Abbott, A. 57, 64, 69, 72, 74, 76, 83, 84.93 Abelson, R.P. 162, 163 absorptive capacity 257-8, 260-61, 269 Acs, Z.J. 248 action dispositions 143-6, 153-6 see also dispositions action network 58-60 action patterns 49, 50-51, 132, 154-5, 161, 162 Adler, P.S. 153, 218, 224, 241 adverse news routine 170-73 Agarwal, R. 104 agencements 4, 195, 211-12, 214-15, 217 - 18agencies 190, 209-11, 212, 214-15 and calculation 193-4, 207 see also artefacts and agencies, influence on routines' dynamics Ahuja, G. 238, 263 Aiken, M. 224 Akrich, M. 191 Aldenderfer, M.S. 85 Aldrich, H.E. 36, 268 Alessi product development routines, event-sequence analysis 77–84 analysis and findings 84–90 cluster 1 recipe-book projects 85-6 cluster 2 in-house mutated projects 86-7 cluster 3 externally mutated projects 87-8 cluster 4 recombinant projects 88-9 cluster 5 unconventional projects 89 heterogeneity of routine patterns 85-9 routines evolution 89-90 cluster analysis 83-4 data analysis 79-84 data sources 78-9

empirical setting 77-8 optimal matching analysis (OMA) 72-7, 83, 90-91 Allison, G.T. 154 Ambady, N. 143 ambiguity between rules and routines 159-60, 177, 179-80 Rabobank, case study 166-7 adverse news routine 170-73 control routine, absence of 173-7 methodology 167, 169 rules, routines and ambiguity 169-77.178-9 theoretical background 160-66 inertia through ambiguity 166 routines 161–2 rules 160-61 scripts 162-5 consciously invoked 164 as individual resources 164-5 tacitly invoked 163-4 Anderson, J.R. 154 Anderson, N. 224 Andrews, J. 224 Apple Computers 223 Aristotle 31 artefacts and agencies, influence on routines' dynamics 4, 185-7 conclusions 213-16 discussion and framework performativity 205-9 performativity struggles and agency 210-12 prescription, description, performativity and artefacts 209-10 production development routine (freeze process) 196-205 actual process 198-204 formal process 197-8 mutual adaptation 204-5 software introduction 195-6

theoretical foundation 188-95 description vs. prescription 189 - 92performation 192–5 routines, artefacts and agency 188-92 rule-following 191-2 theories and reality relationship 193-5 Augier, A. 206 Aunger, R. 36 Axelrod, R.M. 146 Bacdayan, P. 33-4, 35, 37, 144, 161, 251 Bakeman, R.J. 79, 83 Ball, A. 147 Ball, B. 147 Balogun, J. 169 Bandura, A. 250 Banks, M. 110, 118-20 Bargh, J. 251 Barley, S.R. 50, 160, 162, 190 Barnes, B. 190 Barnes, W. 166 Barnesian performativity 194, 208, 210 Basu, A. 47 Bawa, P. 114, 117 Bechky, B.A. 217 Becker, J. 47 Becker, M.C. 1, 3, 4, 5, 36, 40, 47, 51, 69, 70, 71, 72, 103, 112, 161, 162, 164, 185, 217, 218, 224, 234, 243, 248, 252, 253, 268 behaviour. diffusion of 36-7 behaviour patterns 162, 172-3 behaviourist psychology 27 Beise-Zee, R. 256 Bender-deMoll, S. 60 Benghozi, P.-J. 224, 243 Berg, M. 189, 217 Berger, P. 162 Bever. J.M. 146 Bhaskar, R. 40 Bill of Materials (BoM) freeze process 187, 195-206, 212 actual process 198-204 formal process 197-8 mutual adaptation 204-5

see also artefacts and agencies, influence on routines' dynamics Birnholtz, J. 146 black box approach 69, 114, 125, 185 Blackler, F. 153 Blair-Loy, M. 83, 84, 85 Blashfield, R.K. 85 Blau, P. 209 Blitz, D. 35, 40 Bloor, D. 190, 217 Blossfeld, H.-P. 73 blueprints 114, 116, 126 Bohn, R.E. 238 BoM (Bill of Materials) freeze process 187, 195-206, 212 actual process 198-204 formal process 197-8 mutual adaptation 204-5 see also artefacts and agencies, influence on routines' dynamics Borys, B. 224 Boschma, R.A. 104, 105 Boulding, K. 250, 251 Bourdieu, P. 189, 192, 217 Bowker, G.C. 206 Boyd, R. 28, 29 Brette, O. 254 Bridges, W. 156 Brown, J.S. 217, 218 Bruce, R.A. 112, 224 Bucciarelli, L.L. 217 Buenstorf, G. 113 Bunge, M.A. 40 Burns, J.E. 159, 160, 161, 162, 180 Burns, T. 224 Burton, M.D. 115 Busco, C. 172 Business of Systems Integration (Prencipe, Davies, Hobday) 19 Butts, C.T. 65 calculative agency 193-4, 207 Callon, M. 186, 193, 195, 207, 211–12 Camic, C. 40 Camp Poplar Grove regeneration 132 - 3observation 133-42 data gathering and analysis 134, 136 observations summary 136-42

