### Index

accountability 267–8  
aquisitions 101  
Ahuja, M.K. 62, 63, 65, 74, 137  
Al-jibouri, S. 203  
Albanese, R. 16  
Aldrich, H.E. 86, 87, 91, 92  
Allen, T. 64, 74  
Amburgery, T.L. 104  
Ancona, D.G. 114, 124, 125, 126, 130, 132, 134, 136, 137, 184, 213, 260  
Anderson, P. 158  
Angling, M. 203  
Arthur, M. 183  
Asheim, B.T. 56, 57, 161  
aspetorality  
definitions of 96–7, 126, 142–4  
goal attainment and 144–8, 210  
change, propensity to 147  
conflict 147–8  
influence of, on structure 190–92  
informativity 190–92  
repetition and 177–8  
modularity/standardization and 188–90  
preparedness and 182–3  
legitimacy and 148–50, 151–2  
proximity and 164–6  
repetition and 177–8  
see also time dimension  
Atkinson, R. 210  
autonomy, and dependence 205, 214–15  
Axelrod, R. 178, 208  
Baden-Fuller, G. 206  
Bailey, D.E. 19  
Bakker, René M. vii, 2, 4, 7–8, 9  
Balachandra, R. 57, 61, 74  
Baldwin, C.Y. 187, 271  
Baldwin, T.T. 26  
Barley, S. 173, 184  
Barney, J. 201, 204  
Barrick, M.R. 35  
Baum, J.A.C. 95, 106, 107, 148  
Bauman, Z. 183  
Baumeister, R.F. 129, 138  
Beale, P. 57, 64, 74  
Beardsworth, A.D. 56–7, 58, 59, 67, 69, 75, 78, 79  
Bechky, B. 16, 56, 58, 59, 68, 69, 70, 75, 97, 104, 106, 128, 145, 146–7, 148, 151, 175, 183, 184–5, 192  
Bennett, A. 266  
Bennis, W.G. 58, 59, 67, 75  
Bergson, H. 123  
Bigley, G.A. 147, 186  
Blake, S.B. 61, 74  
Blinders-Driessen, F. 72, 75  
Bluedorn, A.C. 37, 122, 123, 124, 126  
blueprint of organization 103–4  
Bollen, M. 179  
Boschma, R. 156  
Bourdieu, P. 143  
Bourgeois, L.J. 203  
Bradley, J. 62, 74, 137, 138  
Brady, T. 65, 74, 121, 214  
Bresman, H. 184  
Bresnen, M. 66, 67, 74, 78, 128, 135, 136, 212  
briding strategies 91, 93–4, 214  
Bryman, A. 56–7, 58, 59, 67, 69, 75, 78, 79  
Buckley, M. R. 273  
buffering 91  
Burt, R.S. 165  
business services 27  
Butler, J.E. 202, 204, 211, 215  
Butler, R. 124  
Caldwell, D.F. 213  
Cambré, Bart vii, 9
Carlson, K.R. 185
Carroll, G.R. 106
Castells, M. 193
Catanese, K.R. 129, 138
Chong, C.L. 124, 126, 132, 134
Clark, K.B. 61, 74, 187, 271
Clark, P.A. 43, 125
Clayton, L.D. 15, 17
Clegg, C.W. 202
Cleland, D.I. 203
Cochrane, R.A. 57, 61, 62
cognitive timer model 131
Cohen, S.G. 19, 202, 209
Cohen, W.M. 181
Coleman, J. 127
collaboration between parent companies 206–7
see also interorganizational collaboration (IOCs)
Colombo, M.G. 102, 159
communication issues 76–7
coordination 35–7, 164, 181
frequency of intra-IOTC, by size 37
proximity and 162–3
contact frequency 163
resource collaboration 91–2, 93–4
competencies and threats 222
complexity see project complexity compression and experiential management models 238–45, 247–8
conflicts, management of 269–70
construction industry 27, 67, 186
Contractor, N. 182
Cooke, R.A. 64, 74
coordination factors 35–7, 164, 181
Coren, S. 122
Covin, J.G. 57, 59, 64
Cramton, C.D. 160
creation of firms 100–101, 106, 203
creative industries 173, 176, 183
film industry 104, 145, 147, 183, 184–5
creativity, innovation and knowledge 133–5
Csikszentmihalyi, M. 130, 145
Cummings, J.N. 156, 157, 160, 162
Dacin, T.M. 95, 148
Das, T.K. 127, 208, 211
Davies, A. 65, 74, 121, 214
Davis, G.F. 87, 88
decision making 70–71
DeFillippi, R. 56, 121, 183
Den Hartog, D.N. 57, 67, 75
Denhardt, R.B. 122, 123, 124, 126
density of population 106
design, management of 271–2
Devine, D.J. 15, 17
Dialdin, D. 162
DiMaggio, P.J. 95, 148
Dine, M. 157
disaster responses 178–9
Dissel, H.G. van 181
Donaldson, L. 88, 89
Douglas, M. 143, 149
Douglas, Y. 149
Drazin, R. 88
Dru, J.-M. 183
Druskat, V.U. 213
Dunford, B.B. 15, 17
duration influence on resources discretion 202, 208–9
influence on structure 192
short 76–8
types of IOTCs and 43–5, 50–51, 176–7
Durkheim, E. 124
Dutch SMEs
character of IOTCs 22–3, 52–3
different age groups 24
industries and size class 23, 161–2
motivation 25
sales data by volume 25
temporal characteristics 37–41
terminations 38–9, 50–51
heterogeneity 31–33, 52
composition by industry 32
levels of satisfaction 32–3
time variables 41
types of organization and 47–9
parent organizations 23–6
number by class size 28
number by sector 27
representation and effectiveness 41–3
project sample and data categorization 18–21
responses 18–19
sector and class size 20
prevalence of IOTCs 52
size – human resources, financial resources 26–31
organization types and 46–7
percentage of employees involved 20, 29–31
tasks 33
coordination 35–7
importance of 33–5
organization types and 49
terminations by 40
types
financial contributions and influence 52
heterogeneity and 47–9, 53–4
management coordination 49–50
prevalence of four types 45–6
ties and duration 43–6, 50–51
see also
interorganizational collaboration (IOCs);
temporary organizations (TOs)

