Index

Abernathy, W. 190
Adcroft, A. 41, 47
Alder, P. 98
Aldrich, H. 8, 75, 76
Allen, R. 146
Alvesson, M. 14, 169
Amburgey, T. 50
Amichai-Hamburger, Y. 154
Amit, R. 96
Anand, N. 152
Ancona, D. 191
Anderson, P. 70, 188
Ansoff, I. 44
Appelbaum, S. 49
Argyris, C. 114
Arkes, H. 118
Armenakis, A. 133
Arthur, J. 65
Ashkanasy, N. 144
Ashmos, D. 110
Atkinson, S. 172
Avolio, B. 156
Backoff, R. 187, 188, 190
Bacon, J. 128, 136, 138
Baden-Fuller, C. 54
Badham, R. 18
Baird, L. 71
Baldwin, C. 18
Barley, S. 75, 76, 78
Barney, W. 67
Barney, J. 90, 92, 93–4, 95, 96
Barnwell, N. 125
Barr, P. 53, 185
Barry, B. 5
Beckhard, R. 111
Bedeian, A. 133
Begun, J. 128
Benefiel, M. 110
Berg, D. 7, 43
Berger, P. 75, 151
Bergquist, W. 162
Bettinger, C. 146
Beverland, M. 64
Beyer, J. 143, 152, 153, 154
biological philosophy 58–73, 176–7
  analogies with systems philosophy
  124–5, 126, 130
biological philosophy and Darwinian
  evolution 59, 68–70, 71
  and competitive advantage 69–70
  and natural selection 69
  and punctuated equilibrium model 70
biological philosophy and organizational
  ecology 8–9, 16, 18, 65–8
  and competition 66–7
  and density dependence 66
  failure, finding reasons for 66
  and legitimation 66–7
  and start-up companies and size 67
biological philosophy, organizational life
  cycle models 58–9, 60–65, 70–71, 177
  birth 62–3
  common sets of problems 60
  decline 64
  and evolutionary change models,
    differences between 60
  growth and structural bases 63, 66–7
  learning and status 65
  maturity and accountability 63, 65
  revival 64
  stages of change 60–61
Black, J. 92
Blackmur, D. 92
Blumer, C. 118
Boal, K. 92
Bohm, S. 36
Boje, D. 155, 156, 173
Bokeno, M. 108
Bolman, L. 14, 168
Boreham, N. 114, 115
Boulding, K. 125
Bourdieu, P. 81
Index

power and culture role and
institutional philosophy 80–83
powerful units and ritualized
behaviour, changing 152–7
psychological connection 147–50
and storytelling system 155–7
and strength of culture 144
symbols and identity, cultural change
through 151–2
typologies and categories 147
values and collective aims 12–13, 17,
143, 145–6, 151–2

Cummings, T. 112, 114
Cunha, M. 111
Cyert, R. 185
Czarniawska, B. 156

Dacin, T. 74, 77, 84, 185
Dalziel, T. 99
Dansereau, F. 30–31, 32
Das, T. 89, 91, 94
Davis, S. 19
De Coning, T. 146
De Val, M. 107
Deal, T. 14, 168
Dean, K. 110
Deephouse, D. 80, 193
Dehler, G. 11, 110
Demers, C. 75, 77, 85
Deming, W. 134
Denison, D. 144, 146, 153
Denning, S. 157
Dent, E. 107, 128, 129
Detert, J. 144, 153
Diefenbach, T. 51
Dierickx, I. 91
Dijksterhuis, M. 18
DiMaggio, P. 9, 74–5, 76, 77, 78–80
Dodge, R. 63
Dolan, S. 130
Donaldson, L. 29
Dougherty, D. 184
Doz, Y. 2, 192
Drazin, R. 31
Drucker, P. 143, 162
Druhl, K. 12
dualities philosophy and changing
