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
change
  and adaptation 7, 14, 24, 25, 186, 193–4
  and innovation 12, 14, 181
  and renewal 115
  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 information processing structures for new mental models for operationalization sources of information for family-owned firms and flexibility control systems in life-cycle in governance in in Argentina ownership in professionalism in role of founder in firm level of analysis data analysis data collection longitudinal case studies at flexible firms adaptation and anticipating changes in continuous transformation in corporate structures in decision-making process and heterogeneity of the dominant coalition in in changeable environments indicators revealing macroculture embeddedness in organizational identity in transformational renewal in Laboratorio DERSA corporate governance of history of management of strategy in structure of less flexible firms adaptation in and family firms environmental scanning in environmental uncertainty and decision-making process in homogeneity of the dominant coalition in indicators revealing macroculture embeddedness in organizational identity in revolutionary transformations in hypercompetition and business environment in Argentina strategies under indigenous firms development in Argentina of strategies under inertia in organizations cognitive mechanisms and isomorphism and institutional embeddedness and disembeddedness cognitive mechanisms and isomorphism and institutional theory and neo-institutional perspective and macroculture embeddedness adoption of strategies and and disembeddedness adoption of strategies and definition of degree of connectedness of degree of similarity of
Neo-Institutional Theory and 28 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
deinition 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