Duysters, G. 159
Dvir, D. 57, 61–2, 64, 74, 210
dynamiscs of development 71–2
Dzeng, R. 203

Earley, P.C. 36
Ebert, J.E.J. 129
economic efficiency 98–102
Edelman, M. 66, 74, 128, 135, 136, 212
effectiveness and project complexity 220–21
assumptions and research questions 221–4
effect, for intraorganizational forms 232, 233–4
evolutionary growth of 222
impact of innovation management interventions 245–6
project types in terms of aspirations set 223
Eisenhardt, K.M. 210
Ekstedt, E. 56, 186
Elchardus, M. 97, 143–4, 149–50, 177
embeddedness 177, 190
isolation and 263
learning and knowledge transfer 66–7
resources dilemma and 202, 206–7
typology of 207
temporal 206–9
Emery, J.D. 102, 113
Emirbayer, M. 191–2
environment 63
as independent variable of RDT 92
concentration, munificence and interconnectedness 90–91
embeddedness 66–7, 177, 190
organizational
adaptation of form and 102–8
density 106
legitimacy and 97–8, 149
structure and 87–90
parent companies’ influence 190–92
temporariness, its effects 132–3
Ernst, H. 202, 209
establishment of firms 100–101, 106, 203
eternity 3
Evan, W.M. 86–7, 91, 94
experiential and compression models 238–45, 247–8

Fenema, Paul C. van vii, 9
film industry 104, 145, 147, 183, 184–5
financial resources 26–31
Flaherty, M.G. 123, 124, 131
Fligstein, N. 87
Florin, J. 16
‘flow’ 145–6
Ford, J. 56–7, 58, 59, 67, 69, 75, 78, 79
form of organization 103–4
founding of firms 100–101, 106, 203
Fredericks, E. 89
Freel, M. 157
Freeman, J.H. 16, 103, 104, 105, 106
Freeman, M. 57, 64, 74
frequency as transaction cost factor 99
Friar, J.H. 57, 61, 74
Frumkin, P. 98
Galaskiewicz, J. 98
Galbraith, J.R. 272
Gallaud, D. 160
Temporary organizations

