## Index

Abraham, K. 156, 177  
Adam, G. 206  
Aghion, P. 116, 148  
Agreement on Textiles and Clothing (ATC) 209  
Ahuja, G. 181, 184, 189, 199  
Altenberg, L. 144  
Anderson, A.R. 183, 184  
Andrade, G. 26  
Antonelli, C. 12, 126  
Antonioli, D. 163, 168, 169  
Antras, P. 150  
Aoki, M. 33, 54  
Argyres, N. 148, 150, 158, 159  
Audretsch, D. 50  
Baake, P. J. 177  
Baba, Y. 200  
Baden, S. 209  
Baker, G.P. 21, 37  
Baldwin, C.Y. 129, 130  
Baldwin, J.R. 12  
Barba Navaretti, G. 227  
Bartel, A. 154  
Baumol, W.J. 25  
Bebchuk, L.A. 21, 36  
Beccatini, G. 183  
Becht, M. 22, 48, 54  
Becker, B. E. 43  
Bénassy-Quéré, A. 229  
Bengtsson, L. 126–7  
Benson, J. 158, 159, 162, 177  
Bertrand, M. 25  
Best, M. 176  
Bianchi, M. 12  
Bigarelli, D. 207  
Blair, M.M. 19, 38, 39, 42, 55  
Bloom, N. 13  
Boland, R.J. 73, 109  
Bonaccorsi, A. 12  
Boolean Comparative Analysis 74–6  
Bottazzi, G. 12  
Brown, J.S. 118  
Bruner, R.F. 27  
Brusco, S. 183, 209  
Brusoni, S. 70, 113, 127, 132, 159, 177  
Brynjolfsson, E. 144  
Bugamelli, M. 207  
Burns, T. 80  
Cacciatori, E. 148  
Cainarca, G. 79  
Calantone, R. 185  
Calatrava, A. 200  
Castellani, D. 227  
Chandler, A.D. 4, 6, 12, 131  
Chatterjee, S. 56  
Chemia, G. 27  
Chilosi, A. 42  
Christensen, C.M. 162  
Christensen, J. 55, 56  
Clark, K.B. 129, 130, 162  
clothing industry 208–10  
see also Veneto footwear and clothing industry international organization of 208–10  
Coad, A. 4, 12  
Coase, R.H. 88, 153  
Coffee, J.C. 39  
Cohen, W.M. 110, 159, 185  
Cohendet, P. 6, 9, 105, 118, 119  
Coleman, J.S. 183  
Collopy, F. 73  
compensation rules 21  
competence theory of firm (and) 114–17  
cognitive steps 114–16  
governance priorities 116  
ranking of activities 116–17  
complementarity, combinative organization forms and structural heterogeneity 63–86

---

235
Index

dual structure of firm, theory of 111–17
and diversity 111–12
Duguid, P. 118
Dyer, J.H. 159, 189, 200

Earl, P.E. 12
Ebers, M. 87, 101
Economic Co-operation and Development, Organization for (OECD) Principles of Corporate Governance 38
Economic Institutions of Capitalism, The 87, 88, 89–91
Edlin, A. 21
Edwards, J. 34
Ellig, J. 55
Emilia Romagna see outsourcing firm and outsourcing firm profile:
Reggio Emilia
employee(s) (and)
decision-making 38
financial participation of 37
profit sharing 37
retention of 21
share ownership 35, 37
Equity Report (Towers Perrin) 35
European Commission 189, 211
European Patent Office 35
European Union (EU) 209