tensions 176–200
boundary heuristics 193, 194–6
change dualities 186–7
competing and complementary forces
193–6
connecting philosophies 183–4
cultural renewal and challenging core
values 184
and diversity 19
dualities aware perspective 187–9
duality characteristics 189–93
dynamism role 15–20, 191–2, 193,
194
empowerment and strong leadership
178
and improvisation 192–3
inconsistency and duality of co-
existing tensions 188–9
minimal threshold 191, 194
performance and dualities 19, 186–7
rational strategic planning and
adaptive strategic thinking,
merging 42–3, 184
relational characteristics 190–91
simultaneity characteristic 189–90,
192, 194
stability–change dilemma 184–6
Duchon, D. 110
Dulaney, S. 153
Dunford, R. 6
Dunn, E. 117
Dupré, J. 33
Dyer, F. 146
Eisenhardt, K. 4, 18, 19, 38, 90, 96, 97,
98, 102, 130, 132, 134, 135, 188,
192
Eldridge, N. 70
Ellis, A. 111
Evans, P. 2, 185, 186, 188, 190, 192
Fahy, J. 92, 96, 100
Fairclough, N. 170
Feldman, M. 90, 91, 93, 94, 95
Fenton, E. 186, 191
Fenwick, T. 109, 134
Feyerabend, P. 29, 33
Firat, A. 162
Fiske, A. 153
Foegen, J. 109, 134
Foo, C.-T. and C. 133
Ford, J. 172, 187, 188, 190
Foucault, M. 14, 168–71
<table>
<thead>
<tr>
<th>Name</th>
<th>Page Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aaron C.T. Smith</td>
<td>9781848446380</td>
</tr>
<tr>
<td>Fiona M. Sutherland</td>
<td>9781848446380</td>
</tr>
<tr>
<td>Philosophies of...</td>
<td></td>
</tr>
<tr>
<td>organizational change</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Fox, C.</td>
<td>14</td>
</tr>
<tr>
<td>Fox, S.</td>
<td>154</td>
</tr>
<tr>
<td>Freeman, J.</td>
<td>8, 65, 66, 95</td>
</tr>
<tr>
<td>French, W.</td>
<td>112</td>
</tr>
<tr>
<td>Freshman, B.</td>
<td>110</td>
</tr>
<tr>
<td>Friedman, S.</td>
<td>107</td>
</tr>
<tr>
<td>Friesen, P.</td>
<td>62, 70</td>
</tr>
<tr>
<td>Fuchs, C.</td>
<td>190</td>
</tr>
<tr>
<td>Fuentes, C.</td>
<td>107</td>
</tr>
<tr>
<td>Gabriel, Y.</td>
<td>155–6, 157</td>
</tr>
<tr>
<td>Galbraith, J.</td>
<td>62</td>
</tr>
<tr>
<td>Galunic, C.</td>
<td>18, 192</td>
</tr>
<tr>
<td>Gardner, W.</td>
<td>156</td>
</tr>
<tr>
<td>Gargiulo, T.</td>
<td>157</td>
</tr>
<tr>
<td>Garrety, K.</td>
<td>18</td>
</tr>
<tr>
<td>Garud, R.</td>
<td>82, 84</td>
</tr>
<tr>
<td>Gephart, R.</td>
<td>173</td>
</tr>
<tr>
<td>Gettler, L.</td>
<td>4</td>
</tr>
<tr>
<td>Gharajedaghi, J.</td>
<td>11</td>
</tr>
<tr>
<td>Gibson, B.</td>
<td>166</td>
</tr>
<tr>
<td>Giddens, A.</td>
<td>3, 78, 79, 91, 187</td>
</tr>
<tr>
<td>Gilbert, D.</td>
<td>116, 117</td>
</tr>
<tr>
<td>Glick, W.</td>
<td>7, 43</td>
</tr>
<tr>
<td>Glynn, M.</td>
<td>31, 82, 185</td>
</tr>
<tr>
<td>Goldberg, J.</td>
<td>137</td>
</tr>
<tr>
<td>Goldberg, S.</td>
<td>107</td>
</tr>
<tr>
<td>Goldstein, J.</td>