regenerative processes 147-53 communication 150-52 demonstration 147-8 generic skills application 152–3 guidance cascade 148–9 sketch map 135 Campbell, D.T. 29 Cantner, U. 104 capabilities 11-12, 19, 31, 33, 35, 116, 126 capacities 31, 33, 35, 37 car manufacturing innovation case study 223-5, 239-41 analytical perspective and method 228 - 30empirical findings, virtual simulation tools 230-39 innovation outcomes 232-9 opportunities provided 233-4 procedures' leverage of opportunities 234-7 setting up 230-31 stability, effects of 237-9 use of 231-2 literature 226–7 new product development 227-8 organizational routines 225-6 Cardinal, L.B. 224 cascade of guidance 137, 148-9 Cassell, P. 190 Cattani, G. 253 Chandler, A.D. Jr. 24 Chapon, F. 108 Chi, M.T.H. 48 Chia, R. 153, 155 Clark, K.B. 224, 228, 234 cluster analysis 73, 74, 77, 83-4 see also event-sequence analysis of routines codification 206-7 cognitive automatisms 251 cognitive distance 262–3 cognitive memory systems 34 cognitive regularities 70, 249–51, 265 - 6cognitive scripts 162–3 see also scripts cognitivist view 189 Cohen, J. 83 Cohen, M.D. 1, 29, 33-4, 35, 37, 70,

144, 146, 161, 185, 187, 189, 225, 251.267 Cohen, W.M. 257 Cole, R. 23 collective action dispositions 144 see also dispositions collective actions patterns 132, 161, 162.251-2collective communication bursts 150-51 collective sensemaking process 171-2 Collins, H.M. 217 combinatorics of routines 3, 6, 62-3, 253.268 Commons, J.R. 5, 248, 251-2 communication in regenerative process 150 collective bursts 150-51 individual bursts 151-2 computer program analogy 30 consciously invoked scripts 163, 164, 165, 173, 177, 179 contagious behaviour 36-7 convergence between formal procedure and performance 208-9, 211, 213 Cooper, R.G. 223, 227, 228 cooperation 253, 261-2, 263-4, 265, 267, 269 Coriat, B. 218 Cornford, J. 192 Costello, N. 248 counter-performativity 194-5, 209, 210, 214 creative industries 104, 105 creativity and routinization 105, 111-13 see also inheritance of fashion industry routines Creed. W.E.D. 160 Cuban missile crisis, soldiers' established practice 154 Cyert, R.M. 68, 70, 79, 185, 224, 228 D'Adderio, L. 185, 189, 191, 192, 206, 211, 216, 217 Daft, R.L. 190 Dahl. M.S. 104 Dale, A. 73 Damanpour, F. 224, 241

Darwin, C.R. 35

280

Index

Davenport, S. 249 Davies, A. 19 Davila, T. 224 Davis, R.B. 73 De Jong, J.P.J. 224 De Marly, D. 106, 107, 114, 117 De Rethy, E. 117 declarative memory 154 Delbecq, A.L. 224 Demers, C. 268 demonstration in regeneration process 147 - 8Denis, B. 36, 68, 185, 270 Devereux, J. 64 Dewey, J. 27, 155 diachronic comparison 50, 51 diffusion of behaviour 36-7 DiMaggio, P.J. 36 Dimcock, H.S. 147 disentanglement 193, 206 dispositions 2, 30, 33, 39, 142, 162 action dispositions 143-6, 153-6 distributed agencies 210-11, 214-15 divergence of performance from formal procedure 209, 211, 213 DNA sequencing 73-4 Dopfer, K. 251 Dosi, G. 29, 68, 79, 166, 218, 243 Doucet, Jacques 108-9 Drought, R.A. 147 Druckman, D. 146 Duguid, P. 217, 218 Dutraive, V. 252 dynamic networks 60-61 economic markets, performativity 193 - 5effective performativity 194, 208, 210 Egidi, M. 166 Eisenhardt, K.M. 68, 78, 167, 187, 229 Eisner, M.D. 133 emergent properties 30 Emerson, R.M. 134 emotions 155 empirical knowledge 154 Employee Value Plan 175, 176 Endres, A.M. 248 entrepreneurs 250–51, 252–3, 265, 266–7 established practices 154 Evans, M.G. 40

