Index

ABB Robiotics 45–6
A–C (activity–community) model 6–9, 61, 62, 77, 79, 139–53, 164, 167–8
and bringing things together 139–40
and forming activity communities 140–47
understanding the 151–3
Achtenhagen, Leona 63–4, 74
activities as basis/object of organizing 3, 13
activities as result of construction process 14–15
activities in time and space (and) 11–35
see also space; time
four types of 33–5, 145–6, 147
framework for labeling 34–5
institutionalized time as frame of reference 19–27
labeling 13–19, 34–5, 62, 145, 145, 151
social constructing of 22–7
activity, ambiguous 17–18
activity communities, reflexive position in 99–101
activity theory 13, 15
activity–community (A–C) model of organizing see A–C (activity–community) model
aesthetic reflexivity 95
agreements, four elements of 117–30, 142–3, 144
cognitive 123–5
imaginative 127–30
moral 125–7
regulative 120–23, 132
typology of 128
agreements 111–38
and building imagined communities 117–30 see also agreements, four elements of
and building stable constructs – working of agreements 130–34
building trust through 112–15, 129–30 see also Cisco/Qeyton
contextualizing 134–8
coordinating a virtual community through 115–17, 129–30 see also Intel/PlanetLab
exemplifying hierarchy and bureaucracy 131–2
reach and endurance of 135–8
typology of 128
Ahuja, G. 54
Albert, Stuart 95, 97, 103, 104
Alexander, E.R. 40, 117
Alvater, E. 28
Alvesson, Mats 65–6, 105, 132, 160
Anderson, Benedict 7, 76
Annan, Kofi 91
Aquino, K. 126
Argyle, Michael 64
Aristotle 71, 74, 75, 77, 84
Art of Rhetoric, The 71, 75
Arthur, Michael B. 4
Ashby, Ross W. 104
Bacon, Francis 79
Bartlett, Christopher A. 156
Bauman, Zygmunt 101
Beck, Ulrich 95
Bengtsson, M. 5, 142, 145
Bennis, Warren G. 67, 126
Berg, Per-Olof 65–6, 126
Berger, Peter 96
Beyond the Hype 9
Biesecker, Barbara A. 76
Billing, Yvonne D. 105
Björkman, Ivar 103
Blunt, Rick 145
Boisot, M. 30–31
Bolland, E.J. 54
boundary crossing 155–7, 164, 165–6
boundary spanning 32–3
Bower, Gordon H. 123
A grammar of organizing

brands/branding 95, 166–7
Brickman, R. 37, 117
Brown, J.S. 49, 54, 142
Bruner, Jerome 127
Brunsson, Nils 41
Büchel, B. 142
Burt, R.S. 38
Burke, Kenneth 10, 68, 73, 76–7, 78, 81, 83
Butler, R. 23
Carlzon, Jan 80
Castells, Manuel 101, 102
‘Cathedral and the Bazaar, The’ 85
challenges of organizing 154–69
and A–C model 154–5
consolidation challenge 160–62
formalization challenge 162–3
and managing dualities: ways to
dissolve dichotomies 163–9
network challenge 155–8
rhetoric challenge 158–60
Cheney, George 95
Chia, R. 3
Child, J. 30–31
Cialdini, Robert B. 64
Cicero 77, 84
Cisco Systems 1, 2, 41–3, 148–50, 166
Cisco/Qeyton 93, 112–15, 129–30,
134–5, 137, 144–5, 148, 152
and A–C model 149
Clark, K. 49
Clark, P.A. 22, 23
Clarke, Leslie F. 124
Coase, Ronald H. 121
community/ies
and activities 146
issues 151–2
of practice 141–2
compliance 65, 69
compliance-based influence process
143
concepts of
grammar 9–10
organizing 9–10
contingency theory 164
Cook, S.D.N. 48–9
Coombs, R. 30
coordination 36–60
organizing as 37–9
through networking 44–50 see also
networking
through sequencing 39–44 see also
sequencing
through task forcing 57–60 see also
task forcing
through virtualizing 50–57 see also
virtualizing
Corbett, Edward P.J. 81
core competence(s) 2, 162
corporate identity 159, 164
Creating Value in the Network Economy
82
Crowston, K. 37, 52
Cyert, Richard M. 59
Czarniawska, Barbara 29, 37, 132
Daft, R.L. 124
Davidow, William H. 4
Davies, Andrew 157
De Man, Paul 68
definition(s) of
agreements 118
influence 64
leadership 63
rhetoric 78
Dell Computers 69–70
Dell, Michael 69–70
dense wavelength division multiplexing
(DWDM) technology 1
Dewey 15
DiMaggio, P.J. 119
Dorsch, M. 126
Dougherty, D. 142
Duguid, P. 7, 54, 142
Dunford, R. 132
Eccles, Robert 4, 9
Edgeworth complements 164
Eisenhart, K.M. 49
Ekstedt, Eskil 5, 145
Elias, Norbert 19
Engeström, Yrjö 15, 131
Engwall, M. 58
Ericsson 94–5, 103, 106, 107–9, 112 see
also Sony Ericsson
Eriksson, Jessica 142
European Foundation for
Management Development
(EFMD) 93
Index