Faems, D. 182, 185, 186, 199
Feenstra, R. 228
Filatotchev, I. 48
Finger, J.M. 206
Fischer, K. 34
Fischer, M.M. 184, 185, 187, 189
Fiske, A.P. 68, 84
Fiss, P.C. 67, 84
FitzRoy, F.R. 32
flexible specialization theory 187
Foray, D. 119
Foss, N.J. 12, 55, 56, 83, 116, 148, 188
Fransman, M. 48, 54
Freeman, C. 184
Freeman, R.B. 22, 32, 39, 42
Fried, J.M. 21, 36
Friesenbichler, K. 4, 12
Fuller, L. L. 101

contract/contracting 94–6
classical 95
hierarchies 95
hybrid modes of 94
neoclassical 95
contract law 96
cooperation vs collusion 22–8
coordinated market economies 31, 33
Corò, G. 206
corporate entrepreneurship 57
corporate governance see stakeholder corporate governance view
corporate governance reform (USA) 36
Sarbanes Oxley Act (2002) 37
Cowan, R. 119
Crestanello, P. 210, 211, 214, 229
Croci, E. 27–8
Dalla Libera, P.E. 210
Damiani, M. 3, 8, 23, 35, 42, 60
de Kok, T.G. 156
de Laat, P.B. 181
Deavers, K. 154
decision-making mechanisms 3, 5
definition(s) of
corporate governance 19–20
hybrid arrangements 4
organization form 66
ownership of unique physical assets 19
social capital 183
trust within specific society 184
delayering of corporate hierarchies 21
delocalization 11, 227–8
Dietrich, M. 60
Dillon, W.R. 191
discrete structural alternatives see organization forms
diverse governance systems, effect of on corporate performance 8
diversity 111–12
Domberger, S. 127, 148
Donaldson, T. 55
Dopfer, K. 13
Dosi, G. 12, 60, 129, 159
Doty, H.D. 66
Drazin, R. 66
Drejer, J. 125

