# Tables

1.1 Basic data on four Russian integrated oil majors 3  
2.1 Western and Russian oil majors compared (2000) 24  
2.2 Time-ordered data display: summary of the external context 32  
2.3 Data display: Soviet vs Western organisational routines and management style 33  
4.1 Time/conceptually ordered data display of stages of organisational transformation – Yukos 54  
4.2 Conceptually ordered data display of Yukos organisational transformation 85  
5.1 Time/conceptually ordered data display of stages of organisational transformation – TNK 88  
5.2 Time/conceptually ordered data display of stages of organisational transformation – TNK-BP 90  
5.3 Conceptually ordered data display of TNK and TNK-BP organisational transformation 123  
7.1 Cross-case display: TMT, administrative heritage and absorptive capacity 152  
7.2 Data display of creation of absorptive capacity – Yukos 154  
8.1 Cross-case comparison of organisational learning and the development of organisational capabilities 168  
8.2 Data display of exploitation learning – Yukos 172  
9.1 Data display of exploitation learning, dynamic capabilities (deployment) and operational capabilities – TNK-BP 184  
9.2 Cross-case display: exploitation learning and dynamic capabilities (deployment) 186  
9.3 Exploration learning and dynamic capabilities (search and selection and resource creation) – Yukos and TNK-BP 191  
App.1 Questions, and prompts, used in 2001 interviews 222  
App.2 Questions used in 2004/05 interviews and their links to constructs 223