event history models 73 event logs see workflow event logs event-sequence analysis of routines 69-72.90-92 Alessi product development routines 77 - 84analysis and findings 84-90 cluster 1 recipe-book projects 85-6 cluster 2 in-house mutated projects 86-7 cluster 3 externally mutated projects 87-8 cluster 4 recombinant projects 88-9 cluster 5 unconventional projects 89 heterogeneity of routine patterns 85-9 routines evolution 89-90 data analysis 79-84 data sources 78-9 empirical setting 77-8 cluster analysis 83-4 limitations 91 optimal matching analysis (OMA) 72-7, 83, 90-91 algorithm 74–7 in DNA sequencing 73-4 evolution of routines 13-16 physical technologies, 17-18 hybrid corn 17-18, 20-21 polio vaccines 17-18, 21-2 social technologies, 17, 18 M form 17, 18–19, 24–5 quality circles 17, 18-19, 22-3 understanding, strength of 16, 17-20 see also event-sequence analysis of routines experimentation 16, 228-9, 242 see also innovation, role of procedures and stable behaviour patterns exploitation 224, 242, 253 exploration 224, 238, 240, 241, 242, 253, 264

Fanelli, A. 153, 154 fashion design industry, genealogy and routine inheritance 3

analysis conclusions 124-6 data collection 117–18 hypotheses 115–17 methodology 118-20 results 120-24 spin-off mechanism of routine replication inheritance 113-17 routine and creativity dualism 111 - 13genealogy 109-11 history 106-11 haute couture 106-7 ready-to-wear 107, 109-10 spin-offs 107–11 Faust, K. 60 Feldman, D.C. 147 Feldman, M.S. 6, 69, 70, 71, 84, 89, 91, 92, 112, 114, 125, 153, 154, 161, 165, 166, 185, 186, 188, 194, 215, 225, 241, 248, 251 financial markets, performativity 193-5 Fincham, J.M. 154 Fiol, C.M. 146 Fleming, L. 238 flowcharts 50 Ford mass production 12 recall schema 164 Ford. C.M. 112, 224 formal rules 161, 165, 175-7, 188, 210 framing 186-7, 193-4, 195, 206 framing, overflowing and reframing cycles 186-7, 209, 211, 213 framing view 189, 195 Freeman, J. 36, 37, 38, 250 freeze process see artefacts and agencies, influence on routines' dynamics; Bill of Materials (BoM) freeze process French SMEs, novel routines and organizational conservatism 5, 248-9.269-70 analytical framework 249-54 automaticity and mindful attitude 251 - 4images 249-51 discussion, change and stability

discussion, change and stability sources 267–8

observation of interactions in SMEs 254-64 data presentation and methodology 254-9 qualitative investigation 265-7 cognitive regularities and new frames 265-6 entrepreneurs and public institutions affecting change 266-7 quantitative results and analyses 259-64cognitive distance and knowledge absorption 262 - 3cooperation and knowledge base renewal 263-4 econometric results 259-60 initial conditions, path dependency and absorptive capacity 260-61 interaction intention and information circulation 261 - 2Friesen, P.H. 166 Fujimoto, T. 237 Fukugawa, N. 258 Galison, P. 211 Garfinkel, H. 190 Gasser, L. 202, 217 Gasteiger, R.M. 224 Gavetti, G. 166 gene analogy 29-33 genealogy and routine inheritance in the fashion industry 3 analysis conclusions 124-6 data collection 117–18 hypotheses 115–17 methodology 118-20 results 120–24 spin-off mechanism of routine replication inheritance 113-17 routine and creativity dualism 111 - 13genealogy 109-11 history 106-11 haute couture 106–7

ready-to-wear 107, 109-10 spin-offs 107-11 generative systems 48-9, 69 generic performativity 194, 208, 210Gibson, H.W. 147 Giddens, A. 160, 190, 252 Gilbert, C.G. 166 Gilfallan, D.P. 146 Gilson, L.L. 224 Gioia, D.A. 112, 162, 163, 164, 224 Glaser, B. 187 Godfrey-Smith, P. 36 Goodrich, L. 147 Gort. M. 104 Gottman, M. 79, 83 Greve, H.R. 241, 251, 253 Gribskov, M. 64 Griffin, A. 224, 228 Grint, K. 191 guidance cascade 137, 148-9 Gupta, A.K. 224 habits 26-9, 34, 39 replication of 28-9, 37, 38 Haerem, T. 48 Hamilton, A.E. 147 Hannan, M.T. 36, 37, 38, 250 Hargadon, A. 153, 154, 223, 224 Harré, R. 40 Harris, S.G. 163-4 Hatherly, D. 190, 191, 192 Hauser, J.R. 224, 228 haute couture 106-7 see also high fashion design industry, routine inheritance Helfat, C.E. 104, 114, 115 Hennion, A. 194 Henrich, J. 29 high fashion design industry, routine inheritance 3 analysis conclusions 124-6 data collection 117–18 hypotheses 115–17 methodology 118-20 results 120-24 spin-off mechanism of routine replication inheritance 113-17

