

Index

- 911 emergency phone number
marketing programs 224, 225
- Abrahamson, E. 64, 70
- abstract thinking 25–6, 27, 28, 30, 32, 34
- acceptance, of reorganization by employees 164, 165, 166
- accountability 33, 198–9
- acquisition-based dynamic reconfiguration capability 122, 124, 126–32, 133–5
- acquisition-specific managerial responsibilities 127, 128, 131, 132, 133–4
- Addison, J.T. 161, 162, 187
- advice seeking 59, 70–71
see also external advice seeking;
internal advice seeking; strategic decision making of Dutch top management teams study
- agency theory 3–4, 47–8, 163–4
- agricultural sector 169, 186
- Alexiev, A.S. 59, 61, 66
- Allen, T.J. 63
- alternative competition 220, 221
- American Marketing Association 212
- Anand, B.N. 139, 148
- Anand, J. 122, 124
- anomie 52
- anthropology, importance of boundaries 5–6
- asset specificity 1, 2
- assets *see* competitive manufacturing assets; complementary assets; intangible assets; resources
- assistant nurses 200, 201, 203, 206
- attrition, works councils' impact on productivity during reorganization study 177, 189
- Australia (State of Victoria) 226
- awareness, social and non-profit marketing 213, 214, 217
- 'Back to Sleep' marketing program 217–18
- Baker, T. 205, 207
- Batjargal, B. 82, 92, 93, 94
- Baucus, M.S. 52
- Beauchamp, T.L. 44
- behavioral approach systems 23–6
- behavioral change 213, 214, 216–18, 220, 224, 226, 227–9
- behavioral control 43–4
- behavioral inhibition systems 23
- behavioral theories of the firm 4
- benefits, social and non-profit marketing 212–13, 227–9
- Besanko, D. 18, 20, 33
- Birkinshaw, J. 192, 193, 195, 196
- Blair, M.M. 162
- Bordia, P. 165, 188, 189
- boundaries 1–2, 5–6, 8, 79, 80
- boundary blurring 2–5, 163–4, 187, 193–4, 205, 207
- boundary-spanning activities 123, 127–32
- boundary-spanning marketing personnel 107, 108, 114
- Bowie, N.E. 44
- branding 213, 215–16
- Brickley, J.A. 42, 45
- bricolage 205, 207
- budgetary flexibility 194–5, 202
- Burgelman, R.A. 19, 22, 35, 62, 70, 192, 194, 196
- business codes 41, 42
- business cycles 168, 171–2, 180, 183, 185
- business ethics 44–5
- business services 67, 68, 69, 70, 169
- buyers 1, 142, 148–9