Gann, D. 57, 66, 74, 79
Gardiner, P.D. 76–7, 97, 150
Gartner, W.B. 203
geographic scope 163, 164–6
George, A.L. 266
George, J.M. 122, 124, 125, 145–6, 202, 215, 266
German Treuhandanstalt 191
Gersick, C.J.G. 43, 71, 75, 78, 124, 126, 132
Gerwin, D. 202, 209
Gilson, L. 15
Glicksohn, J. 131
goal attainment 270
atemporality and 144–8, 210
change, propensity to 147
conflict 147–8
Goddard, R. 37
Goding, R.Z. 26
Goleman, D. 131
Goodman, L.P. 56, 58–9, 63, 64, 65, 68, 75, 78, 121, 127, 129, 183
Goodman, P.S. 114, 260
Goodman, R.A. 56, 58–9, 63, 64, 65, 68, 75, 78, 121, 127, 129, 183
Gössling, Tobias vii, 9, 156, 158, 159, 161
governance mechanisms 69
Gower, D. 201, 203
Grabher, G. 16, 56, 57, 58–9, 66, 69, 74, 77, 106, 121, 135, 136, 161, 212
Grandori, A. 102
Granovetter, M. 179, 190
Grant, R.M. 204, 206
Grekin, R.J. 122
Guide to the Project Management Body of Knowledge, A 71
Gulati, R. 29, 40, 43, 105, 204, 206
Hagedoorn, J. 162
Halbesleben, J.R.B. 273
Hall, E.T. 124
Hall, M.R. 124
Hall, P.A. 87, 95
Hannan, M.T. 16, 103, 104, 105, 106
Hardy, C. 106, 155
Hargadon, A.B. 149
Hartog, D.N. Den 57, 67, 75
Harvey, M.G. 273
Hassard, J. 124–5, 126
Haughland, S.A. 69
Haynes, K.E. 157
Heath, R.L. 156
Heide, J.B. 208
heirarchy 188–90
Hellgren, B. 59
Hennart, J.-F. 100–101
heterogeneity
Dutch SMEs 31–3, 41, 47–9, 52
proximity and 155–67
structure and 193
Hickson, D. 173
Hinings, C.R. 265
Hobday, M. 72, 75, 106
Hollingshead, A.B. 178, 179
hotels and catering 27
House, R.J. 104
Howell, G.A. 57, 70, 75
Huemann, M. 216
human resources
qualifications and leadership issues 67–8
size of IOTC indicators 29
tension and pressure 68
Human, S.E. 96, 149, 151
humanitarian 178–82, 189
Hunt, S.D. 160
Ibert, O. 121
individual-based TOs 173, 175
industrialization 125
innovation 161, 162
creativity, innovation and knowledge 133–5
management strategies 230–48
impact of management interventions 245–6
timing 246–8
project complexity and effectiveness 221–4
firm competencies and outside threats 222
literature review of 224–8
complexity concept 228–30
project outcomes: concept in use and its dimensions 228
project types in terms of aspirations set 223
value dimensions of organizational effectiveness 226, 227
research and development 61, 162, 237

see also management strategies; tasks

interorganizational collaboration (IOCs)
definitions 2, 61
proximity in 155–67
characteristics of TOs and 160–6
prevalence of research on 167
studies on 15–16
purposes of 3–4

see also collaboration of parent companies; Dutch SMEs; structure in temporary organizations

interorganizationality 41–6
types, financial contribution and influence 51
intra-organizational TOs 61, 107, 224, 231
effect of project complexity on project effectiveness 232, 233–4, 238–9
frequency of interpersonal communication 37
knowledge transfer practices 66
intra-subjective capacity of time 123–4
IOCs see interorganizational collaboration (IOCs)
isolation and embeddedness 263

Jackson, P.R. 202
Jacobs, D. 205
Jaesub, L. 156
James, W. 123
Janowicz-Panjaitan, Martyna viii, 2, 4, 7–8
Jarvenpaa, S.L. 178, 179
Jeb Propulsion Lab 123
Jensen, M. 210
Jepperson, R.L. 95
Jerbrant, A. 203
Jolivet, F. 94
Jones, C. 15, 16–18, 21, 43–5, 48, 49, 50, 53–4, 61, 74, 175, 177, 191, 192, 262