Fairclough, Norman 120
FALL: focusing, animating, labeling and loading 83
Fayol 156, 161
Fayol’s bridge 156
Ferrarotti, F. 22
Festinger, Leon 64
Flaherty, Michael G. 23, 25
flexible manufacturing system (FMS) 45, 47
YAG laser technology 45
Floyd, S.W. 166
Fontes, M. 30
Ford, Henry 39–40, 43
Foreman, P.O. 104
Friar, J. 30
Funky Business 82

Gadamer, Hans-Georg 129
Galambos, James 124
Galbraith, Jay 59, 156
Galuniec, C. 49
Gardot, Louis 23
Georgiou, P. 5
Gergen, Kenneth J. 105, 127
Gerstner, Lou 82, 84
Gettler, M.S. 29, 31
Ghoshal, Sumanta 156
Gibbons, Michael 156
Giddens, Anthony 5, 43, 96, 105
Godfrey, Paul C. 96
Grassner, Arthur C. 124
grammar
as analogy 10
concept of 9–10
Grandori, A. 36, 37, 39, 46, 117
Granovetter, M.S. 38
Grant, R.M. 51
Gripens project/JAS Gripens 11–12, 46
Gross, Richard 64
Grove, Andy 71
Gurvitch, Georges 23

Hannerz, Ulf 66
Harrington, D. 166
Hauptman, R. 48, 55
Hedberg, Bo 5
Heidegger, Martin 71–2
Heirich, M. 25
Henderson, R. 49
Hennart, J.-F. 39
Hewlett Packard (HP) 1, 115, 117 see also Intel
Hildreth, P. 145
Hilgard, Ernest R. 123
Hill, C.W.L. 4
Hirji, K.K. 48, 55
Hobday, Michael 157
Hofer, C.W. 54
Horwitz, M. 30
House, R.J. 65

IBM 82, 85
idea-based form of organizing 144
identities, multiple 164
identity 8, 159–60
identity construction (and) 90–110
boundary crossing and boundary demarcation: leadership challenge 102–4
bridging duality beyond dichotomizing: a reflexive position 99–101
calculative identity process 143
critical dimensions in 99
dynamics, understanding 105–7
flexible solutions and multi-voiced dialogues 104–5
identity plurality and identity synergy 97–9
in activity communities 91–4
reflexive 100, 143
reflexive journey outwards and inwards 107–9
single and multiple identities, tensions between 94–7
spaces of flows 100, 101
through presence and transcendance in activity communities 109–10
identity theory 96–7
imagined community/ies 66, 152 see also rhetoric and imagined communities; Sun Microsystems: forming of an imagined community
influence (and) 61–89 see also rhetoric and imagined communities
as adherence/adherence-based 65, 69, 143
as compliance 69
behavioral change 66–7, 69
communication 67–8
compliance 69
considerations of 63–9
direct 66
establishing rhetorical dialogue 69–77 see also rhetorical dialogue
indirect 65–6, 67–8
social 66
Sun Microsystems: forming of an imagined community see main entry
information technology (IT) 74, 77, 82, 86, 163
Intel 1, 2, 71, 115, 117, 150, 165
and HP collaboration 115 see also Intel/PlanetLab; PlanetLab
Intel/PlanetLab 115–17, 129–30, 135, 137–8, 144–5, 148–50, 161, 163
and A–C model 149
International Standards Organization 41
International System of Units (SI) 21
Internet 1–2, 22, 77, 86, 101
Internet-based test bed 47
interplay between organizing and organization 4–6
Jacobsson, Bengt 41
Janssens, M. 96
Jarillo, J.C. 38–9
Java 86, 87, 88, 89
Jenkins, Richard 106
Jini technology 86, 87–9
Jiro platform 86–7
Joerges, Bernward 29
Johansson, Jan 38, 122
Johnson, Mark 81
Jönsson, S. 124