routine and creativity dualism 111-13 genealogy 109-11 history 106-11 haute couture 106–7 ready-to-wear 107, 109-10 spin-offs 107-11 Hobday, M. 19 Hodgson, G.M. 27, 28, 33, 35, 38, 39, 40, 103, 161, 162, 225, 226, 248, 250.252 Holm. P. 194 Howard-Grenville, J.A. 50, 254 Hrycak, A. 64, 69, 74 Huet, F. 254, 261, 262 Hull, D.L. 36, 38 Humphreys, P. 40 Hutchins, E. 191, 216, 217 hybrid corn, case study 17-18, 20-21 Iansiti, M. 206 identification of routines 48, 51 IDEO 223, 224, 240 images 250–51, 253 imitation 28-9 improvisation 87, 88, 89-90, 112, 152-3.161 incentive 28, 175-6, 179 individual communication bursts 151 - 2industry life cycles 104-5 inertia between formal rules and routines 159-60, 177, 179-80 Rabobank, case study 166–7 adverse news routine 170–73 control routine, absence of 173-7 methodology 167, 169 rules, routines and ambiguity 169-77.178-9 theoretical background 160-66 inertia through ambiguity 166 routines 161-2 rules 160-61 scripts 162-5 consciously invoked 164 as individual resources 164-5 tacitly invoked 163-4 information systems 191-2 information transfer 33-5, 36, 37-8, 147 - 53

communication 150-52 demonstration 147-8 guidance cascade 148-9 inheritance of fashion industry routines 3 analysis conclusions 124-6 data collection 117-18 hypotheses 115-17 methodology 118-20 results 120-24 spin-off mechanism of routine replication inheritance 113-17 routine and creativity dualism 111 - 13genealogy of the industry 109-11 history of the industry 106-11 haute couture 106-7 ready-to-wear 107, 109-10 spin-offs 107-11 inheritance of organizational routines 103 - 5see also inheritance of fashion industry routines innovation evolution, case studies hvbrid corn 17-18, 20-21 M form 17, 18-19, 24-5 polio vaccines 17-18, 21-2 quality circles 17, 18-19, 22-3 innovation, role of procedures and stable behaviour patterns 223-5, 239 - 41analytical perspective and method 228 - 30empirical findings, virtual simulation tools 230-39 innovation outcomes 232-9 opportunities provided 233-4 procedures' leverage of opportunities 234-7 setting up 230-31 stability, effects of 237-9 use of 231-2 literature 226-7 new product development 227-8 organizational routines 225-6 instincts 28, 29 institutional change 159, 160 institutionalization of cooperation 267

institutionalized mind 251-4 intentionality 28, 89-90 interaction between rules and routines 159-60, 177, 179-80 Rabobank, case study 166–7 adverse news routine 170-73 control routine, absence of 173-7 methodology 167, 169 rules, routines and ambiguity 169-77, 178-9 theoretical background 160-66 inertia through ambiguity 166 routines 161-2 rules 160-61 scripts 162-5 consciously invoked 164 as individual resources 164-5 tacitly invoked 163-4 interaction capacity 256, 257, 262-3 interaction patterns 69, 162-3, 164-5 interactors 38–9 invoice processing 51-2, 62 see also workflow data, use in routine structure analysis Isabella, L.A. 79, 82 iterative minimization procedure 74-7 Jablin, F.M. 146, 147, 152 Jacobs, J. 148 James. W. 27, 29 Jelinek. M. 224 Johnson, G. 169 Johnson, J.D. 224 Kahn, K.B. 227, 228 Kahneman, D. 253 Kandel, E.R. 144, 154 the Kappa way 155 Kaspar, F. 65 Kasparow, Garri 207 Katila, R. 238 Kemp, R. 224 Kilpinen, E. 40 Kim, J. 40 Kirzner, I.M. 253 Kleinschmidt, E.J. 223, 227 Klepper, S. 103, 104, 105, 109, 114, 115, 116, 117, 122, 125 knowing 154