- Canada 219
- capabilities 79, 80, 87, 88–9
see also acquisition-based
 dynamic reconfiguration
 capability; combinative
 capability; competences;
 complementary capabilities;
 dynamic capabilities;
 external capabilities; internal
 capabilities; marketing
 capabilities; serial knowledge
 acquirers' reconfiguration
 capability; skills; training
- capital accumulation 91, 92
- capital availability 85, 86, 88, 89
- capital investment 91, 92
- capital productivity 165, 166
- Capron, L. 122, 124
- Careless, S. 110, 112, 115
- Carlile, P.R. 121, 123, 124–5, 126
- Cartwright, S. 19, 20, 21, 22, 27, 34
- Cascio, W.F. 166, 187
- Caves, R.E. 100, 104, 105, 106, 117
- centralized organizational structures 1,
 46, 47
- Chan, C.M. 86
- Chatterjee, S. 18, 20
- Child, J. 58, 62, 69
- 'clubs' initiative 201, 203
- Coase, R.H. 1–2, 3, 4, 6, 45
- codetermination 160–66
see also works councils' impact
 on productivity during
 reorganization study
- codified knowledge 125, 128–9, 133
- cognitive pillar, in the institutional
 environment 83
- Cohen, D.V. 47, 52
- collaboration 212, 213, 219, 220, 222
see also collaborative
 interorganizational relationships
 study; cooperation; joint
 purchasing agreements; joint
 ventures; networks; R&D
 alliances; strategic alliances
- collaborative experience 147–51
- collaborative interorganizational
 relationship skills 143–7, 149
- collaborative interorganizational
 relationships study
 collaborative experience 147–51
 conclusions and implications 151
 introduction 138–9
 overview 7, 80
 types of relationship skills 143–7
 types of relationships 139–43
- collective labor agreements 161, 204
- collectivism 91, 92
- collegial competition 220, 221
- combative competition 220, 221
- combinative capability 124
- commercial, catering and repair sector
 169, 175, 187
- common language 125, 127–8, 129, 131
- communally-oriented people 31, 33
- communication
 collaborative interorganizational
 relationship skills 143–5
 corporate entrepreneurship in the
 non-profit sector study 195,
 199, 201, 202, 203, 204
 ethical standards 49
 managerial power and mergers and
 acquisitions 28, 30, 32, 33, 34
 mergers and acquisitions 19–20
 works councils' impact on
 productivity during
 reorganization study 162, 164,
 165, 188, 189
see also common language;
 communication problems;
 networks; rumors
- communication problems 13, 22, 28,
 30, 32, 34, 47, 165, 188–9
- compassion deficits 25
- competences 88, 200, 201, 203–4
see also capabilities; skills; training
- competition 193, 212, 213, 219–22, 224
- competitive manufacturing assets 101,
 108, 114, 116
- competitiveness 79, 80, 82, 123–4, 146,
 150
- complementary assets 100, 101, 105,
 107–8, 110–11, 112–14, 116, 117,
 145
- complementary capabilities 88, 145
- compliance-orientation 49
- concrete thinking 25–6, 27, 28, 32, 34
- conflict of interests 164
- constraints, in institutions 83

- construction industry 67, 68, 69, 70, 169, 186
 consumers
 collaborative interorganizational relationships 142
 cultural products 106, 107
 video games 102, 103, 104, 105, 113, 114, 118
 content producers, cultural industries
 see profiting from digitally distributed cultural products study
 contingency theory 14, 16
 contracts 1, 19, 20, 139, 142, 145, 146, 147
 Cooper, C.L. 19, 20, 21, 22, 27
 cooperation 4–5, 163–4, 193, 199, 203, 204, 205, 207
 see also collaboration; networks
 core knowledge workers 129, 130, 133
 corporate culture 14, 22, 32, 43–4, 47, 194
 corporate entrepreneurship in the non-profit sector study
 conclusion 204–6
 contribution 206–7
 introduction 192
 methodology 195–7
 overview 8, 158
 results 197–204
 selected organization 197
 theoretical background 193–5
 corporate expectations 41, 49
 corporate goal conflict 48
 corporate goals
 communication, managerial power and mergers and acquisitions 28, 30, 34
 communication in mergers and acquisitions 22, 30, 32
 corporate entrepreneurship in the non-profit sector study 205, 206
 unethical behavior in achieving 49, 52
 cost cutting 18, 19, 33
 costs
 advice seeking 61, 62
 codetermination 164
 corporate entrepreneurship in the non-profit sector study 202
 social and non-profit marketing 213, 214, 223, 224, 227–9
 theory of the firm 1–2
 see also cost cutting; development costs; labor costs; marketing costs; transaction cost theory
 creation of value 19–20, 27, 28, 29, 30, 31, 32–3, 34
 creativity 194, 198, 201–2, 203, 204, 205, 207
 cross-border mergers and acquisitions 87
 cultural diversity 41
 cultural products *see* profiting from digitally distributed cultural products study
 culture 30, 31, 83, 85, 90–93, 94
 see also cultural diversity; ethical culture; organizational culture
 Cyert, R. 4, 61

 de Man, A.-P. 121
 decentralization 4–5, 46–7, 194, 195, 199, 205
 decision comprehensiveness 15, 16, 58, 60–62, 65–6, 67–8, 69–71
 decision making *see* codetermination; strategic decision making of Dutch top management teams study
 decision quality 58, 60–61
 see also decision comprehensiveness; rational decisions
 decision rights assignment 6, 14, 45, 46–8, 50, 52
 delegation 47–8
 demand, and pricing in social and non-profit marketing 223–4
 demand-driven care 158, 197–9, 200, 201, 203
 demand uncertainty, cultural products industry 100, 104, 106, 107
 democracy 84, 86, 92
 Den Hertog, P. 204–5, 206
 destruction of value *see* power, and the destruction of value in mergers and acquisitions study
 developed markets, strategic alliances 88
 developers, video games *see* profiting from digitally distributed cultural