Downloaded from PubFactory at 09/15/2023 11:09:39PM
via free access
Index

Furnari, S. 3, 9, 63, 67, 68, 69, 74, 75–6, 78, 84
Furlotti, M. 202

Gann, D. 176
Garcia, R. 185
Garnsey, E. 13
Gellatly, G. 12
Gemünden, H.G. 201
Georgescu-Roegen, N. 12
Gereffi, G. 210, 229, 230
Gerlach, M. 97, 98, 102
Germany 30–35, 37, 125, 206
National Federation of Labour Unions 30
Gianelle, C. 11, 127–8, 216
Ginzburg, A. 207
Giuri, P. 12
globalization 206
Goldstein, M. 191
Gomirato, E. 207
Gompers, P. 50
Gonzalez-Diaz, M. 153, 167, 171, 176
Gordon, M.J. 214
Gorg, H. 165
Gort, M. 50
Gorton, G. 30, 31
Gospel, H. 37
governance (and)
cognitive coherence of firm 54–6
cognitive firm 55
corporate entrepreneurship 56
inadequacy of traditional agency problems 54–5
cooperação and control as related modes of 56–9
and creation/coordination of knowledge 56–7
control to endorse/reject innovative conjecture 58
of firms in industry life cycle (ILC) 49–51
firms along different stages of ILC 52, 53
mature firms in late stages of ILC 51
start-ups in early stages of development 50–51
of knowledge-intensive firms along ILC 58–9
governance inseparability 150–3
Grandori, A. 3, 9, 63, 64, 67, 68, 69, 73, 74, 75–6, 78, 80, 84
Granovetter, M. 149, 183
Graziani, G. 207
Greenfield, H.I. 125
Gresov, C. 66
Griliches, S. 165
Grimshaw, D. 127, 132
Grossman, S.J. 19, 23, 148, 150
Gugler, K. 22
Gulati, R. 181, 186
Hagedoorn, J. 184
Hall, B.J. 21
Hall, P.H. 31, 33, 35
Hamal, G. 167
Hanley, A. 165
Hanson, H. 127
Harrison, B. 153, 187
Hart, O.D. 19, 23, 50, 148
Häusler, J. 184, 186
Heckman, J.J. 221, 230
Hellwig, M. 22, 24
Helpman, E. 148, 150
Henderson, R.M. 162
Herfindhal index of revenues 168
Hernandez-Lopez, E. 23
Hinks, J. 127
Hitt, L. M. 144
Hodgson, G.M. 12, 13
Holl, A. 186, 187, 188, 199
Holmstrom, B. 20, 29, 35, 42
Hötzl, W. 4, 12, 131
hostile bids 22–7
as breach of trust 27
Houseman, S.N. 156
Hsiao, C. 219
human resource management (HRM) 38
Huselid, M. A. 43
hybrid arrangements see hybrid organizations
hybrid organizations 3–4, 9
fundamental properties of 92–9
adaptation mode/adaptive mechanisms 96–8
distinctive contract law 94–6
existence 93–4
incentives 98–9
logic of 87–103
emergence of a theoretical entity 88–92
Economic Institutions of Capitalism, The (1985) 89–91
Markets and Hierarchies (1975) 88–92
see also hybrid arrangements
hybrids see hybrid organizations
Hyman, R. 158
Icahn, C. 26
Ichniowski, C. 66
ICTs 123–8, 131–3, 140, 142–3
adoption of new 124
internet-based 10, 132
internet-based networking 123
and outsourcing 131–2
Ieronimo, N. 158, 159, 162, 177
incentives 21
and labour relationships 28–38
industry life cycle (ILC) 48–62
information and communication technology see ICTs
Information Intensive Production System (IIPS) 105, 106–8
Intel 20–21
Internal Organization, Cooperative Relationships among Firms and Competitiveness workshop (2007) 1
interpretative framework 1–8
Italy see also clothing industry and Veneto
footwear and clothing industry
Ittner, C.D. 21, 36
Jack, S.L. 183, 184
Jackson, G. 33, 43
Jacobides, M. 148
Japan 31, 32–3, 37, 125
Jensen, M.C. 23, 26, 29–30, 50
Joskow, P. 101
Kamien, M. 177
Kaminski, B. 206
Kaplan, S. 27, 50
Kelley, M.R. 153, 187
Kilduff, M. 80
Kilicaslan, Y. 149, 154, 158, 176, 177
Kimura, F. 187, 200
Klein, B. 96
Klein, P. 55
Klein, S. 55
Kleinknecht, A. 42
Klepper, S. 50
Knack, S. 184
Knight, F.H. 13
knowing communities 108–18
as active units of specialization 108–10
as contributing to firm’s absorptive capabilities 110–11
Linux open source 108
knowledge communities 9–10
knowledge-based economy 109
knowledge-intensive business services (KIBS) 123, 125–6, 131–2, 143–4
knowledge-intensive economy 111
knowledge-intensive firms 8
governance of 48–62
see also governance
Knudson, T. 13
Kogut, B. 106, 182, 188, 201
Kotabe, M. 185
Kraft, J. 3, 8, 60
Kraft, K. 32
Kreps, D.M. 27
Kruse, D. 36
labour regulation rules 33
Langlois, R.N. 116, 129, 148, 159, 162
La Porta, R. 42
Laursen, K. 66
Lavie, D. 181, 186
Lawrence, P. 64
Lazonic, W. 48, 54
Lechevalier, S. 12
Lee, S.H. 42
Leffler, K. 96
Lehmann, E. 50
Leonard-Barton, D. 159
Lerner, J. 50
Levinthal, D.A. 5, 110, 159, 185
Index

interrelationships among transactions 152, 153
market uncertainty and asset specificity 152, 154
as production unit of analysis 154, 155
firm uncertainty and demand variability 155, 156
labour costs/skill content of firm’s activities 154–6
union density: labour costs and governance inseparability 155, 156
general profile of 174
in local production system: Reggio Emilia (Emilia-Romagna) 162–9
dataset 163–5
model 165–6
variables 166–9
dependent 166–7
independent 167–9
and outsourcing determinants 149–62
outsourcing firm profile: Reggio Emilia 169–74
industrial level 172–3
innovation level 173–4
organizational level 169–71
production level 171–2
outsourcing implications for organizational innovation and productivity 123–47
see also organizational innovation and outsourcing
and directions for further research 143–4
results of 140–3
simulation model (and) 132–40
innovation and outsourcing decision 139–40
organizational architectures 133–5
organizational learning: exploitation vs exploration 135–7
production costs 137–9
profits 139
outsourcing networks, technical and social capital in 181–205