284

Index

knowledge transfer 33-5, 36, 37-8, 147 - 53communication 150-52 demonstration 147-8 guidance cascade 148–9 Knudsen, T. 29, 31, 38, 39, 40, 103, 161, 162, 225, 226 Kogut, B. 68 Kolgomorov, A.N. 65 Kontopoulos, K.M. 35, 40 Kripke, S.A. 178 Kruskal, J.B. 57, 64, 74, 76, 83 Kumar, A. 47 Labianca, G. 169 Lampert, C.M. 263 Langer, E.J. 254 latent knowledge 154 Latour, B. 191, 217, 218 Lave, J. 147, 214 Lazaric, N. 36, 40, 68, 70, 161, 185, 248, 251, 254, 261, 268, 270 Leiken, J. 147 Lempel, A. 65 Lempel-Ziv complexity 57, 65 Levenshtein distance 57, 64, 83 Levinthal, D.A. 238, 241, 253, 257 Levitt, B. 33, 36, 68 lexical variety measures 54 Liao, J. 249, 269 Lieberman, M.B. 104, 114, 115 localized learning 253 longitudinal data analysis 73 Lorenz, E. 248 Louis, M.R. 162, 164 Lowe, A. 177 Luckmann, T. 162 Lynch, M. 190, 191 M form 17, 18–19, 24–5 MacIndoe, H. 69, 72, 76 MacKenzie, D. 186, 194-5, 208, 210, 215 Mackey, A. 146 Madden, E.H. 40 Malmberg, A. 253 Mambrey, P. 217 March, J.G. 33, 35, 36, 68, 70, 79, 185, 206, 224, 228, 236, 253

Marengo, L. 206 Margolis, H. 40 market models 194 Martin, J.A. 68, 146 Martin. R. 117 Martinez, M. 36 Maskell, P. 253 Mathieu, J.E. 224 McDougall, W. 27 McFarland, D. 60 McIntosh, A. 177 mechanistic view 189, 209 Mellor, S. 224 Metaphysics (Aristotle) 31 methodology 5-6 Miller, D. 166 Miller, V.D. 146, 147, 152 mindful reflexivity 254 Mintzberg, H. 79, 83 Moldoveanu, M. 254 Moody, J. 60 Morison, E.E. 35 Murphy, J.B. 40 Narduzzo, A. 166 Needleman-Wunsch algorithm 83 Nelson, R.R. 12, 29, 30, 33, 37, 51, 68, 70, 74, 79, 84, 90, 103, 111–12, 114, 166, 215, 224, 225, 226-7, 228, 248 network graphs 58-60 network models 51 new product development routines, event-sequence analysis 69-72, 90 - 92Alessi product development routines 77-84 analysis and findings 84-90 cluster 1 recipe-book projects 85-6 cluster 2 in-house mutated projects 86-7 cluster 3 externally mutated projects 87-8 cluster 4 recombinant projects 88-9 cluster 5 unconventional projects 89 heterogeneity of routine patterns 85–9

routines evolution 89-90 data analysis 79-84 data sources 78–9 empirical setting 77-8 cluster analysis 83-4 optimal matching analysis (OMA) 72-7, 83, 90-91 algorithm 74–7 in DNA sequencing 73–4 new product development, virtual simulation technology 223-5, 239 - 41analytical perspective and method 228 - 30empirical findings 230-39 innovation outcomes 232-9 opportunities provided 233-4 procedures' leverage of opportunities 234-7 setting up 230-31 stability, effects of 237-9 use of 231-2 literature 226–7 organizational routines 227-8 Newell, A. 69 newness, fear of 250, 253 NK models 238 non-performativity 209, 210 Nooteboom, B. 165, 249, 250 novel routine creation and organizational conservatism 5, 248-9.269-70 analytical framework 249-54 automaticity and mindful attitude 251 - 4images 249-51 discussion, change and stability sources 267-8 observation of interactions in SMEs 254 - 64data presentation and methodology 254-9 qualitative investigation 265–7 cognitive regularities and new frames 265-6 entrepreneurs and public institutions affecting change 266–7 quantitative results and analyses 259-64

cognitive distance and knowledge absorption 262 - 3cooperation and knowledge base renewal 263-4 econometric results 259–60 initial conditions, path dependency and absorptive capacity 260-61 interaction intention and information circulation 261 - 2obsolete knowledge in routines 35 Ocasio, W. 236 O'Hara Callan, G. 107, 108, 110, 111, 117, 118, 124 Ohly, S. 105, 112, 224 optimal matching analysis (OMA) 69, 72-7.83.90-91 algorithms 74-7, 83 in DNA sequencing 73-4 optimal string matching 57, 64 **OPTIMIZE[©] 83** O'Reilly, C. 224 organizational blueprints 114, 126 organizational capabilities 11-12, 19, 31, 33, 35, 116, 126 organizational character 142-3 organizational character regeneration 131 - 3action dispositions 143-4 and mutual adaptation 145–6 persistence of 153-6 Camp Poplar Grove 132–3 observation 133-42 data gathering and analysis 134, 136 observations summary 136-42 regenerative processes 147-53 communication 150-52 demonstration 147-8 generic skills application 152 - 3guidance cascade 148–9 character in relation to other perspectives 146-7 organizational character 142-3 procedural memory 144