- products study
- developing markets, strategic alliances 88, 89–90
- development costs 110, 112, 115
- DiClemente, C.C. 228–9
- differential promotion, cultural products 106, 107, 108
- DiFonzo, N. 165, 188, 189
- digital distribution *see* profiting from digitally distributed cultural products study
- DiMaggio, P.J. 6, 59, 63, 64, 70, 84, 90
- directional competition 220, 221
- distributors 100, 102, 103, 104–6, 107, 142
 - see also* profiting from digitally distributed cultural products study
- distrust 8, 158, 188–9
- diversity 41, 48, 58, 60–61, 66, 68, 69, 106–7, 108
- diversity policies 41
- Dolfsma, W. 5, 79
- donors 213, 214, 215, 229, 230
- driving, safety marketing programs 218, 219–20, 221, 226, 227
- during-the-merger stage 19, 20, 27, 30
- Dutch Video Game Developer (DVGD) case study *see* profiting from digitally distributed cultural products study
- Duysters, G. 80, 121
- dyadic interorganizational relationships 141–2, 150
- Dyer, J.H. 122
- dynamic capabilities 123–4, 129, 134

- Eastern culture 31
- economic institutions 85, 86, 87, 91, 92
- economic motivations 18, 19, 20, 21, 33–4
- economy, importance of boundaries 6
- efficiency 18, 164, 187, 200, 201, 204
- Eisenhardt, K.M. 59, 60, 109, 118, 124, 129, 196
- Elbanna, S. 58, 62, 69
- elder care sector *see* corporate entrepreneurship in the non-profit sector study
- emergency phone numbers 224–5
- emerging markets 82, 88, 89–90, 92–3
- emotional intelligent leadership deficits 13, 22
- employee–manager relationships 157–8, 163–4, 188–9
- employees 14, 15, 28, 30, 32, 46, 199
 - see also* assistant nurses; employee–manager relationships; employees’ interests; managers employees’ interests 161, 163–4
- empowerment 32, 194, 203
- Engelen, E.R. 160, 164
- engineered interventions 127–9, 131–2, 133–4
- entrepreneurship 1, 92–3, 94, 192, 193–5
 - see also* corporate entrepreneurship in the non-profit sector study
- entry barriers, publishing cultural products 100, 104, 106, 117
- environmental context, corporate entrepreneurship in the non-profit sector study 196, 199
- environmental dynamism 66, 68, 69
- equity agreements 139
- ethical behavior *see* business ethics; reinforcing ethical behavior through organizational architecture study; unethical behavior
- ethical climate 43
- ethical culture 14, 43–4, 51
- ethical responsibilities 44–5, 46, 47, 50
- ethical standards 41, 42, 49, 52
- ethical tensions 47, 49, 51
- ethics, defined 44
- ethics programs 41, 42, 49, 52
- European Union 2–3, 217, 224, 225
 - see also* Germany; Netherlands; Western Europe
- evaluation, mergers and acquisitions 20, 29, 30, 32–3
- EX marketing program 215, 229
- exchange-oriented people 31, 33
- expenditure, mergers and acquisitions 17, 33
- experience of managerial power *see* power, and the destruction of value in mergers and acquisitions study