<td>128</td>
</tr>
<tr>
<td>Goleman, D.</td>
<td>110</td>
</tr>
<tr>
<td>Gordon, G.</td>
<td>146</td>
</tr>
<tr>
<td>Gould, S.</td>
<td>70</td>
</tr>
<tr>
<td>Graetz, F.</td>
<td>18, 19, 54, 187, 188, 189, 190, 191, 192</td>
</tr>
<tr>
<td>Grant, D.</td>
<td>15, 156, 169</td>
</tr>
<tr>
<td>Grant, I.</td>
<td>164</td>
</tr>
<tr>
<td>Grant, R.</td>
<td>10</td>
</tr>
<tr>
<td>Gray, C.</td>
<td>107</td>
</tr>
<tr>
<td>Gray, J.</td>
<td>3</td>
</tr>
<tr>
<td>Green, C.</td>
<td>6</td>
</tr>
<tr>
<td>Greenwald, A.</td>
<td>26</td>
</tr>
<tr>
<td>Greenwood, R.</td>
<td>9, 74, 76, 77, 78, 79, 80, 81, 82, 83, 84</td>
</tr>
<tr>
<td>Greiner, L.</td>
<td>62, 63, 114</td>
</tr>
<tr>
<td>Grey, C.</td>
<td>3, 132</td>
</tr>
<tr>
<td>Grimes, A.</td>
<td>36</td>
</tr>
<tr>
<td>Grimes, R.</td>
<td>152</td>
</tr>
<tr>
<td>Grint, K.</td>
<td>56</td>
</tr>
<tr>
<td>Grundy, T.</td>
<td>2</td>
</tr>
<tr>
<td>Haire, M.</td>
<td>60</td>
</tr>
<tr>
<td>Haken, H.</td>
<td>127</td>
</tr>
<tr>
<td>Hallett, T.</td>
<td>77</td>
</tr>
<tr>
<td>Hanks, S.</td>
<td>64</td>
</tr>
<tr>
<td>Hannan, M.</td>
<td>8, 65, 66, 95</td>
</tr>
<tr>
<td>Hansen, M.</td>
<td>67</td>
</tr>
<tr>
<td>Hardy, C.</td>
<td>14, 15, 82, 83, 84, 85, 156, 169</td>
</tr>
<tr>
<td>Harris, L.</td>
<td>144, 145</td>
</tr>
<tr>
<td>Harris, S.</td>
<td>141</td>
</tr>
<tr>
<td>He, Z.-L.</td>
<td>190</td>
</tr>
<tr>
<td>Head, T.</td>
<td>54</td>
</tr>
<tr>
<td>Hearn, G.</td>
<td>132</td>
</tr>
<tr>
<td>Heaton, D.</td>
<td>110, 111</td>
</tr>
<tr>
<td>Hedberg, B.</td>
<td>19, 188, 191</td>
</tr>
<tr>
<td>Hede, A.</td>
<td>107</td>
</tr>
<tr>
<td>Helfat, C.</td>
<td>94, 96, 97</td>
</tr>
<tr>
<td>Hendry, J.</td>
<td>18</td>
</tr>
<tr>
<td>Heraclous, L.</td>
<td>13</td>
</tr>
<tr>
<td>Herold, D.</td>
<td>49</td>
</tr>
<tr>
<td>Heugens, P.</td>
<td>76, 77, 78, 85</td>
</tr>
<tr>
<td>Hillman, A.</td>
<td>99</td>
</tr>
<tr>
<td>Hinings, C.</td>
<td>9, 76, 84</td>
</tr>
<tr>
<td>Hinz, O.</td>
<td>6</td>
</tr>
<tr>
<td>Hirst, P.</td>
<td>164</td>
</tr>
<tr>
<td>Hofstede, G.</td>
<td>143, 145</td>
</tr>
<tr>
<td>Holmes, S.</td>
<td>146</td>
</tr>
<tr>
<td>Holmqvist, M.</td>
<td>114</td>
</tr>
<tr>
<td>Hoopes, D.</td>
<td>94</td>
</tr>
<tr>
<td>Hopkinson, G.</td>
<td>156</td>
</tr>
<tr>
<td>Hsee, C.</td>
<td>116, 117</td>
</tr>
<tr>
<td>Huber, G.</td>
<td>7, 43, 114</td>
</tr>
<tr>
<td>Hughes, A.</td>
<td>3, 5</td>
</tr>
<tr>
<td>Hughes, E.</td>
<td>76</td>
</tr>
<tr>
<td>Huntley, C.</td>
<td>65</td>
</tr>
<tr>
<td>Huysens, A.</td>
<td>162</td>
</tr>
<tr>
<td>Iacovini, J.</td>
<td>10</td>
</tr>
<tr>
<td>institutional philosophy and changing conformity 74–88, 177 and Chicago School 75–6 and cultural philosophy, connection between 75, 81–2 institution concepts 16, 74–8</td>