Kastely, James L. 71
Kelly, S. 126
Kennedy, George A. 77
Kimble, C. 145
Klein, Julie T. 155–6
Klein, Naomi 95, 104
knowledge management and learning 156
Kock, S. 5
Koehn, Nancy F. 69
Kreiner, Kristian 48, 54
Kuka Roboter GmbH 45

Lakoff, George 81
Latour, Bruno 37, 100
Lauer, Robert H. 22, 24, 25
leadership 63–5
values-based 67
Leblebici, H. 122
Leont’ev 13
Liebeskind, J. 54, 126
Lindgren, Monica 4, 96, 104
Lipnack, J. 55
Litwak, E. 37, 117
logic of appropriateness 7
loose coupling 161–2, 163
Lorentzon, Lars 124
Lowendahl, B.R. 5
Luckmann, Thomas 96
Lundin, R.A. 49
Lynn, L.H. 29
M-form organizations 2
McIlveen, Rob 64
Mahoney, J.T. 48
Malone, Michael S. 4
management/middle management 2–3, 154, 156–60, 165–7
Managing in the New Economy 82
March, James G. 5, 7, 53, 59, 131
Markus, H. 126
Martin, Joanne 97, 132
Martinez, J.I. 38–9
Massini, Silvia 164
Mattsson, Lars-Gunnar 38, 122
Matusik, S.F. 4
Mead, George H. 14, 15, 95
Medical Products Agency (MPA) 41
MedicProducts Ltd 51–6
Melin, Leif 74
metaphors 7, 67, 80–85
Meyer, H.J. 37, 117
Microsoft 84, 85, 86
Miles, R.E. 81
Milgrom, P.R. 164
Mitchell, W. 122
Moore, Wilbert E. 24, 25
Morgan, Gareth 80
Mosakowski, E. 4
Index

Müllern, Tomas 66, 68, 157
Munn, Nancy D. 19, 21, 23
Nagarajan, A. 122
Nanus, Burt 67, 126
Nelson, Richard R. 53
networking 44–50, 55, 145
examples of 45–6
spatial separation and local
integration 47–9
system dependencies/focal firm
control 46–7
and task forcing 147
time bracketing 49–50
new approaches 2–9 see also A–C
(activity–community) model;
grammar interplay between
organizing and organization 4–6

No Logo 104
Nohria, Nitin 156
Nokia 70, 83, 94, 103
Nonaka, Ikujiro 156
Noorderhaven, Nils G. 36
Normann, Richard 4, 45, 104
Oliver, A.L. 157
Olsen, Johan P. 7, 131
Only the Paranoid Survive 71
organizational identity 97–8
organizational learning/learning
organizations 156–7
organizing, four challenges of see
challenges of organizing
organizing, interest-based form of
144
organizing activities in space 27–33 see
also space
boundary spanning 32–3
local activities 33
organizing activities in time 19–27 see
also time
organizing and organization, interplay
between 4–6
organizing and research 4
orientation of activities in time and
space see activities in time and
space
Orlikowski, Wanda J. 94
Östergren, Katarina 157
Ouchi, William G. 122
Palmer, I. 132
Papadopoulos, Greg 86
Pentland, B.T. 9–10, 53
Perelman, Chaim 66, 68, 73, 75–6, 77,
78, 120
Permanova Lasersystems AB 45, 59,
50–51, 52, 55, 118, 122–3, 124–5,
126–7, 136 see also Rofin-Sinar
Laser GmbH
and Spectra Physics Group 122–3
Peterson, Larry 116
Pettigrew, Andrew M. 96, 164
Pfeffer, Jeffrey 64
PlanetLab 1, 46–7, 49, 115–17, 152 see
also Intel/PlanetLab
Design Notes (PDNs) 116
Polanyi, Michael 51
Porter, Michael E. 42
Post, H.A. 48
Powell, W.W. 31, 119, 157
Power in Organizations 64
Pratt, M.G. 104
Qeyton Systems 1, 42, 43, 112–15, 135
see also Cisco Systems;
Cisco/Qeyton; Ericsson and
Metropolitan Dense Wave
Division Multiplexing 112
Ramírez, Rafael 45
Raub, S. 142
Raymond, Eric 85
Raymond, Lee R. 68
reflexive identity construction 100,
143
research and development (R&D) 1, 4,
115
Reuter, H.H. 9–10, 53
Revang, O. 5
rhetoric 61–2, 67–85
challenge 154, 158–60, 169
defined as communication 75
and identity 159–60
new 68–9
rhetoric and imagined communities
77–85 see also metaphors
animating 84
focusing 83
labeling 84
loading 84–5
and metaphorical understanding of reality 79–83