outsourcing 10–11
see also Veneto footwear and clothing industry
business service 10
decisions and variables 10
firm as four-fold unit of analysis 11
impact on long-run productivity growth 132
networks 11
and organizational innovation 128–32
see also organizational innovation potential advantages/costs of 124–8
to domestic contractors 11
to specialist KIBS 129
outsourcing firm 148–80
see also outsourcing firm profile: Reggio Emilia
as industrial unit of analysis 156–8
firm size 157, 158
industrial relations 157, 158
market competition and output concentration 157, 158
as innovation unit of analysis 158–162
firm’s organizational innovations and its flexibility 161, 162
firm’s technological innovations 159, 161
innovation radicalness 161, 162
technological uncertainty and technological regimes 159, 160
as organizational unit of analysis 150–4
asset specificity and governance inseparability 150
intangible assets and interface knowledge 151–3

technologies and outsourcing 128–32
learning: exploitation vs exploration 135–7
specialization 130–1
Orr, J. 118
Orsenigo, L. 60, 159, 168
O’Sullivan, M. 42, 48, 54, 55
Oughton, C. 37–8, 43
Oyer, P. 21, 36

interrelationships among transactions 152, 153
market uncertainty and asset specificity 152, 154
as production unit of analysis 154, 155
firm uncertainty and demand variability 155, 156
labour costs/skill content of firm’s activities 154–6
union density: labour costs and governance inseparability 155, 156
general profile of 174
in local production system: Reggio Emilia (Emilia-Romagna) 162–9
dataset 163–5
model 165–6
variables 166–9
dependent 166–7
independent 167–9
and outsourcing determinants 149–62
outsourcing firm profile: Reggio Emilia 169–74
industrial level 172–3
innovation level 173–4
organizational level 169–71
production level 171–2
outsourcing implications for organizational innovation and productivity 123–47
see also organizational innovation and outsourcing
and directions for further research 143–4
results of 140–3
simulation model (and) 132–40
innovation and outsourcing decision 139–40
organizational architectures 133–5
organizational learning: exploitation vs exploration 135–7
production costs 137–9
profits 139
outsourcing networks, technical and social capital in 181–205

outsourcing 10–11
see also Veneto footwear and clothing industry
business service 10
decisions and variables 10
firm as four-fold unit of analysis 11
impact on long-run productivity growth 132
networks 11
and organizational innovation 128–32
see also organizational innovation potential advantages/costs of 124–8
to domestic contractors 11
to specialist KIBS 129
outsourcing firm 148–80
see also outsourcing firm profile: Reggio Emilia
as industrial unit of analysis 156–8
firm size 157, 158
industrial relations 157, 158
market competition and output concentration 157, 158
as innovation unit of analysis 158–162
firm’s organizational innovations and its flexibility 161, 162
firm’s technological innovations 159, 161
innovation radicalness 161, 162
technological uncertainty and technological regimes 159, 160
as organizational unit of analysis 150–4
asset specificity and governance inseparability 150
intangible assets and interface knowledge 151–3

interrelationships among transactions 152, 153
market uncertainty and asset specificity 152, 154
as production unit of analysis 154, 155
firm uncertainty and demand variability 155, 156
labour costs/skill content of firm’s activities 154–6
union density: labour costs and governance inseparability 155, 156
general profile of 174
in local production system: Reggio Emilia (Emilia-Romagna) 162–9
dataset 163–5
model 165–6
variables 166–9
dependent 166–7
independent 167–9
and outsourcing determinants 149–62
outsourcing firm profile: Reggio Emilia 169–74
industrial level 172–3
innovation level 173–4
organizational level 169–71
production level 171–2
outsourcing implications for organizational innovation and productivity 123–47
see also organizational innovation and outsourcing
and directions for further research 143–4
results of 140–3
simulation model (and) 132–40
innovation and outsourcing decision 139–40
organizational architectures 133–5
organizational learning: exploitation vs exploration 135–7
production costs 137–9
profits 139
outsourcing networks, technical and social capital in 181–205