organizational conservatism and novel routine creation 5, 248-9, 269-70 analytical framework 249-54 automaticity and mindful attitude 251 - 4images 249-51 discussion, change and stability sources 267-8 observation of interactions in SMEs 254 - 64data presentation and methodology 254–9 qualitative investigation 265–7 cognitive regularities and new frames 265–6 entrepreneurs and public institutions affecting change 266-7 quantitative results and analyses 259-64cognitive distance and knowledge absorption 262 - 3cooperation and knowledge base renewal 263-4 econometric results 259-60 initial conditions, path dependency and absorptive capacity 260-61 interaction intention and information circulation 261 - 2organizational memory 30 organizational relationships 192, 210 Orlikowski, W. 153, 154, 155, 190, 192 Orr, J.E. 217, 218 ostensive routines 6, 154, 251 Ouellette, J.A. 40 overflowing 186, 187, 193, 194, 211, 213 overflowing view 189-91, 195 Pacitto, J.C. 261 paradox of [n]ever changing world 131-3, 154 parent-spin-off routine transfer 103-5 see also inheritance of fashion industry routines

Patalano, R. 251

patterns of interaction 69, 162-3, 164 - 5Pavitt, K. 224, 227, 228 Peirce, C.S. 27 Pentland, B.T. 6, 69, 70, 71, 83, 84, 91, 92, 112, 114, 125, 153, 154, 161, 165, 166, 185, 186, 188, 194, 215, 225, 226, 241, 248, 251 performative routines 154, 251 performativity 70, 193-5, 205-10, 214 categories 194-5, 208, 210 of financial markets 193-5 performativity struggles 210-11, 215 Perreau, J.L. 117 persistence of routines 35 Pettigrew, A.M. 229 Phillips, D.J. 105, 125 physical technologies 2, 12, 13 hybrid corn 17–18, 20–21 polio vaccines 17-18, 21-2 Pickering, A. 193, 213 Pierce, A.L. 224 Piguet 109, 111 Pipart, Gerard 117 Pisano, G. 162 Polanyi, M. 28, 37, 68 polio vaccines, case study 17-18, 21 - 2Pollock, N. 192, 202 Poole, P.P. 162, 163 Poplar Grove see Camp Poplar Grove regeneration Popper, K.R. 40 Porac. J.F. 162, 253 potentialities 32, 33 Powell, W.W. 36 Prasad, A. 177 Prasad, P. 177 Preda, A. 191, 211, 217 Prencipe, A. 19 prescription 195, 209, 213, 214 prêt à porter 107, 109–10 Prietula, M. 206 procedural knowledge 34, 251 procedural memory 34, 35, 39, 142, 144, 145, 154 procedures and stable behaviour patterns, role in innovation 223-5, 239-41

analytical perspective and method 228 - 30empirical findings, virtual simulation tools 230-39 innovation outcomes 232-9 opportunities provided 233-4 procedures' leverage of opportunities 234-7 setting up 230-31 stability, effects of 237-9 use of 231-2 literature 226–7 new product development 227-8 organizational routines 225-6 process mapping 50 process models 194 Product Data Manager (PDM) software 187, 197, 200-202, 203-4, 218 product system as physical technology 19.20 ProM 62 properties of routines 50-51 quality circles 17, 18–19, 22–3 Quine, Willard van Orman 27 Rabobank, inertia and ambiguity case study 159-60, 177, 179-80 Rabobank, case study 166-7 adverse news routine 170–73 control routine, absence of 173–7 methodology 167, 169 rules, routines and ambiguity 169-77.178-9 theoretical background 160-66 inertia through ambiguity 166 routines 161-2 rules 160-61 scripts 162-5 consciously invoked 164 as individual resources 164-5 tacitly invoked 163-4 Rabobank West-Zeeuws Vlaanderen 171.172 Rabobank Zevenhuizen-Moerkapelle 170-71.172 Rafaeli, A. 165 Rammer, C. 256 rationalist view 189

Rau, D. 48 ready-to-wear fashion 107, 109-10 see also fashion design industry, genealogy and routine inheritance Reber, A.S. 29 reframing 186, 187, 213 regeneration of organizational character 131-3 action dispositions 143-4 and mutual adaptation 145-6 persistence of 153-6 Camp Poplar Grove 132–3 observation 133-42 data gathering and analysis 134, 136 observations summary 136-42 regenerative processes 147-53 communication 150-52 demonstration 147-8 generic skills application 152-3 guidance cascade 148-9 character in relation to other perspectives 146-7 organizational character 142-3 procedural memory 144 regularities 249-51 Reichstein, T. 104 replication of habits 28-9, 37, 38 of routines 6, 26, 36–9, 103–5 information transmission 33–5 persistence of routines 35 routines as genes 29-33 replication of routines in the fashion industry 3 analysis conclusions 124-6 data collection 117-18 hypotheses 115–17 methodology 118-20 results 120–24 spin-off mechanism of routine replication inheritance 113-17 routine and creativity dualism 111 - 13genealogy of the industry 109-11 history of the industry 106-11 haute couture 106-7