Jones, G.R. 122, 124, 125, 145–6, 202, 215, 266
Jong, Jeroen P.J. de viii

Kadefors, A. 69, 75
Kahneman, D. 131
Kallscheuer, O. 156
Katz, J. 203
Katz, R. 66, 74, 97, 149
Keegan, A.E. 57, 67, 72, 75, 203
Keil, T. 56–7, 58, 59, 67, 69, 75, 78, 79
Keith, P.M. 58, 59, 61, 68, 69, 79, 121, 148
Kelly, D. 104
Kemp, N.J. 202
Kenis, Patrick viii, xii, 2, 4, 7–8, 71, 259–60, 272
Kernaghan, J.A. 64, 74
Kerzner, H. 76, 203, 210
Kirat, T. 158
Kluckhohn, F. 124
Knoben, Joris viii-ix, 9, 155, 156–7, 158, 159, 160, 165, 168
Knoke, D. 87
knowledge transfer 101, 161, 162, 164
Kok, Jan M.P. de viii
Koppenjan, J.F.M. 57, 70–71, 75
Koput, K.W. 155, 206
Kotter, J.P. 214
Kramer, R.M. 57, 58, 60, 67, 69–70, 121, 193, 203
Kristof-Brown, A.L. 31
Kumar, K. 181
Kunda, G. 173, 184

Labianca, G. 123, 124, 126, 133
Lacity, M.C. 183
Lambe, C.J. 160
Lammers, C.J. 173
Lane, P. 16, 158
Lanza, G.F. 178–9, 180
Lauffer, A. 57, 70, 75
Laurent, S. 66, 74, 128, 135, 136, 212
Lawrence, B.S. 114, 260
Lawrence, P. 87, 171
Lawrence, T.B. 155
leadership 67–8
Ledford, G.E. 209
Lee, D.M. 64, 74
Lee, H. 125
Temporary organizations

legitimacy 95–8, 106
atemporality and 148–50, 151–2
managing 268–9

cleft and 270
Levinthal, D.A. 181
Levy, O. 57, 64
Lewin, A.Y. 102, 113
Lewin, K. 147, 212
Lichtenstein, B.B. 15, 16–18, 21, 43–5, 48, 49, 50, 53–4, 61, 74, 175, 177, 191, 262
Liebenau, J. 125
Lindkvist, L. 56, 63, 65–6, 74, 76, 77, 97, 121, 150
Lorand, R. 179
Lorche, J. 87, 171
Lubatkin, M. 16, 158
Lucas, Gerardus J.M. ix
Lundin, R.A. 21, 56, 58, 59, 60, 61, 63, 71, 77, 86, 97, 126–7, 128, 129, 136, 143, 144, 145, 149, 151, 152, 171–2, 175, 186, 190, 191, 201, 202, 206, 210, 212–13, 214, 269
Lung, Y. 158
Macaulay, S. 184
Magjuka, R.J. 26
Mahoney, J.T. 187
Mainemelis, C. 123, 130–31, 133, 134, 136
Majchrzak, A. 178, 179
Maltz, A.C. 57, 64
Man, A.-P. 160

management strategies
contingency theory 87–90
decision making 70–71
human resources 67–8
intra-IOTC Coordination 35–7, 49–50
population ecology theory 102–8
project outcomes, complexity and effectiveness 230–50
compression and experiential models 238–45, 247–8
moderating effect 245
effectiveness upgrading 235
innovation management interventions 245–6
moderation effect 249
timing 246–8

R&D managers and their problems 237
resources as solution 231–5
time dimensions and 236–8
project-based organizations 72–3
research on TOs and 267
accountability 267–8
design 271–2
legitimacy 268–9
process 272–3
resource dependence theory 90–95
dependence and autonomy 214
transaction cost theory 98–102