Rhetoric of Motives, A 76
rhetorical dialogue 69–77
and establishing relation with audience 72–7
and need for perspective 69–72
rhetorical toolbox 77

Roberts, J. 164

Rofin-Sinar Laser GmbH 50–51, 55, 118, 123, 124–5, 126–7 see also Permanova Lasersystems AB

Rousseau, Denise M. 4

Saab Ltd 11, 13, 48
Sahlin-Andersson, Kerstin 93
Salais, Robert 39
Salzer, Miriam 104
Sanchez, R. 48
Scandinavian Airline Systems (SAS) 80
Scherer, Frederic M. 38
Schleicher, H. 37, 117
Schmalensee, Rickard 38
Schoenenberger, E. 27
Schultz, Majken 4, 54, 95, 97, 101
Scott, Richard W. 16, 38, 96–7, 119–20, 122, 123
self-responsibility 95
Sennett, Richard 101
sequencing 24, 25, 34, 39–44, 48, 61, 83, 145, 147 see also synchronization
examples of 39–42
and linear dependencies 42
and standards and task separation 42–3
and time schedules 43–4
Sevón, Guje 93
Shotter, John 9, 68
Siemens Industrial Solutions and Services (I&S) 89
Silverman, David 38
Simon, Herbert A. 53
Singh, K. 122
Sjöstrand, Sven-Erik 132
Smith, S. 39
Social Psychology of Organizing, The 3
social time 23–4

Söderholm, A. 49, 145
Sony 1–2, 94–5, 102–3, 106, 107–9
Sony Europe GmbH (Sony Style Imaging) 1–2, 102
Sony Music Entertainment Inc. 1, 102
Sony Pictures Entertainment Inc. 1, 102
Sony Ericsson 1–2, 102–3, 106, 107–8
space 27–35
functional distance in 29–30
global 28–9, 31–2
institutional distance in 30–31
local 31
multidimensional distances in 31
physical distance in 28
and time and corresponding activity categories 146

Spender, J.-C. 124
Stamps, J. 55
Stein, Johan 66, 68
Steyaert, C. 96
Storper, Michael 39
Strati, A. 118

Sun Microsystems: forming of an imagined community 85–9
comments on 89
development through communities 87–9
from hardware producer to network enabler 85–7
iForce Initiative/Centers 88–9
Java 86, 87, 89
Java Center Organization/Community 88
Jini Community 87–9
Jini technology 86, 87–8
Jiro platform 86–7
N1 architecture 86–7, 89
Sutcliffe, Kathleen M. 57–8
Svensson, C. 58
synchronization 24–6

Takeuchi, Hirotaka 156
task forcing 57–60
examples of 58
and expertise, commitment and entrepreneurialism 58–9
and networking 147
and time levelers 59–60
TCP/IP – Transmission Control Protocol/Internet Protocol 86
Thompson, James D. 21, 44, 103
time 19–27
and clocks 21–2, 24
coordination 59–60
dimensions of 23–6
and Greenwich Mean Time 20
institutionalized 19–27
reckoning systems 19–20, 22
social 23–4
social construction of 22–7
and space and corresponding activity categories 146
standardization of 22
timekeeping 21–2
time-zones, international 20
Tirole, Jean 38, 122
Tomicic, Marie 64, 114, 118
Townsend, A.M. 55
Trevino, L.K. 126
Tsoukas, H. 3
Turkle, Sherry 101
Twells, Henry 22

United Nations Global Compact 91, 93

Vaara, E. 103
value creation 4, 5
value-chain(s) 5
Vickers, Brian 80
virtualizing 50–57, 146

and checkpoint synchronization 55–7
examples of 50–52
and linking of practice 53–5
and reciprocal expertise 52–3
von Wright, Georg H. 14
Vygotsky 13

Wardy, Robert 79
Watson, T.J. 68–9, 132
Weaver, Richard 78
Weber, Max 14, 38, 121
Weick, Karl E. 3, 6, 9–10, 57–8, 114, 118, 124
Wenger, Etienne 7, 92, 141, 142, 145
Westley, F.R. 166
Whetten, David A. 95, 96, 97, 103, 104
Whittington, Richard 164
Whyte, William H. 126
Williams, B. 166
Williamson, Oliver E. 121, 122
Willig, Robert 38
Willmott, H. 160
Winter, Sidney G. 53
Wooldridge, B. 166
Wåhlin, Nils 160

Yates, B.W. 30
Yukl, Gary 63
Zajonc, R.B. 126
Zerubavel, Eviatar 20
Zerzan, John 44