<td></td>
</tr>
</tbody>
</table>
Index

institutional entrepreneurship 82, 83–5
institutional pillars and resistance 81–3
institutional resistance 82–3
institutional theory 75, 95–6
and inter-organizational collaboration 84
isomorphic conformity on performance 77, 79–80, 81, 95
legitimacy management 66, 80
new institutionalism 76, 78–80, 177
organizational fields 79
organizational gaps and destabilization 83–4
organizational identity 82
organizational members, influence of 82
organizational rationalization 78–9
organizational similarities 9–10
power and culture, role of 80–83
professional associations, role of 84
and sociological approach 76–7
structure versus agency debate 77–8

Ishikawa, K. 134
Iyengar, S. 118

Jackson, W. 187
Jacques, R. 14, 36, 163
Jameson, F. 163
Jassawalla, A. 154
Jick, T. 7, 11, 43
Johnson, G. 18, 94
Johnson, P. 164
Johnston, S. 188
Jones, C. 36
Jones, G. 62
Jones, M. 42
Jones, S. 68, 71
Jonsson, S. 77
Joyce, A. 109
Jung, C. 147–8, 149–50
Juran, J. 134

Kahn, R. 184
Kahneman, D. 117
Kanter, R. 2, 7, 43, 134
Karney, B. 117
Karreman, D. 14, 169
Katz, D. 184
Kelly, D. 50
Kelly, K. 127, 132
Kerzner, H. 125
Ketchen, D. 92, 93
Kezar, A. 6, 8, 43, 60
Kilduff, M. 184
Kilman, R. 143
Kimberly, J. 70
King, J. 110
Kirkman, B. 109
Kitcher, P. 33
Kivetz, R. 118
Klein, K. 30–31, 32
Knott, A. 91, 95
Kordis, P. 131, 137
Kotter, J. 2, 3, 43, 44, 52
Kraatz, M. 19
Krishnakumar, S. 110, 111
Kubler-Ross, E. 11, 105
Kuhn, A. 11
Kuhn, T. 28
Kuiipers, T. 26
Kwan, K. 37
Lado, A. 100, 101, 189
Lander, M. 76, 77, 78, 85
Langan-Fox, J. 143
Langstaff, J. 12
Laszlo, E. 12
Laughlin, R. 70
Lawrence, P. 19, 189–90
Lawrence, T. 80, 81, 82, 83, 84, 85, 156
Layard, R. 118
leadership
empowerment, and strong 178
management persuasion techniques 154
management responses and systems philosophy 133
managerial acumen and experience, resource philosophy and changing opportunities 94, 101–2
and rational philosophy see rational philosophy and leadership
top-down approach 3–5

Kuhn, T. 80, 81, 82, 83, 84, 85, 156
Kraatz, M. 19

Kubler-Ross, E. 11, 105
Kullman, R. 143
Laughlin, R. 70
Lawrence, T. 80, 81, 82, 83, 84, 85, 156
Layard, R. 118
leadership
empowerment, and strong 178
management persuasion techniques 154
management responses and systems philosophy 133
managerial acumen and experience, resource philosophy and changing opportunities 94, 101–2
and rational philosophy see rational philosophy and leadership
top-down approach 3–5

Aaron C.T. Smith and Fiona M. Sutherland - 9781848446380
Downloaded from Elgar Online at 12/12/2018 09:13:00AM
via free access
<table>
<thead>
<tr>
<th>Author</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lepper, M.</td>
<td>118</td>
</tr>
<tr>
<td>Lester, D.</td>
<td>62</td>