outsourcing 10–11
see also Veneto footwear and clothing industry
business service 10
decisions and variables 10
firm as four-fold unit of analysis 11
impact on long-run productivity growth 132
networks 11
and organizational innovation 128–32
see also organizational innovation potential advantages/costs of 124–8
to domestic contractors 11
to specialist KIBS 129
outsourcing firm 148–80
see also outsourcing firm profile: Reggio Emilia
as industrial unit of analysis 156–8
firm size 157, 158
industrial relations 157, 158
market competition and output concentration 157, 158
as innovation unit of analysis 158–162
firm’s organizational innovations and its flexibility 161, 162
firm’s technological innovations 159, 161
innovation radicalness 161, 162
technological uncertainty and technological regimes 159, 160
as organizational unit of analysis 150–4
asset specificity and governance inseparability 150
intangible assets and interface knowledge 151–3
Index

data and methodology for 189–93
assessing company networking resources, variables for 191–3
discussion and findings for 199–202
and results: correlation analysis 194–9
and strategy/companies’ awareness of technical resources 188–9
theoretical background to 183–89
see also social capital and technical capital
Owen, G. 229
ownership and control, separation between 20
Pagano, M. 22, 24–5, 39
Palay, T.M. 97, 98, 101
Panciroli, B. 188
Pardo, R. 11, 159
Pavitt, K. 111–13
Pendleton, A. 37
Peneder, M. 125
Penrose, E. 6, 12, 13, 56
Pérez, C. 187, 200
Pérotin, V. 37, 38
Petroni, A. 185, 188
Pindyck, R.S. 167
Pini, P. 10, 162, 176
Pisano, G. 56
Piscitello, L. 56
Pistor, K. 30, 42
Pittaway, L. 182, 184, 186, 189, 199
Polos, L. 63
Porter, M.J. 166
Poutsma, E. 36, 37
Prahalad, C.K. 167
Prencipe, A. 127, 132
Preston, L. 55
problem-solving activity 129–30
Pugh, D.S. 64
Ragin, C.C. 74–5, 84
Rajan, R.G. 19, 20, 21, 28, 42, 55
Rama, R. 11, 159, 186, 187, 188, 189, 199, 200
Rao, R. 4, 12
Ravix, J-L. 3, 8, 60
Reggio Emilia 10
see also outsourcing firm and
outsourcing firm profile: Reggio Emilia
Camera di Commercio (2001) 163
Reinstaller, A. 10–11, 13, 131, 144, 165, 230
Renneboog, L. 27
Richardson, G.B. 12, 89
Ricketts, M. 13
Ritter, T. 201
Robb, R. 230
Roberts, J. 32, 66, 71
Robertson, P.L. 129, 159, 162
Robinson, A. 37, 38
Roe, M.J. 30–31
Roper, S. 187, 189, 201
Rosenberg, N. 12
Rossi, S. 22
Ruback, R. 26
Rubinfeld, D.L. 167
Rush, H. 185, 188
Sako, M. 188, 189, 200
Sánchez, A.M. 187, 200
Saviotti, P. 13
Sawyer, S. 80
Schaefer, S. 21, 36
Schiattarella, R. 206, 229
Schleifer, A. 20, 22, 25–6, 27, 28, 51
Schmid, F. 30, 31
Schmidt, R.H. 27, 42
Schumpeterian creative response 7
Secchi, A. 12
Sen, A. 73
Seravalli, G. 162
Sheehan, M. 4, 13, 42
Shya, O. 156
similarity and difference ‘in kind’ 65
Simon, H.A. 64–5, 129–30
Singh, H. 159
Smith, A. 113, 129, 158
principle of specialization 129
social capital 181–205
see also technical capital