- experimentation 79, 195, 201–2
- explicit knowledge 125, 128–9, 133
- exploitation of resources 194
- exploration of resources 194
- expropriation, collaborative
 - interorganizational relationships 145, 147
- external advice seeking 15, 16, 58, 59, 61–4, 66, 67, 68, 69, 70–71
- external capabilities 4–5
- female-owned ventures 93
- finance
 - corporate entrepreneurship in the non-profit sector study 194–5, 198, 200, 201, 202–3
 - social and non-profit marketing 213, 214–15, 220, 223, 224
- financial accounting performance measures 48
- firing decisions 28, 29, 30, 32
 - see also* reorganization with layoffs; reorganization without layoffs
- firm age
 - strategic decision making of Dutch top management teams 66, 68, 69
 - works councils' impact on productivity during reorganization study 169, 170–71, 172–3, 174, 180, 183, 186
- firm performance
 - advice-seeking 59
 - codetermination, effects of 161, 162, 163–4
 - see also* works councils' impact on productivity during reorganization study
 - corporate entrepreneurship in the non-profit sector study 199
 - decision quality 58, 60, 71
 - mergers and acquisitions 17–18, 19–20
 - profiting from digitally distributed cultural products study 114–17
 - reorganization, effects of 161
- firm size
 - strategic decision making of Dutch top management teams 66, 68
 - works councils' impact on productivity during reorganization study 167, 169, 170–71, 172–3, 174, 175, 177, 178, 180, 183, 185–6, 188, 189
- firm strategies *see* institution effects on firm strategies and entrepreneurial actions study
- firms, theories 1–5, 22
- 'first-contact nurse' initiative 199, 200–201, 203, 204
- fiscal policies 85, 92
- Fleder, D. 106–7
- food banks 219
- Forbes, D.P. 58, 60, 61
- foreign direct investment (FDI) 85–7, 91–2
- formal collaborative interorganizational relationships 140, 141, 146, 147
- formal institutions
 - cultural aspects 92
 - described 83–5, 90–91
 - effects on firm strategies 85–90, 91–2
- Francis, J.R. 50
- Fredrickson, J.W. 15, 58, 60, 61, 62, 69, 71
- Freeman, R.B. 162
- Freeman, R.E. 44
- 'front cooking' initiative 200, 202, 203, 204
- front-line employees 199
 - see also* assistant nurses
- Galinsky, A.D. 24, 25, 28, 30, 31, 35
- Gamasutra 102
- Gamesindustry 102
- gatekeeper relationships 100, 105, 108, 112–13, 114, 116
- gatekeepers 106, 107
- Gawell, M. 206, 207
- gender, effects on entrepreneurial actions 92–3
- Germany 160
- global competitiveness 82
- globalization, and ethical standards 41
- goal alignment, works councils 161, 163–4
- governance structures 139, 163
- governments 84–5, 213
- Grant, R.M. 121, 124, 129