</tr>
<tr>
<td>Levy, A.</td>
<td>8, 60</td>
</tr>
<tr>
<td>Lewin, A.</td>
<td>5</td>
</tr>
<tr>
<td>Lewin, K.</td>
<td>10, 44, 124</td>
</tr>
<tr>
<td>Lewis, M.</td>
<td>20, 36, 38, 185, 186, 187, 188</td>
</tr>
<tr>
<td>Lewis, V.</td>
<td>62</td>
</tr>
<tr>
<td>Lienard, P.</td>
<td>153</td>
</tr>
<tr>
<td>Lissack, M.</td>
<td>131</td>
</tr>
<tr>
<td>Litwin, G.</td>
<td>45</td>
</tr>
<tr>
<td>Lockshin, L.</td>
<td>64</td>
</tr>
<tr>
<td>Loewenstein, G.</td>
<td>117</td>
</tr>
<tr>
<td>Lorsch, J.</td>
<td>189–90</td>
</tr>
<tr>
<td>Loulsbury, M.</td>
<td>76, 81</td>
</tr>
<tr>
<td>Luckmann, T.</td>
<td>75, 151</td>
</tr>
<tr>
<td>Lynch, D.</td>
<td>131, 137</td>
</tr>
<tr>
<td>McCann, J.</td>
<td>100</td>
</tr>
<tr>
<td>McCauley, R.</td>
<td>30</td>
</tr>
<tr>
<td>Machiavelli, N.</td>
<td>41, 42, 48, 49, 50</td>
</tr>
<tr>
<td>MacIntosh, R.</td>
<td>193–4</td>
</tr>
<tr>
<td>McKelvey, B.</td>
<td>8, 29</td>
</tr>
<tr>
<td>MacLean, D.</td>
<td>193–4</td>
</tr>
<tr>
<td>McLoughlin, I.</td>
<td>98</td>
</tr>
<tr>
<td>McMaster, M.</td>
<td>135</td>
</tr>
<tr>
<td>Maguire, S.</td>
<td>82, 83, 84</td>
</tr>
<tr>
<td>Mahoney, J.</td>
<td>92</td>
</tr>
<tr>
<td>Makadok, R.</td>
<td>93, 96, 97</td>
</tr>
<tr>
<td>Mannheim, K.</td>
<td>164</td>
</tr>
<tr>
<td>March, J.</td>
<td>19, 185</td>
</tr>
<tr>
<td>Marion, R.</td>
<td>128, 136, 138</td>
</tr>
<tr>
<td>Markoczy, L.</td>
<td>137</td>
</tr>
<tr>
<td>Marsden, S.</td>
<td>146</td>
</tr>
<tr>
<td>Martin, J.</td>
<td>90, 96, 97, 98, 102, 143</td>
</tr>
<tr>
<td>Maslow, A.</td>
<td>35, 111</td>
</tr>
<tr>
<td>Mayr, E.</td>
<td>68</td>
</tr>
<tr>
<td>Melin, L.</td>
<td>18</td>
</tr>
<tr>
<td>Merry, U.</td>
<td>8, 60</td>
</tr>
<tr>
<td>Meshouram, I.</td>
<td>71</td>
</tr>
<tr>
<td>Meyer, A.</td>
<td>70</td>
</tr>
<tr>
<td>Meyer, H.-D.</td>
<td>10</td>
</tr>
<tr>
<td>Meyer, J.</td>
<td>74, 75, 78, 80</td>
</tr>
<tr>
<td>Miles, R.</td>
<td>70</td>
</tr>
<tr>
<td>Miller, D.</td>
<td>62, 70</td>
</tr>
<tr>
<td>Miller, J.</td>
<td>124</td>
</tr>
<tr>
<td>Mintzberg, H.</td>
<td>44</td>
</tr>
<tr>
<td>Mittleton-Kelly, E.</td>
<td>137</td>
</tr>
<tr>
<td>Molinski, A.</td>
<td>132</td>
</tr>
<tr>
<td>Monson, N.</td>
<td>12</td>
</tr>
<tr>
<td>Morgan, C.</td>
<td>114, 115</td>
</tr>
<tr>
<td>Morgan, G.</td>
<td>5, 12, 13, 20, 38, 143, 151, 168, 186</td>
</tr>
<tr>
<td>Mossholder, S.</td>
<td>141</td>
</tr>
<tr>
<td>Mukherji, A. and J.</td>
<td>9</td>
</tr>
<tr>
<td>Nadler, D.</td>
<td>3</td>
</tr>
<tr>
<td>Nair, R.</td>
<td>157</td>
</tr>
<tr>
<td>Naylor, T.</td>
<td>111</td>
</tr>
<tr>
<td>Neck, C.</td>
<td>110, 111</td>
</tr>
<tr>
<td>Nelson, R.</td>
<td>95</td>
</tr>
<tr>
<td>Norman, G.</td>
<td>115</td>
</tr>
<tr>
<td>Ogbonna, E.</td>
<td>144, 145</td>
</tr>
<tr>
