–2
other persons 259–60
other persons and social/organizational phenomena 260–61
reflexivity 252–4
self and circumstances 254–5
self and other 255–6
self, other and circumstances 256–9
relational overidentification 14–17, 22
relational perspective 2–6
and macro approaches 4–6
and micro approaches 2–4
relational realities 274–5
relational underidentification 14–15, 17–18, 22
relationship quality 9–10, 10–11
Renfrow, D.G. 182
research participants see committed-to-participant research (CPR) perspective
resilience 223
resource competition 198, 202, 204, 209–10
resource flexibility 229–30
resource map 256–7
resources 224–5
firm reconfiguration and dynamic capabilities 225–31
mobilization via social networks 231–3
network structure, resource mobilization and speed 234–8
respect, mutual 4, 82–4, 84–5, 85–6, 87, 92
response style 190–93
Ridgeway, C.L. 180, 184, 186, 190–91, 192–3, 193
Rindova, V.P. 223
risk aversion 141
ritualization 148, 155
Roberts, K.H. 68
Rogers, C. 284
role modelling 23
roles 10–11
Rook, K.S. 9–10
Rose-Ackerman, S. 204, 210
Ross, R. 233
Rosse, J.G. 282
Rowley, J.T. 234, 236–7
Rubenstein, A. 84
Rubinstein, S. 79
Rudney, G. 201
Rusbult, C.E. 139
Salomon, G. 66
Sambamurthy, V. 223
Sanchez, R. 229–30
Sato, Y. 163–79
Saussure, F. de 245
Schaufeli, W.B. 107
Schein, E.H. 285
Schon, D. 153
Schoohoven, C.B. 232, 233
Schumpeter, J.A. 115
Schwandt, D.R. 61–2, 63–4
self 252–4
and circumstances 254–5
and other 255–6
self, other and circumstances 256–9
self-categorization theory 31–2
self-organizing inequality 5–6, 180–96
Seligman, M.E.P. 299
Selye, H. 95
Selznick, P. 285
Sengul, M. 197–220
sense-making 63–5, 68, 74, 82, 87
Seo, M. 67
separative relationality 261–2
Sewell, W.H. 184
shared goals 4, 80–81, 84–5, 85–6, 87, 92
shared knowledge 4, 81–2, 84–5, 85–6, 87, 91
Sharma, S. 44
Sheats, P. 78
Shils, E.A. 59, 61
Shotter, J. 128
Sias, P.M. 12, 14
significance, sense of 96–7, 98, 99, 100, 103–4, 106, 107–8
similarity
functional 207–8, 213
status 208–9, 211, 213
Simon, H.A. 80–81
simultaneous, multiple interactions 272–3
Sitkin, S.B. 39
situational relevance 18
skills, transfer of 204–5
Slocum, J.W. 283
Sluss, D.M. 9, 10, 14, 15, 21
Small Business Service 122
Smalley, S. 16
Smith, A. 86
Snow, C.C. 228, 229, 230, 235
sociability 156
social capital 74, 86–7, 130–31, 147, 148–9, 231
social cognition research 181–2
social-cognitive model of transference 18–21
social constructionism 115–16, 269–71
social control 114
social difference codes 180–81, 181–5, 194
coordination problem and 181–3
as rules for structure 184–5
social emergence 131, 132
social identity theory 31
social learning theory 296–7
social network theory 221–2
social phenomena 260–61
social relational contexts 5–6, 180–96
coordination problem 181–3
interpersonal status hierarchies 180–81, 185–7, 189
social difference codes 180–81, 181–5, 194
situating within organizational structures 183–4
status beliefs 187–8, 193–4
status construction theory 181, 188–93
social research, phases in 244–5
social support 108–9
Soleilhet, G. 197–8
soluble relationality 261–2
Somers, M.R. 248
Southwest Airlines (SWA) 76–85
specialized knowledge 227–9, 239
specific human capital investment 148
spillover effects 31, 37
Spradley, J.P. 119
Springer, C.A. 15
Stacey, R.D. 69
standardized protocols 88
Statham, A. 9
status
differentials 12–13
network status 42, 44–7
of an organization in its industry 149–50
status beliefs 187–8
and conservation of inequality 193–4
see also status construction theory
status boundaries 82–3
status construction theory 181, 188–93
evidence for 189–93
status hierarchies, interpersonal
status mobilization
status similarity
stay behavior
Steinberg, R.