- Groenewegen, J. 163
 Grove, H.S. 19, 22
 Gruenfeld, D.H. 25, 28
- Hambrick, D.C. 18, 22, 32, 66
 Hayward, M.L.A. 18, 22, 32
 health and safety marketing programs
 214, 215, 217–18, 219–20, 221,
 222, 224, 226, 227, 229
 health care sector *see* collaborative
 interorganizational relationships
 study; corporate entrepreneurship
 in the non-profit sector study;
 health and safety marketing
 programs
 Heimeriks, K.H. 80, 128, 129, 131
 Hennart, J.-F. 87, 146
 hierarchical levels
 entrepreneurship opportunities
 194
 works councils' impact on
 productivity during
 reorganization study 169,
 170–71, 172–3, 174, 180, 183,
 186, 187
 high-tech firms *see* profiting from
 digitally distributed cultural
 products study; serial knowledge
 acquirers' reconfiguration
 capability
 hiring decisions 28, 29, 30
 Hirsch, P.M. 101, 105–6, 107, 108,
 112–14, 117, 118
 'hit' products 106, 118
 Hitt, M.A. 18, 32, 46, 82, 85, 87, 88,
 89, 93, 192, 194
 Hofstede, G. 43, 90, 91
 'holiday' initiative 200, 202–3
 Holmes, R.M. 84, 86, 91–2, 94
 horizontal collaborative
 interorganizational relationships
 140, 141–2, 145, 146–7, 148, 149,
 150, 151
 Hosanagar, K. 106–7
 'hostess' initiative 199, 200, 203, 204,
 205, 206
 human capital 162
 human resource management (HRM)
 system, and entrepreneurship 195,
 203–4
 human resource managers 32
 Huysman, M. 128
- ICT sector 67, 68, 69, 70
see also profiting from digitally
 distributed cultural products
 study
 identification, acquisition-based
 dynamic reconfiguration
 capability 124
 illusion of control 13, 24, 26, 29
 implementation of restructuring 164–5,
 188
 incentives, performance evaluation and
 reward systems effects on ethical
 behavior 45, 46, 47–8
Independent Chicken's Tale (fictional
 video game) 109–10, 111–12, 115,
 116
 individual approaches to ethical
 behavior 42
 individual differences, manager
 psychology 30–31, 33
 individualism 91
 individualization 158, 197–9, 200, 201,
 203, 207
 industry sectors
 strategic decision making of Dutch
 top management teams 16, 59,
 63–4, 70–71
 works councils' impact on
 productivity during
 reorganization 169, 174–5, 177,
 180, 183, 186
see also business services;
 construction industry; ICT
 sector; manufacturing industry;
 profiting from digitally
 distributed cultural products
 study; trade sector; transport
 sector
 informal collaborative
 interorganizational relationships
 140, 141, 146
 informal institutions 85, 90–93, 94
 information access 160
 information asymmetry 1, 150, 163,
 188–9
 information gathering *see* advice
 seeking

- information provision 164
 information sharing 146, 150, 206
 initiatives, non-profit sector 193–4,
 196–7, 200–203, 204–5, 206–7
 innovation 101, 108, 121, 122–4, 126,
 192, 193, 194, 196
see also corporate entrepreneurship
 in the non-profit sector study
 institution effects on firm strategies
 and entrepreneurial actions study
 conclusions 93–4
 effects of formal institution on firm
 strategies 85–90
 effects of informal institution on
 firm strategies 90–92
 effects of institutional deficits 92–3
 introduction 82–3
 overview 7, 79
 relevant institutions 83–5
 institutional change 84
 institutional deficits 89–90, 92–3, 94
 institutional theory 83, 163
 institutions 59, 62–4, 70–71, 82, 163
see also institution effects on firm
 strategies and entrepreneurial
 actions study; institutional
 change; institutional deficits
 instrumental perspective on others 25,
 27, 28
 intangible assets 88
 integration 19–20, 22, 28, 30, 32, 33
see also integration planning
 integration planning 19, 20, 27, 29, 30,
 32, 33, 34
 inter-industry networks 70
 interdependency, collaborative
 interorganizational relationships
 141, 145–6, 149, 150, 151
 internal advice seeking 15, 16, 59, 61,
 62–4, 66, 67, 68, 69, 70
 internal capabilities 4–5
 internationalization 85–7, 89–90
 intra-industry networks 61–2, 70
 inward foreign direct investment (FDI)
 86–7, 91–2
 Ireland, R.D. 192, 193, 194–5, 207
 Janod, V. 161, 165, 166, 188
 Jansen, J.J.P. 58, 66
 Jensen, M.C. 1, 18, 22, 45, 47, 48
 Johns, J. 102, 103, 104
 joint purchasing agreements 139, 142,
 143
 joint ventures 3, 139
 Kale, P. 89, 147
 Kanter, R.M. 47, 193
 Kaptein, M. 42, 44, 50
 Kato, T. 163–4
 Katz, R. 63
 Keltner, D. 23, 24
 Khanna, T. 88, 139, 144, 148
 Klein, B. 2–3
 knowledge, types of *see* explicit
 knowledge; tacit knowledge;
 technological knowledge
 knowledge boundaries 121–3, 133, 134
see also pragmatic knowledge
 boundaries; semantic
 knowledge boundaries;
 syntactic knowledge boundaries
 knowledge connections 130
 knowledge economy 4–5
 knowledge exchange 87, 88, 89–90,
 146
 knowledge-intensive firms *see* profiting
 from digitally distributed cultural
 products study; serial knowledge
 acquirers' reconfiguration
 capability
 knowledge transfer 80, 125, 127–8,
 202
see also serial knowledge acquirers'
 reconfiguration capability
 knowledge transformation 125, 126,
 128
 knowledge translation 125, 128
 Kogut, B. 82, 124
 Kotlarsky, I. 125, 126
 Kretschmer, M. 100, 104, 105, 106
 Kumar, K. 141, 145–6
 labor costs 202
 labor markets 198
 labor productivity 165, 166
 Lammers, J. 28
 large organizations 167, 175, 177, 178,
 186, 188, 189
see also multinational enterprises
 (MNEs)