<td>Okumus, F.</td>
<td>44, 54–5</td>
</tr>
<tr>
<td>Oliver, C.</td>
<td>70, 74, 76, 77, 78, 79, 80, 81, 82, 83, 95, 99</td>
</tr>
<tr>
<td>O’Reilly, C.</td>
<td>19</td>
</tr>
</tbody>
</table>

Organizational change 1–25
- Case studies in business magazines 3–4
- Classical linear approach 1–2
- Leadership top-down control 3–5, 6–8
- Metaphors, limited usefulness of 6
- n-step models 3
- And organizational culture 50–51, 53
- And performance targets 5
- Strategy-as-practice trend 18
- And team-centric leadership 3–5
- Traditional agenda 2–5, 19

See also individual philosophies
- Østreng, W. 36
- Oswick, C. 15, 169
- Ouchi, W. 143
- Oztel, H. 6
- Palmer, I. 6, 14, 169
- Pandian, J. 92
- Parouitis, S. 18
- Pascale, B. 143
- Pascale, R. 128, 130, 185, 190, 197
- Patchett, R. 113
- Pedersen, J. 143, 152
- Penrose, E. 95
- Performance and cultural philosophy 144
- And dualities 19, 186–7
- Isomorphic conformity on 77, 79–80, 81, 95
- Targets and optimization 5, 43, 44
Index

Peteraf, M. 94, 96, 97, 101
Peters, T. 129, 132
Pettigrew, A. 12, 18, 19, 55, 134, 142, 144, 152, 186, 188, 190, 191
Pfeffer, J. 10, 29, 90, 96, 98, 99, 101, 102
Piderit, S. 107
Pil, F. 18
Piore, M. 164
Poole, M. 6, 8, 42, 43, 60, 168, 186, 189
Porter, M. 89, 91–2
Porth, S. 111
postmodernism and critical philosophy 162–3, 166–8, 172, 181–2
Poulton, M. 157
Powell, W. 9, 74–5, 76, 77, 78–80
Price, I. 194–5
Priem, R. 90, 96, 100
Prigogine, I. 127
psychological philosophy and changing minds 105–22, 179, 182
adjustment practices 109–10
coaching and mentoring 109–10, 114
and cultural philosophy, connection between 147–50
decision-making and reasoning 116–18
distinction biases and decision-making 117
impact biases and decision-making 116–17
impulsivity and decision-making 118
individualism and organizational spirituality 110–11
memory and belief biases 117–18
negative responses, dealing with 107, 108
organizational change responses 106–7
organizational development 30, 33, 111–15, 118, 179
organizational development, problems with 113–14
organizational learning 109, 112, 114–15
organizational spirituality 11, 110–11
past decisions and decision-making 117
personal development and organizational structure 10–11, 16, 112
prediction biases and decision-making 117, 118
top-down approach, unsuitability of 115
trauma and discomfort 106
workplace empowerment 107, 108–9
Pundziene, A. 64
Quinn, J. 188
Quinn, R. 19, 62, 185, 186, 189, 192
Rajagopalan, N. 43
Rappaport, R. 153
rational philosophy and changing plans 16, 41–57, 176, 177, 178–9, 182
assessment of 45–6
and change patterns 46–8
conflict and consensus, dealing with 51
and consolidation 52–4
eyeariinspirations 43–5
future direction 53–4
and individual contribution 47–8
limitations of 55–6, 183