concept of 183
and differences within networks 188
and relationship with technical capital 186–7
Soda, G. 76
Soderquist, K. 153
Soskice, D.W. 31, 33, 35
specialized business service firms 124–5
Spencer, B.J. 148
Spiegel, Y. 177
stakeholder corporate governance view (and) 19–47
compensation rules 21
c oncussions 38–42
employee share ownership 24
incentives and labour relationships 28–38
see also main entry
Intel 20–21
LVMH and Gucci 23–4
manager–worker alliances 24–5
takeovers and management labour relationship 22–8
see also takeovers
stakeholder(s)
losses/shareholder gains 26
property rights 28
vs shareholders 21–2
welfare of 28–9
stakeholder-labour governance 33
Stalker, G.M. 80
Stark, D. 76
Steinmueller, W.E. 127, 132
Stenbacka, R. 156
Stevanato, D. 229
Stiglitz, J.E. 21
Stroemberg, P. 50
studies/surveys (on)
Italian manufacturers and export (Capitalia, 2005) 127
local production systems, Italy (Pini, 2004) 162–3
outsourcing (McCarthy 2002) 125
outsourcing (Morgan Chambers, 2001) 125
outsourcing in Japan (Outsourcing Institute, 2005) 125
stakeholder protections (OECD) 38
Suárez-Villa, L. 186, 187, 189
Summers, L.H. 25–6, 27, 28
system economies concept 130
takeovers 22–8
hostile 23–6
literature on 26
negative side of 27
Tattara, G. 11, 127–8, 211, 214, 228, 229
Taylor, S. 156, 177
Taymaz, E. 149, 154, 158, 176, 177
technical capital 181–205
and association with social capital 186–7
concept of 184–5
and differences within networks 188
technological regime (TR) 159
Schumpeter-Mark-I 159, 173
Schumpeter-Mark-II 159
Teece, D.J. 12, 56, 159, 162
Tenkasi, R.V. 109
Thompson, J.D. 64
Tirole, J. 26, 29, 116, 148
Tomlinson, M. 125
Tortia, E. 163
transaction-cost economics (TCE) 173, 174–6
United States of America (USA) (and) 206
corporate governance reform 36
profit sharing and employee share ownership 37
Uvalic, M. 37, 38, 42
Van de Ven, A.H. 64
Vanhaverbeke, W. 181, 188, 189, 200
Varela, F.J. 68
Varga, A. 184, 185, 187
Veneto footwear and clothing industry 127–8, 206–34
delocalization strategy for 227–8
deverticalization of 210–12
and domestic subcontracting 211–12
and estimates: analysis of group of Veneto companies 216–25
and interpreting and empirical results 225–7
relocation of 211–12
relocation abroad of 215–16, 228
outsourcing of 213–16
Van Reenen, J. 13
Veneto Provincial Chamber of Commerce 216
Vishny, R. 20, 22, 51
Volpe, M. 206
Volpin, P.F. 22, 24–5, 39
von Hartman, L. 126–7
Wagner, G. P. 144, 147
Wenger, E. 109
Wernerfelt, B. 56
Whittington, R. 66
Wilkinson, I. 182, 189
Williamson, O.E. 64–5, 84, 87–102, 113, 148, 150, 154, 183
see also hybrid organizations and ‘Comparative economic organization’ 87
Willinger, M. 118

Windrum, P. 10–11, 13, 125, 165, 230
Winter, S.G. 144, 148
World Trade Organization 209
Wright, M. 48
Wulf, J. 21
Yates, J. 131
Young, A.A. 130
Young, L. 182, 189
Zack, P. 184
Zingales, L. 19, 20, 28, 42, 55
Zuscovitch, E. 105, 118, 119