Stevenson, H.
Stevenson, W.B.
Steyaert, C.
strategic change
strategic exchange perspective (SEP)
strategic flexibility
strategic foresight
strategic positioning
strategic unity
Strauss, A.
strength, network
stress
strategy
stress with burnout
strategic perspective
strong ties
collective identity orientation
relational identity orientation
structural embeddedness
structuralism
structuring
structure
agency–structure interactions
duality of
relational methods
social difference codes as rules for
structuring
Stryker, S.
students
cheating behavior
sub-goal optimization
subgroup analysis
subject–object (S–O) relations
subjective importance
suicide
supervision
Swann, W.B.
Swartz, D.
Sweeney, D.
Swidler, A.
Tajfel, H.
Tansley, C.
Taylor, J.R.
teaching/teachers
CPR and suggestions for
effectiveness
teachers and burnout
Teece, D.
Thatchenkery, T.
theory in use
this and that thinking
Thompson, J.
Thorpe, R.
thought worlds
Thye, S.
Tietel, E.
timeliness of communication
token gifts
Tolbert, P.S.
‘tracks’ for organizational change
transaction costs
transactive memory
transference, relational identity
transient cues
transportation managers
Troyer, L.
trust
agent-based model of trust
relationships
uncertainty and
violations by corporations
Tsai, W.
Tsui, A.
turbulent environments
see adaptation;
knowledge integration
Turner, J.C.
Tuskegee syphilis experiments
Tyner, J.A.
<table>
<thead>
<tr>
<th>Term</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>uncertainty</td>
<td>141, 143–5</td>
</tr>
<tr>
<td>reduced and RCT</td>
<td>141, 143–5</td>
</tr>
<tr>
<td>trust, commitment</td>
<td>163–5</td>
</tr>
<tr>
<td>underidentification, relational</td>
<td>14–15, 17–18, 22</td>
</tr>
<tr>
<td>unethical business practices</td>
<td>295</td>
</tr>
<tr>
<td>uniqueness</td>
<td>283</td>
</tr>
<tr>
<td>united fund-raising organizations</td>
<td>203, 204</td>
</tr>
<tr>
<td>United Kingdom (UK)</td>
<td>121–3</td>
</tr>
<tr>
<td>unity</td>
<td>148, 152</td>
</tr>
<tr>
<td>sense of universalist tradition</td>
<td>249, 250</td>
</tr>
<tr>
<td>management conference</td>
<td>306–7</td>
</tr>
<tr>
<td>utilitarianism</td>
<td>281, 285–6, 293</td>
</tr>
<tr>
<td>Uzzi, B.D.</td>
<td>29</td>
</tr>
<tr>
<td>Valcour, P.M.</td>
<td>14</td>
</tr>
<tr>
<td>Välikagas, L.</td>
<td>223, 225</td>
</tr>
<tr>
<td>value–knowledge relationship</td>
<td>65–6</td>
</tr>
<tr>
<td>Van Buren, H.J.</td>
<td>87</td>
</tr>
<tr>
<td>Van Every, E.J.</td>
<td>60</td>
</tr>
<tr>
<td>Van Laere, K.</td>
<td>224</td>
</tr>
<tr>
<td>Van Maanen, J.</td>
<td>84</td>
</tr>
<tr>
<td>Varamaki, E.</td>
<td>114</td>
</tr>
<tr>
<td>venture communities</td>
<td>112, 117, 118, 132–3</td>
</tr>
<tr>
<td>becoming a venture community</td>
<td>129–31</td>
</tr>
<tr>
<td>‘Halikarnas’ case study</td>