ready-to-wear 107, 109-10 spin-offs 107-11 Rerup, C. 241 resource rigidity 166 Results Oriented Management (ROM) 167, 168, 173, 174, 175, 179 Results Oriented Rewarding 175-6 Reynaud, B. 40, 161, 180, 185 Richerson, P.J. 28, 29 Riggio, J. 147 Roberts, K.H. 164 Robey, D. 64, 69, 79, 82, 83, 84, 85 Robinson, M. 217 Rogers, E.M. 36 Rohwer, G. 73 ROM see Results Oriented Management (ROM) routine combinatorics 3, 6, 62-3, 253, 268 routine inheritance see routine replication in the fashion industry routine replication 6, 26, 36-9, 103-5 information transmission 33-5 persistence of routines 35 routines as genes 29-33 routine replication in the fashion industry 3 analysis conclusions 124-6 data collection 117-18 hypotheses 115–17 methodology 118-20 results 120-24 spin-off mechanism of routine replication inheritance 113–17 routine and creativity dualism 111 - 13genealogy of the industry 109-11 history of the industry 106–11 haute couture 106-7 ready-to-wear 107, 109-10 spin-offs 107-11 routine rigidity 166 routine transactions 5, 252, 253, 254, 259, 269 routine transfer between parent and spin-off 103-5 see also routine replication in the fashion industry

routines 33, 39, 70, 161-2 'routines as genes' 29-33 routinization and creativity 105, 111 - 13see also routine replication in the fashion industry Rueter, H.H. 71, 226 rules 160-61 rules and routines interaction, ambiguity and inertia 159-60, 177, 179-80 Rabobank, case study 166–7 adverse news routine 170-73 control routine, absence of 173-7 methodology 167, 169 rules, routines and ambiguity 169-77, 178-9 theoretical background 160-66 inertia through ambiguity 166 routines 161-2 rules 160-61 scripts 162-5 consciously invoked 164 as individual resources 164-5 tacitly invoked 163-4 Sabherwal, R. 64, 69, 79, 82, 83, 84, 85 Sahlins, M. 195 Salvato, C. 268 Sampat, B. 12, 248 Sankoff, D. 57, 64, 74, 76, 83 Santarelli, A. 261 Scapens, R.W. 159, 160, 161, 162, 180 Schacter, D.L. 34 Schank, R.C. 162, 163 Schein, E.H. 172 schemas 162, 163-4 Schön, D.A. 234 Schoonhoven, C.B. 224 Schulz, M. 225 Schumpeter, J.A. 224, 234, 238, 250, 253.268 Schuster, H.G. 65 Scott, R. 23 Scott, S.G. 112, 224 scripts 172–3, 191 consciously invoked 163, 164 as individual resources 164-5 tacitly invoked 163-4 search processes 238-9

seasonal organizations 132, 147, 149 see also Camp Poplar Grove regeneration; summer camps Selznick, P. 142–3, 144 Seo. M.-G. 160 sequence analysis 71-2 Sharp, D.J. 160 Simon, H.A. 29, 35, 36, 68, 70, 185, 206, 217, 228 Simons, K.L. 105, 117 Sischy, I. 117 skills transfer 37, 147-50 Sleeper, S. 116 Sluyterman, K. 167 SMEs. novel routines and organizational conservatism 5, 248-9, 269-70 analytical framework 249-54 automaticity and mindful attitude 251 - 4images 249-51 discussion, change and stability sources 267-8 observation of interactions in SMEs 254 - 64data presentation and methodology 254-9 qualitative investigation 265–7 cognitive regularities and new frames 265-6 entrepreneurs and public institutions affecting change 266-7 quantitative results and analyses 259-64cognitive distance and knowledge absorption 262 - 3cooperation and knowledge base renewal 263-4 econometric results 259-60 initial conditions, path dependency and absorptive capacity 260–61 interaction intention and information circulation 261 - 2Smith, D.C. 224 social technologies 2, 12, 13 M form 17, 18–19, 24–5

guality circles 17, 18-19, 22-3 strategic alliances 19-20 socio-technical agencements 211-12, 214-15. 217-18 software 191-2, 195-6, 207, 211-12 SoNIA 60 SOPs see standard operating procedures (SOPs) Sorenson, O. 238 Spender, J.C. 190, 217 Sperber, D. 36 spin-off companies and routine replication 103-5 see also routine replication in the fashion industry Squire, L.R. 144, 154 stability 3-4, 6, 215-16, 240, 241, 242 see also inertia between formal rules and routines; regeneration of organizational character stable behaviour patterns 4-5, 6, 225, 236 - 9Stalker, G.M. 224 standard operating procedures (SOPs) 4-5, 160-61, 186-7, 188, 205-9, 225-6.228 see also innovation, role of procedures and stable behaviour patterns standardization 206-7 Star. S.L. 206 Staw, B.M. 69 Sterelny, K. 36 Sterlacchini, A. 261 Stinchcombe, A.L. 35, 36, 104 strategic alliances 19-20 strategic transactions 252, 253, 254, 259, 262, 264, 269 Strauss, A. 187 string matching distance 64-5 structuration 160 structure analysis using workflow data 47-8 discussion, limits and possibilities 61 - 4antecedents of structures 63-4 combinatorics of organizational evolution 62-3 data. use of 61-2