- law, importance of boundaries 5
see also legal rights of works councils; legislation
- Lazear, E.P. 160, 162, 164, 165, 166
- learning 121, 147–8, 202
see also collaborative experience; learning loop; training
- learning loop 127, 128, 131–2, 133–4
- legal rights of works councils 160–61, 162, 163
- legislation 84, 87, 89–90, 167, 175, 177, 188, 189
- Levina, N. 123, 129, 130
- Lewis, P.V. 44
- Li, D.A.N. 87, 89, 90, 93
- licensing 103, 139
- 'life story' initiative 201, 202, 205
- locational choices 85–7
- logistics 100, 104
- long-term orientation
 collaborative interorganizational relationships 140, 142, 143–5, 149
 corporate entrepreneurship in the non-profit sector study 194, 195, 202
 cultural dimension 91, 92
 social and non-profit marketing 224, 226, 227
 works councils' impact on productivity during reorganization study 188, 189
- losses 17, 112
- Lovelock, C.H. 224, 229
- lower-level managers 32–3, 59, 61, 62, 69, 70, 199, 205
- male-owned ventures 93
- management support 194, 195, 201–2, 204
- management theory 3–4, 22, 26–7, 32, 34
- managerial capabilities 87, 88, 89
- managerial level, acquisition-based dynamic reconfiguration capability 127, 128, 131, 132, 133–4
- managerial power *see* power, and the destruction of value in mergers and acquisitions study
- managers 169, 170–71, 172–3, 174, 180, 183, 186, 187
see also acquisition-specific managerial responsibilities; employee–manager relationships; human resource managers; lower-level managers; psychology of managers; relationship managers; top managers
- Mansinghka, S.K. 27, 32
- manufacturing industry 67, 68, 69, 70, 169, 186
- March, J.G. 4, 61
- market access 88
- market segmentation 215, 223
- marketing 139, 212, 229–30
see also social and non-profit marketing
- marketing capabilities 87, 88, 89, 100, 101, 108, 113, 116, 118
- marketing costs 100, 104, 106
- marketing programs 213, 214, 215, 217–18, 219–20, 221, 222, 223, 224–6, 227
- markets 1, 2–3, 167–72, 179–80, 182–3, 185
- mass media 106, 107, 108, 112, 113, 114
- McCarthy, K.J. 18, 21
- McDonald, M.L. 59, 61, 71
- Menon, T. 59, 61, 63
- mergers and acquisitions 17–18, 19–21, 33
see also cross-border mergers and acquisitions; during-the-merger stage; mergers and acquisitions attempts failure; mergers and acquisitions failure; post-merger stage; pre-merger stage
- mergers and acquisitions attempts failure 14
- mergers and acquisitions failure 17, 18, 21
see also power, and the destruction of value in mergers and acquisitions study
- middle managers 32–3, 59, 61, 62, 69, 70, 199, 205
- Miller, C.C. 58, 60, 65–6

