

Contents

| | |
|-----------------------|------|
| Editors' Affiliation | ix |
| Contributing Authors | xi |
| Editors' Introduction | xiii |

PART I: CONTINGENCY, INSTITUTIONAL, AND EVOLUTIONARY THEORY

| | |
|--|----|
| 1. The Conflict Between Contingency and Institutional Theories of Organizational Design <i>Lex Donaldson</i> | 3 |
| 2. Resolving the Conflict Between Contingency and Institutional Theories of Organizational Design <i>Lex Donaldson</i> | 21 |
| 3. Comparing Evolutionary and Contingency Theory Approaches to Organizational Structure <i>Charles Williams</i> | 41 |

PART II: THE DESIGN OF ORGANIZATIONAL PROCESSES

| | |
|--|----|
| 4. Rational Emotionality: Integrating Emotions into Psychological Climate <i>Dorthe Døjbak Håkonsson, Børge Obel and Richard M. Burton</i> | 59 |
|--|----|

| | |
|--|-----|
| 5. Organizing for Asymmetric Collaboration <i>Jørn Flohr Nielsen and Henrik Bendixen Sørensen</i> | 83 |
| 6. Asymmetric Adaptability of Team Designs: Change and Back Again <i>Frances Jørgensen and Harry Boer</i> | 105 |
| 7. Strive for Greater Efficiency and Effectiveness within a Human Resources Division <i>Torben Andersen and Per Krogager</i> | 123 |
| PART III: INNOVATION: OVERCOMING INERTIA AND CONFLICTS | |
| 8. Opening up the Innovation Process: <i>Different Organizational Strategies</i> <i>Sladjana Vujovic and John Parm Uthøi</i> | 143 |
| 9. Doing A While Hoping for B?: <i>A Study On Organizational Innovation In Three Large Organisations</i> <i>Kaisa Henttonen</i> | 165 |
| PART IV: FIRM PERFORMANCE | |
| 10. Will Modular Products and Organizations Improve Lead-time in Product Development? <i>Kirsten Foss</i> | 191 |
| 11. Strategic Planning and Firm Performance: <i>The Influence of Organizational Context</i> <i>Bo H. Eriksen</i> | 225 |