sequential variety and evolution 63 structure identification 62 methodology 51–7 data, lexical variety 54-5 sequences listing 55-7 string matching distance 64-5 structure of routines 57-61 action networks 58-60 dynamic networks 60-61 network graphs and measures 58 - 60sequential variety 57-8 theory 48-51 properties and patterns over time 50 - 51sub-routines 51 Suchman, L. 50, 217 summer camps 3-4, 131 see also Camp Poplar Grove regeneration Sutcliffe, K.M. 254 Sutton, R.I. 69, 223, 224 synchronic comparison 50, 51 Szulanski, G. 36 tacit knowledge 35, 37, 262 tacitly invoked scripts 163-4, 165, 166, 173, 177, 179, 180 Taylor, C. 189, 190, 217 technologies, routines as 11–12 physical technologies 2, 12, 13 hybrid corn 17-18, 20-21 polio vaccines 17-18, 21-2 social technologies 2, 12, 13 M form 17, 18–19, 24–5 quality circles 17, 18–19, 22–3 strategic alliances 19–20 technology-embedded rules 191 Teece, D. 68, 103, 162 temporal durability of routines 35 Thomas, H. 253 Thomas, N. 193 Thomas, W. 27 Thomke, S.H. 237 Tolbert, S.P. 160, 162 Tomasello, M. 29, 38 Tordjman, F. 261 Toyota, lean production 12 Trice, H.M. 146

Tripsas, M. 166 Tsoukas, H. 153, 155, 189, 217 Tulving, E. 34 Turner, S.F. 227 Tushman, M.L. 224 understanding, strength of 16, 17-20 Usher, J.M. 40 vaccines, case study 17-18, 21-2 van der Aalst, W. 47, 62 van der Steen, M.P. 169 Van Dongen, B.F. 62 Van Maanen, J. 169 Varga, A. 248 Veblen, T.B. 27, 28, 29, 32, 248, 252 Versace 114 Vinodrai, T. 113 virtual simulation in experimentation 228 - 9virtual simulation technology and innovation 223-5, 239-41 analytical perspective and method 228 - 30empirical findings 230-39 innovation outcomes 232-9 opportunities provided 233-4 procedures' leverage of opportunities 234-7 setting up 230-31 stability, effects of 237-9 use of 231-2 literature 226-7 new product development 227-8 organizational routines 225-6 Vromen, J.J. 267 Waddell, G. 107, 114 Wasserman, S. 60 Waterman, M.S. 74, 76 Watson, L. 107, 108, 110, 111, 117, 118, 124 Weick, K.E. 112, 132, 146, 162, 164, 171, 190, 250, 251, 254 Weijters, A.J.M.M. 47 Weissman, D. 35, 40 Wenger, E. 147, 214 Wenting, R. 104, 105 West, J. 206 West, M.A. 224

Wezel, F.C. 105, 125 Wheelwright, S.C. 224, 228, 234 Whetten, D.A. 146 Winter, S.G. 1, 19, 23, 29, 30, 31, 33, 37, 51, 68, 70, 71, 74, 79, 84, 90, 103, 111-12, 114, 166, 185, 215, 224, 225, 226-7, 228, 238, 248, 253.267-8 Witt, U. 250 Wittgenstein, L. 178, 190 Wofford, J.C. 163 Wood, W. 40 Woods, C.R. 248 Woolgar, S. 191 workarounds 202, 204, 209 workflow data, use in routine structure analysis 47-8 discussion, limits and possibilities 61 - 4antecedents of structures 63-4 combinatorics of organizational evolution 62–3 data. use of 61-2 sequential variety and evolution 63 structure identification 62 methodology 51-7

data, lexical variety 54-5 sequences listing 55-7 string matching distance 64-5 structure of routines 57-61 action networks 58-60 dvnamic networks 60-61 network graphs and measures 58 - 60sequential variety 57-8 theory 48-51 properties and patterns over time 50 - 51workflow event logs 47-8, 52, 54, 61-2, 63 workflow systems 47, 53, 61 Worth, Charles Frederick 106-7, 108-9 Wynne, B. 217 Yin, R.K. 167, 229 Zander, U. 68 Zellmer-Bruhn, M.E. 112, 113 Zirpoli, F. 234 Ziv. J. 65 Znaniecki, F. 27 Zollo, M. 19, 185 Zucker, L.G. 36

Markus C. Becker and Nathalie Lazaric - 9781848447240 Downloaded from Elgar Online at 11/22/2019 05:55:04PM via free access