and organizational culture 6–8, 16, 50–51, 53
and performance optimization 43, 44
plausible reason for change 52–3
policy adaptation 47
rational connections 50–52
rational strategy assumptions 42–3, 184
rationalist approach requirements 42–3
and strategic choice theory 43–5
success variations 45–6
unfreeze-move-refreeze model 2–3, 4, 44
winners and losers, recognizing 49, 53
rational philosophy and leadership 48–50
adverse effects of change, dealing with 49
change plan development, importance of 49–50, 53
communication 52–3
and management control 43, 46
problems with 48, 51
traits 49, 51–2
Ray, G. 94, 96
Redfern, S. 130
Reed, M. 36
Reichers, A. 143
resource philosophy and changing
opportunities 10, 16, 89–104,
177–8
adaptive capacity 100
and competitive advantage 91–2, 94,
95, 96, 97–8, 100
and contingency theory 98–9, 100,
178
dynamic capabilities 96–100
and evolutionary economics 94–5
firm-level efficiency 92, 95
governance-based theories 93
and institutional environment 99
and institutional theory 75, 95–6
and intangible assets 94
managerial acumen and experience
94, 101–2
and organizational economics 92–3,
94–5
and resource dependence theory
99–100
resource management 90–91
resources and capabilities, differences
between 96–7
and strategic conflict model 92, 178
and value creation 90–91
Robbins, J. 63
Robbins, S. 45, 125
Robertson, P. 43
Rogers, C. 111
Rohrbaugh, J. 186
Romanelli, E. 70
Rooney, D. 132
Rosenhead, J. 128, 133, 134, 135, 137
Rousseau, D. 31
Rowan, B. 10, 74, 75, 78, 80
Ruef, M. 75, 76
Ruhleder, K. 6
Rumelt, R. 90, 91, 92
Rupp, W. 108
Sanancik, G. 10, 90, 96, 99, 101, 102
Salem, P. 130
Sanchez-Runde, C. 19, 188
Sankey, H. 29
Sashittal, H. 154
Schein, E. 13, 124, 142–3, 144, 150,
152, 153
Schilling, M. 18
Schmidt-Wilk 110, 111
Schoemaker, P. 94, 96
Scholes, K. 94
Schon, D. 114
Scott, R. 44
Scott, W. 74, 75, 76, 77, 80, 81, 84, 85,
152
Selenskys. J. 188
Selznick, P. 75, 82
Seo, M. 83–4, 85, 188, 190
Shaw, P. 12, 136, 138
Sherer, P. 99
Siehl, C. 143
Simonson, I. 118
Sirmon, D. 90, 96, 98, 100
Skyttner, L. 123
Smith, A. 18, 19, 187, 188, 189, 190,
191, 192
Smith, K. 7, 43
Snow, C. 70
Sobel, C. 164
Sorensen, J. 143, 152
Spreitzer, G. 43
Stacey, R. 133, 135, 136
Starck, D. 19
Starkey, K. 115
Steensma, H. 18
Steiner, C. 132
Stengers, I. 127
Stohl, C. 134
Stuart, R. 10
Styhr, A. 12, 136, 138
Subramanian, N. 144
Suchman, M. 80
Suddaby, R. 74, 76, 77, 78, 79, 80, 81,
82, 83, 84
Sullivan, T. 12, 138
Sun Tzu 43, 52
Swanson, D. 19, 33
Swap, W. 156
systems philosophy and changing
everything 123–40, 179–80
biological analogies 124–5, 126,
130
and bottom-up innovation 130–31, 134
and change process, effects of 132–3
and empowerment 134–5
general systems theory 124–7
linear approaches, perceived failure of 131–2, 133, 138