see also innovation
Mantel, S.J. 57, 64
manufacturing sector 27
market and control mechanisms 100
Marshall, N. 57, 66, 74, 79
Mathieu, J. 15
McGrath, J.E. 62, 74, 124, 125
Meeus, Marius T.H. ix, 9–10
Melner, S.B. 15, 17
Mennecke, B.E. 62, 74, 137, 138
Merchant, K. 185
Meyer, A.D. 265
Meyer, J.W. 95, 96, 148
Meyerson, D. 57, 58, 60, 67, 69–70, 121, 193, 203
military missions 186–7
Milward, H.B. 182, 267, 269, 270, 272
 Miner, A.S. 208
 Mintzbert, H. 171, 172, 173, 193
 Mitter, M.M. 122
 modularity 186–9
 Moffat, L. 202, 209
 Möllering, G. 70
 Monge, P.R. 182
 Moon, H. 123, 124, 126, 133
 Morley, E. 56, 58, 59, 67, 75, 77–8, 121
 Müller, R. 57, 58, 59, 63, 64, 67, 78, 210, 214
 Munns, A.K. 76
 Muthusamy, S.K. 61
Navarre, C. 94
neo-institutional theory 95–8
Ness, H. 69
Nevo, D. 197
Newell, S. 66, 74, 128, 135, 136, 212
niche overlap 107
Nobeoka, K. 57, 64, 74
‘non-temporary organizations’ 3, 138, 171–2, 188
taxonomy of organizational teams 17
Nooteboom, B. 159
Norris, P. 193
Novicevic, M.M. 273
Nuttin, J.R. 129
O’Leary, M. 156, 157, 160, 162
Oerlemans, Leon, A.G. ix, 9–10, 155, 156–7, 157, 158, 160, 161
Okhuysen, G.A. 125, 126, 130, 136, 137
Oliver, C. 95, 96, 148
organizational theory
agency theory 210
contingency theory 87–90
neo-institutional theory 95–8
overview 86–7
applicability and generalizability 108–114
population ecology theory 102–8
resource dependence theory (RDT) 90–95, 201, 204–5, 207
transaction cost theory 98–102
see also temporary organizations (TOs)
Orlikowski, W.J. 123, 124
Osler, Sir William 121
Packendorf, J. 58, 59, 60, 79
Palisi, B.J. 69, 75, 192
Paparone, C.R. 187
parent organizations (POs)
Dutch SMEs 23–6
number by class size 28
number by sector 27
representation and effectiveness 41–3
management of accountability 267–8
design 271
legitimacy 268–9
process 272–3
resource control 202, 205–11, 215
structurally prepared interorganizational TOs 186–90
Parkin, J. 57, 70, 75
Penrose, E. 201
performance
research agenda 264
resources dilemma and 209–11
temporary teams’ 26, 62–5
atemporality, its effects 144–8
temporariness, its effects 127–33, 138
Perlow, L.A. 124, 125, 126, 130, 136, 137
‘permanent organizations’ see ‘non-temporary organizations’
Pfeffer, J. 90–92, 204–5, 207
Phelps, J.L. 15, 17
Phillips, N. 155
Pinto, J.K. 57, 59, 64, 74
Piotrowski, C. 183
political responses 179–80, 190–91, 193
population ecology theory 102–8
Porsander, L. 76
Porter, M. 204
Powell, W.W. 95, 148, 155, 206
Prelec, D. 129
preparedness 182–3
Priem, R.L. 202, 204, 211, 215
process, management of 272–3
product variables 61
profession-based TOs 183–6
project complexity 88
definition of 228–30
indicators 233
effectiveness and 220–21
assumptions and research questions 221–4
effect, for intraorganizational forms 232, 233–4
evolutionary growth of 222
impact of innovation management interventions 245–6
project types in terms of aspirations set 223
literature review 224–5, 255–7
complexity concept 228–30
Temporary organizations

