Subject index

Aceitera General Deheza (AGD)
  board of directors 96–7
  history of 86–7
  management of 93–6
  strategic initiatives 88–93
  structure of 96–7
adaptation
  and Contingency Theory 9
  and inertia 8, 118
  and Institutional Theory 22, 23, 24, 25
  and selection dichotomy 7
  and Strategic Choice 9–10
environment and 8
  in family firms 3, 194
  in organizations x, xi, 1–3, 6–11, 186–7, 190, 191, 193–4
  patterns of 14, 25–30, 120
process of 10, 51, 182
Argentina
  business environment of x, 3, 4, 32, 33–48
  emerging economies and 7, 31
  financial system in 39–41
  Hofstede’s culture analysis of 41–3, 197
  national culture and values of 41–5
  role of the state in 33–9
  structural reforms in the 1990s in viii, 51, 204, 206, 210
  2001 crisis in 188
dominant coalition
  capacity to act in 131–9
  cognitive diversity in 24–8
  constructive conflict in 139–41
  definition 121
  demographics of 123, 127, 202
  dynamics 128–30
  heterogeneity of 122, 171, 180, 183, 192
  operationalization 122
change
  and adaptation 7, 14, 24, 25, 186, 193–4
  and innovation 12, 14, 181
  and renewal 115
  continuous 16, 119, 187
  convergent 114
  environmental 7, 9, 10, 11, 12, 16, 17, 28, 30, 32, 37, 49, 51, 182, 186, 188, 190, 196, 208
evolutionary 114
  in family firms 3, 120, 194
  in flexible firms ix, xi, 50, 120, 190
  inertia to 118
  pace of 47, 116
  punctuated equilibrium 116, 117
  radical 12, 32, 114, 115, 122, 130
  revolutionary 114, 117, 188
Contingency Theory 4, 8, 9, 10, 13, 186, 194
decision-making
  and environmental scanning 164
  in complex environments 50, 120
  levels of centralization and formalization of 6, 21, 142–64, 195
  within a diverse top team 130, 140
determinants of organizational flexibility
  and dynamic capabilities 119, 193
  analysis ix, 6, 9, 14, 19, 28–30, 186
  and family firms 120–21, 191, 194–5
  in highly changeable contexts 188
  interconnection of 179–83
  organizational adaptation and 3
  see also chapter 10 in the book
dominant coalition
  capacity to act in 131–9
  cognitive diversity in 24–8
  constructive conflict in 139–41
  definition 121
  demographics of 123, 127, 202
  dynamics 128–30
  heterogeneity of 122, 171, 180, 183, 192
  operationalization 122
environmental scanning
  anticipating changes and 163
  definition 163
  indicators 164
formal and informal mechanisms of 164
information processing structures for 170
new mental models for 170, 171
operationalization 202
sources of information for 164

family-owned firms
and flexibility x, 14, 25, 27, 120, 121, 194–5
control systems in 25, 26, 120
life-cycle in 26, 195
governance in 195, 198–9
in Argentina 37, 186
ownership in 27, 195
professionalization in 21, 120, 195
role of founder in 26, 120, 194

firm level of analysis
data analysis 201, 204, 208–9, 210–11
data collection 209–10
longitudinal case studies at 187, 208–9

flexible firms
adaptation and 52, 179, 188, 189, 190–91
and anticipating changes in 163, 172–9, 181, 196
continuous transformation in 119, 193
corporate structures in 199
decision-making process and xi, 17, 142–52
heterogeneity of the dominant coalition in ix, 129–42, 181
in changeable environments 30, 48, 180, 182, 188, 190
indicators revealing 188, 198, 206–8
macroculture embeddedness in xi, 152–63, 181
organizational identity in xi, 172–81, 194, 195
transformational renewal in 115–17

Laboratorio DERSA
corporate governance of 80–81
history of 70–72

management of 77–9
strategy in 72–6
structure of 76–7

less flexible firms
adaptation in 13, 52
and family firms 195
environmental scanning in x, 170, 171, 172, 196
environmental uncertainty and 182, 188
decision-making process in 149, 151, 152, 195
homogeneity of the dominant coalition in 131, 139, 141, 142
indicators revealing 206–8
macroculture embeddedness in 159, 162–3
organizational identity in 176, 177, 178, 194
revolutionary transformations in 117–19, 187, 193

hypercompetition
and business environment 1, 47
in Argentina 46
strategies under 49

indigenous firms
development in Argentina of viii, 31, 32, 37, 39, 40, 41, 44, 46, 47, 51, 114, 187, 196
inertia
in organizations 4, 7–8, 11–13, 14, 22, 23, 24, 28, 117, 118, 178, 179, 182
institutional embeddedness
and disembeddedness 162
cognitive mechanisms and 23–4
isomorphism and 22–3
institutional theory and 23
neo-institutional perspective and 24–5

macroculture embeddedness
adoption of strategies and 158–61, 181, 191, 192
and disembeddedness x, 162, 181
definition of 153
degree of connectedness of 153–9
degree of similarity of 153–9
Neo-Institutional Theory and operationalisation of 153–4

national business environment and organizational action 196–7
definition 32
framework 32

organizational capabilities
adaptation and 13, 190
and organizational flexibility 4, 7, 15, 120, 194
definition 13
in family firms 25, 26
organizational flexibility and adaptation 8–11, 14, 186, 187, 190
and environmental turmoil 8, 186, 190
and managerial task 4, 17–19
and organizational innovativeness 14
and organizational task 4, 16–17
concepts 4, 14, 15, 16
determinants of ix, 3, 4, 5, 6, 2–30, 179–83, 208, 211
emergent and intended process of 19, 191–4
in family firms 25–7, 194–6
indicators of 206, 207, 208
perspectives and limitations of 197–9
see also chapter 10 ‘in the book’

organizational identity
change and 173, 178–9, 195
definition 172
ideological coaching and 176, 193
inertia and 173
leadership and 198
operationalization 173
organizational values 174, 175, 181
organizational innovation
and adaptability 22, 28
concepts 14, 19–20
influence of top team in 20–21
process view of 21–2
organizing
alliances 50–51
and flexibility 50–51, 150
and new managerial capabilities 51
in emerging countries 50–51
internationalisation 51
new forms of 2, 16, 30, 50, 150

Population Ecology Theory
and inertia in organizations 4, 8, 11–12, 13
Punctuated Equilibrium Model
and transformation in firms 115, 117

sectoral level of analysis
and sector sample selection 201, 204, 205–6
indicators at the 202

Sidus Group
biotechnology in 55–7
family issues of 65–7
internationalisation of 57–8
history of 53–5
professionalisation of 62–3
retail market development of 59–60
structure of 60–62
Strategic Choice theory
and adaptation in organizations 4, 8, 10–11
and determinism 9, 193, 194
St Martin Company
brand strategy of 103–4
corporate governance in 109–10
history of 101–2
managerial changes in 106–8
strategy of 102–3, 104–6