management responses 133
organizations as open systems 126, 127
stability and equilibrium 126, 127, 128, 130
strategic planning 134–5
systems definitions 123–4
systems philosophy and complexity
and adaptive complex systems 11–12, 16, 131–4
adaptive complex systems, lessons and legacies 134–6
complexity theory 127–9, 179–80, 185
complexity theory, success of 131–2 and emergence 128, 134, 135–6
planning 129–31
and uncertainty, dealing with 135
Tan, P. 143
Tasaka, H. 131
Taylor, F. 44
Teece, D. 19, 91–2, 93, 94, 96, 97
Tempest, S. 115
Teng, B.-S. 89, 91, 94
Teo, S. 113
Tetenbaum, T. 131–2
theories about theories 26–40
analytical levels 30–31
bottom-up theory development 31
complementary, disjointed structures 33–4
confirmational dependence 37
connections, theoretic 35, 36–7
and consensus theory 29
evolution, theoretic 35, 37
heuristic dependence 37
incommensurability thesis 29–30
intra- and inter-level theories 27–8
and methodological integration 37
multi-level theory development, benefits of 32–3, 51
paradigm problem 28–30, 36
pluralism, theoretic 34–6
reductionism–unification problem 30–34, 36
revolution, theoretic 35, 37
theoretic context and continuity 27
theoretic relations 27–8
typology of inter-theoretic perspectives 34–7
see also individual philosophies
Thompson, J. 185
Tolbert, P. 75, 78
Trice, H. 143, 152, 153, 154
Tsang, E. 37
Tsoukas, H. 185, 192, 197
Turner, V. 152
Tushman, M. 3, 19, 70, 191
Tyler, J. 156
Tylor, E. 141
Van Boven, L. 117
Van Buren, H. 115
Van de Ven, A. 6, 8, 42, 43, 60, 168, 186, 189
Van der Post, W. 146
Van der Waldt, D. 56
Ventresca, M. 76, 77, 78, 81
Volberda, H. 5, 18, 54
Von Bertalanffy, L. 125, 126–7
Von Clausewitz, C. 43
Waldman, D. 31
Washington, M. 65, 78
Watson, M. 152
Watson, T. 38
Weber, M. 44, 76, 78
Weick, K. 155, 156, 192
Welsh, M. 11, 110
Wenger, E. 115
Wernerfelt, B. 90, 91, 93, 94
Westwood, R. 29, 36
White, R. 14, 36, 163
Whittington, R. 18
Wilcox King, A. 155
Williams, R. 3
Williamson, O. 93, 99
Willis, R. 41, 42, 47
Wilmott, H. 29
Wilson, E. 68
Wilson, R. 31
<table>
<thead>
<tr>
<th>Name</th>
<th>Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wilson, T.</td>
<td>116, 117</td>
</tr>
<tr>
<td>Winter, S.</td>
<td>95</td>
</tr>
<tr>
<td>Witt, U.</td>
<td>8, 59</td>
</tr>
<tr>
<td>Wong, P.-K.</td>
<td>190</td>
</tr>
<tr>
<td>Wood, T.</td>
<td>6</td>
</tr>
<tr>
<td>Worley, C.</td>
<td>112</td>
</tr>
<tr>
<td>Wylie, A.</td>
<td>34</td>
</tr>
<tr>
<td>Yammarino, F.</td>
<td>31, 32</td>
</tr>
<tr>
<td>Zajac, E.</td>
<td>19, 65</td>
</tr>
<tr>
<td>Zeitlan, J.</td>
<td>164</td>
</tr>
<tr>
<td>Zhang, J.</td>
<td>117</td>
</tr>
<tr>
<td>Zilber, T.</td>
<td>85</td>
</tr>
<tr>
<td>Zucker, L.</td>
<td>74, 75</td>
</tr>
</tbody>
</table>