definitions and dimensions 357–8
on TO effectiveness 225–8
outcomes: concept in use and its dimensions 228
valuations of organizational effectiveness 226
management of, project outcomes 88, 230–48
innovation management 245–6
moderation effects 249
timing 246–8
resources and 231–5
time dimensions and 236–8
see also temporary organizations (TOs)
Project Management Institute 71
project management literature 4–5, 60, 61, 203
measuring project success 63–4
on innovation outcomes 224–8
complexity concept 228–30
‘iron-triangle’ 227
review of 255–7
definitions and dimensions of complexity 257–8
project success, measurement of 63–5
project-based structures 3, 78
knowledge transfers 66
project classifications 61–2
transient nature of 78
Provan, Keith G. x, 71, 96, 149, 151, 182, 267, 269, 270, 272
proximity 155–71
characteristics of TOs and 160–66
comparisons with IOCs 164–6
interplay between forms of 159–60
organizational 157–8
prevalence of research in relation to collaboration 168
spatial/geographic 157, 163, 164–6
technological 158–9, 166
Raab, Jörg x, 9
Rallet, A. 160
Ramswamy, V. 184
Rämö, H. 16
Rao, H. 103–4, 107
Rapp, M. 15
Raz, T. 210
repetition and atemporality 177–8
research and development (R&D) 61, 162, 237
resources dilemma
managing project outcomes 231–5
temporal embeddedness and 206–7
functioning and performance 207–11
theoretical framework 203–5
resource dependence theory (RDT) 90–95, 201, 204–5, 207
implications for, system openness 211–14
resource based view (RBV) and 204
trust and 215
Resources Dependence Theory (RDT) 90–95
Resteigne, D. 189
Roberts, K.H. 186
Rotchford, N.L. 124, 125
Rottman, J.W. 183
Rowan, B. 95, 96, 97, 148
Roy, D.F. 125–6
Ruef, M. 95, 148
Rutten, R. 159
Saavedra, R. 36
Salancik, G.R. 90–92, 204–5, 207
Salter, A. 57, 66, 74, 79
Sanchez, R. 187
Sapsed, J. 57, 66, 74, 79
SARS epidemic response 180–81
Saunders, C.S. 62, 63, 65, 74, 137
Scarborough, H. 66, 74, 128, 135, 136, 212
Schilling, M.A. 187
Schneider, B. 22
Schofield, J. 66, 74
science and technology sector 123
Scott, R.W. 87, 88, 95
Scott, W.R. 95, 148
Seashore, S.E. 204
sectoral distribution 23, 161–2
Seibel, W. 191
Seshadri, S. 156
Shenhar, A. 210
Shenhar, S. 57, 60, 61–2, 64, 74, 76
Silver, A. 56, 58, 59, 67, 75, 77–8, 121
Simmons, E.L. 76–7, 97, 150
Singh, H. 29
Singh, J.V. 103–4
Sipe, W.P. 22
size of IOTCs 26–31
interorganizationality and 42
organization types and 46–7
percentage of employees involved
20, 29–31
Slater 58, 59, 67, 75
Slevin, D.P. 57, 64, 74
SMEs (small and medium-sized firms)
see Dutch SMEs
Smith, D.B. 22
Smith, M.L. 57, 70, 75
Smith-Doerr, L. 155, 206
Snijders, T.A.B. 266
Social Identity Theory 128
societal acceptance 95, 97, 150, 182
societal boundaries 143
Soda, G. 105
Söderholm, A. 21, 56, 58, 59, 60, 61,
63, 71, 77, 86, 97, 126–7, 128, 143,
144, 145, 149, 151, 152, 171–2,
175, 190, 191, 202, 206, 210,
212–13, 214, 269
Soeters, Joseph x, 9, 189
Sohn, J. 157
Spekman, R.E. 160
Starkey, K. 127
start-up firms 100–101, 106
resources dilemma 203
Stevens, C.K. 31
Stewart, G.L. 15, 18, 19, 22, 26, 35,
202, 210
Stinchcombe, A.L. 105, 273
Stjernberg, T. 59
Stock, R.M. 41
Strauss, A.L. 260
structurally prepared
interorganizational TOs 186–90
structure in temporary organizations
comparisons with non-temporary
organizations 171–2, 188
dynamics of 193, 196
hierarchy 188–90
identifying temporariness and TOs
176–8
influence of atemporality on 190–92
influence of duration on 192
modularity 186–9
preparedness 182–3
repeated nature of 176–8
research agenda 263–4
typology of TOs 173–6
ad hoc or ephemeral 178–80
different patterns of structuring
work activity 174
hastily formed interorganizational
TOs 180–83, 194
profession-based 183–6, 194
summary of propositions 194–5
structurally prepared
interorganizational TOs
186–90, 195
see also interorganizational
collaboration; temporary
organizations (TOs)
sufficiency and discretion, relationship
between 93
Sutton, R.I. 122
Swan, J. 66, 74, 128, 135, 136, 212
Sydow, J. 56, 121
system openness 211–14
dynamic perspective on 213
Taifel, H. 128, 212
tasks, 58
Dutch SMEs 33–5, 36–7, 40, 49
dynamics of progression 71–2, 97
communication issues 76–7
time limitations 78
goal attainment 144–8, 210, 270
in context of structural distinctions
175–6, 191
role clarity 68
trust 69
see also innovation; teams
taxonomy of projects 61
Taylor, F.W. 125
Taylor, R.C.R. 95
teams 15, 17
creating temporal parameters 126
effects of awareness of impending
termination 79, 129, 144
performance variables 26, 62–5
atemporality, its effects 144–8
temporariness, its effects 127–33,
Temporary organizations