<td>124–31</td>
</tr>
<tr>
<td>venturing</td>
<td>1–2, 112–37</td>
</tr>
<tr>
<td>creative industries</td>
<td>121–3</td>
</tr>
<tr>
<td>intrinsic processes of 131, 132</td>
<td></td>
</tr>
<tr>
<td>process-relational perspective</td>
<td>113–18</td>
</tr>
<tr>
<td>relational qualities of venturing</td>
<td>123–9</td>
</tr>
<tr>
<td>process research methodology</td>
<td>118–21</td>
</tr>
<tr>
<td>Vesalainen, J.</td>
<td>114</td>
</tr>
<tr>
<td>Vicari, S.</td>
<td>28, 38</td>
</tr>
<tr>
<td>visibility of interactions</td>
<td>259, 260</td>
</tr>
<tr>
<td>voice-centred relational method</td>
<td>257–8</td>
</tr>
<tr>
<td>Volberda, H.W.</td>
<td>224, 229, 230</td>
</tr>
<tr>
<td>Walker, G.</td>
<td>41, 237</td>
</tr>
<tr>
<td>Walters, R.H.</td>
<td>297</td>
</tr>
<tr>
<td>Wasserman, S.</td>
<td>205</td>
</tr>
<tr>
<td>Watson, D.</td>
<td>292</td>
</tr>
<tr>
<td>Watson, T.J.</td>
<td>115, 116, 118, 119–21, 131</td>
</tr>
<tr>
<td>Watts, G.</td>
<td>113, 116, 117–18</td>
</tr>
<tr>
<td>weak ties</td>
<td>29, 41–2, 48–9</td>
</tr>
<tr>
<td>collective identity orientation</td>
<td>33–5, 44–7</td>
</tr>
<tr>
<td>relational identity orientation</td>
<td>36–8, 47</td>
</tr>
<tr>
<td>Weber, M.</td>
<td>153, 191, 245</td>
</tr>
<tr>
<td>Weick, K.E.</td>
<td>56, 60, 68, 69–70, 285</td>
</tr>
<tr>
<td>Weisbrod, B.A.</td>
<td>200, 201</td>
</tr>
<tr>
<td>Weiss, H.M.</td>
<td>151</td>
</tr>
<tr>
<td>Wenger, E.</td>
<td>112</td>
</tr>
<tr>
<td>Weskott, M.</td>
<td>254</td>
</tr>
<tr>
<td>Whitley, B.E.</td>
<td>295</td>
</tr>
<tr>
<td>Wiener, Y.</td>
<td>152–3</td>
</tr>
<tr>
<td>Willmott, R.</td>
<td>255</td>
</tr>
<tr>
<td>Wolff, R.</td>
<td>117</td>
</tr>
<tr>
<td>women</td>
<td>257–8</td>
</tr>
<tr>
<td>work</td>
<td>96</td>
</tr>
<tr>
<td>work emotions</td>
<td>148, 150–52</td>
</tr>
<tr>
<td>work peer friendships</td>
<td>12</td>
</tr>
<tr>
<td>work teams</td>
<td>109</td>
</tr>
<tr>
<td>working consensus</td>
<td>182</td>
</tr>
<tr>
<td>workshops, burnout</td>
<td>99, 106, 109</td>
</tr>
<tr>
<td>Wright, K.D.</td>
<td>15–16</td>
</tr>
<tr>
<td>Wright, P.H.</td>
<td>15–16</td>
</tr>
<tr>
<td>Wright, S.C.</td>
<td>37</td>
</tr>
<tr>
<td>Wright, T.A.</td>
<td>278, 279, 280, 283, 284, 286, 287, 289, 290, 293, 294, 295, 296, 297, 298, 299</td>
</tr>
<tr>
<td>Wright, V.P.</td>
<td>278, 279, 280, 283, 287, 290, 293, 298</td>
</tr>
<tr>
<td>Wrzesniewski, A.</td>
<td>286, 287</td>
</tr>
<tr>
<td>Yahoo!</td>
<td>223</td>
</tr>
<tr>
<td>Yamagishi, T.</td>
<td>163, 164, 178</td>
</tr>
<tr>
<td>Yoon, J.</td>
<td>141, 143, 144, 151, 152, 156</td>
</tr>
<tr>
<td>Young, J.E.</td>
<td>114</td>
</tr>
<tr>
<td>Zietlow, R.E.</td>
<td>258</td>
</tr>
<tr>
<td>Zimbardo, P.</td>
<td>291</td>
</tr>
<tr>
<td>Zimmer, C.</td>
<td>114–15</td>
</tr>
</tbody>
</table>