salary 100
see also human resources; tasks
Tempest, S. 127
temporal embeddedness 206–9
temporariness 59, 73, 80–81
as limited duration 77–8
awareness of impending termination 78–9
as short duration 76–7
difficulties in defining 142
identifying, and TOs 176–8
implications of 68, 126
for individual members 127–33
for performance of TOs 133–8
themes, publications and research opportunities 74–5
see also temporary organizations
(TOs)
temporary organizations (TOs)
atemporality and 142–52
conflict and 147–8
energy output 145–6
propensity to change 147
recklessness 146–7
decision making 70–71
definitions of 57–9, 121–2, 143, 155–6, 203
example and purpose 1–3
open or closed systems 211–12
dynamics of development 71–2
history of research on 59–60
human resources 67–9
learning and knowledge flows 65–9
management of project-based 72–3
performance 62–5
creativity, innovation and knowledge 133–5
temporariness, its effects on 133–8
proximity 160–66
resources and 203–15
structure and coordination 69–70
study of 1–5, 63
definitions 57–9, 121–2, 143, 155–6, 203, 211–12
future research 264–6
isolation versus embeddedness 263
and managerial implications of 267
accountability 267–8
conflict management 269–70
design 271–2
legitimacy 268–9
process 273
performance drivers 264
structure 263–4
time dimensions 260–62
theory grounded insights into 5–10
system openness 211–14
taxonomy of organizational teams
‘temporal zones’ 125–6
time dimensions 260–62
types and contingent effects 61–2
see also Dutch SMEs;
interorganizational collaborations (IOCs);
organizational theory; project complexity; structure in temporary organizations;
temporariness
Teng, B. 208, 211
termination point
determination of 38–9, 78–9
IOTC termination by task 40
method of termination 50–51
organizational aging 105
proximity in TOs and 161
temporariness, its effects 129
atemporality and 144, 152
Thamhain, H.J. 57, 64, 67, 74, 202
Thompson, J.D. 92
ties 43–5
time dimension xii
characteristics of IOTCs 37–41
conceptual status of time 8
duration 176–7
influence on resources discretion 202, 208–9
influence on structure 192
temporariness as limited 77–8
temporariness as short 76–7
types of IOTCs 43–5, 106–7
method of termination and 50–51
entrainment 132–3
creativity and 134–5
experience of 130–31
management of project outcomes 236–8
Index

performance of organization and
decision making 70–71
perspectives of, and subjective
quality 123–4
resources dilemma and 202, 206–7
duration 208–9
typology of 207
study of TOs and 4–5, 63, 260–62
swift trust 69–70
temporal embeddedness 206–9

see also atemporality
Tischler, A. 61–2, 64, 74
Tolbert, P.S. 87
Torre, A. 157, 160
TOs see temporary organizations (TOs)
trade and repair 27
transaction cost theory 98–102
transport and communications 27
Travis Maynard, M. 15
trust 69, 215
Tsui, A.S. 265
Tucker, D.J. 104
Turner, J.C. 128, 212
Turner, J.R. 57, 58, 59, 61, 62, 63, 64, 67, 72, 78, 203, 210, 214
Turner, V. 127
Tushman, M.L. 64, 66, 74, 114, 158, 260
Twenge, J.M. 129, 138

Usai, A. 105
Uzzi, B. 106

Van de Ven, A.H. 88, 152
van den Ende, J. 72, 75
van den Oord, A. 159
van Dissel, H.G. 181
Van Dyne, L. 36

Van Haverbeke, W. 159
Vermeulen, Patrick, A.M. x-xi, 9
Vetlesen, A.J. 159

Waard, Erik J. de xi
Wagener, R. 36
Wall, T.D. 202
Wand, Y. 197
Watt, I. 123, 124, 126, 133
Weber, M. 148
Weick, K.E. 57, 58, 60, 67, 69–70, 77, 121, 193, 203
Weigelt, C.B. 102, 113
Well, K. 203
Wernerfelt, B. 201, 204
Westling, G. 71–2, 75
Wheeler, J.V. 213
Wheelwright, S.C. 61, 74
Whetten, D.A. 92
White, B.J. 62, 74, 137, 138
White, M.A. 61
Whitley, R. 58, 61, 68, 77
Wilemon, D.L. 57, 64, 67, 74
Williamson, O. 98–102
Wilson, D.C. 66, 74
Wilson, T. 129
Winch, G. 16
Wirrenius, H. 56, 186
Woodward, H. 57, 70, 75
work roles 61

Yates, J. 123, 124
Yilmaz, S. 157
Yuchtman, E. 204

Zaheer, A. 105
Zakay, D. 131
Zerubavel, E. 124, 125
Zmud, R.W. 185
Zucker, L.G. 95, 148