- Mintzberg, H. 59, 60, 61, 71
- mission, corporate entrepreneurship
in the non-profit sector study 158,
196, 197–9
- Mitchell, T.R. 58, 60, 61, 62, 69, 71
- Moeller, S.B. 17, 18
- Mol, J.M. 79, 100, 105, 106, 108, 117
- monetary policies 85, 92
- monitoring, regulative pillar in the
institutional environment 83, 84
- morale, works councils' impact on
productivity during reorganization
study 160, 165, 188
- morals 44–5, 83
- Morishima, M. 163–4
- motivation
corporate entrepreneurship in the
non-profit sector study 198,
199, 204, 206
- mergers and acquisitions 13, 18, 19,
20–21, 33–4
- works councils' impact on
productivity during
reorganization study 160, 188
- motivational leadership 28
- multinational enterprises (MNEs)
85–7, 91–2
- mutual benefits, social and non-profit
marketing 212–13
- mutual trust 163–4
- national institutional environments
see institution effects on firm
strategies and entrepreneurial
actions study
- necessity, corporate entrepreneurship
in the non-profit sector study 207
- negotiations 19, 20, 27, 30, 31, 33, 34
- Nelson, K.A. 43, 49, 51
- Nelson, R.E. 205, 207
- Netherlands 217, 224–5
see also collaborative
interorganizational
relationships study; corporate
entrepreneurship in the non-
profit sector study; profiting
from digitally distributed
cultural products study;
strategic decision making
of Dutch top management
teams study; works councils'
impact on productivity during
reorganization study
- networks 4–5, 61–2, 70–71, 92–3, 94,
105–6, 107, 157–8
- niche products 106
- non-equity agreements 139
- non-financial rewards, ethical behavior
51
- non-profit sector 3
see also corporate entrepreneurship
in the non-profit sector study;
public sector; social and non-
profit marketing
- normative isomorphism 63–4, 70, 71
- normative pillar, in institutional
environment 83
- norms 15, 44–5, 50, 90, 91
- North, D.C. 82, 83, 84, 85, 90–91
- North America 17
see also Canada; United States
- not-invented-here (NIH) syndrome 63
- operational level, acquisition-based
dynamic reconfiguration
capability 127–30, 131–2, 133
- opportunism 46–7, 89–90, 145, 147,
150, 163–4
- opportunities
corporate entrepreneurship in the
non-profit sector study 201–2,
205, 207
- entrepreneurship 192, 193, 194
- managerial power and mergers and
acquisitions 26, 29
- power-induced behavioral approach
system activation 24
- optimism 13, 24, 26–7, 28, 30, 32, 33
- organizational age
strategic decision making of Dutch
top management teams 66, 68,
69
- works councils' impact on
productivity during
reorganization study 169, 170–
71, 172–3, 174, 180, 183, 186
- organizational architecture 14–15, 16,
42–3, 45–52
- organizational culture 14, 22, 32, 43–4,
47, 194

- organizational interests 161, 163–4, 189
- organizational performance
 - advice-seeking 59
 - codetermination, effects of 161, 162, 163–4
 - see also* works councils' impact on productivity during reorganization study
 - corporate entrepreneurship in the non-profit sector study 199
 - decision quality 58, 60, 71
 - mergers and acquisitions 17–18, 19–20
 - profiting from digitally distributed cultural products study 114–17
 - reorganization, effects of 161
- organizational practices 43
 - see also* shared practices
- organizational size
 - strategic decision making of Dutch top management teams 66, 68
 - works councils' impact on productivity during reorganization study 167, 169, 170–71, 172–3, 174, 175, 177, 178, 180, 183, 185–6, 188, 189
- organizational structure 194, 195, 199
 - see also* organizational architecture
- Oster, S.M. 222–3, 224
- outsourcing 103, 168, 170–71, 172–4, 180, 183
- Overbeck, J.R. 25
- overconfidence 13, 22, 24, 26–7, 30, 32, 34
- overproduction, cultural products industry 100, 104, 106, 107, 108, 118
- Park, B. 25
- participatory management 15, 47
- partner selection, in strategic alliances 88–9
- performance enhancement 48, 52
- performance evaluation 14, 15, 45, 47–8, 49–50, 51–2
- performance-related pay 47–8, 169, 170–71, 172–3, 175, 181, 184, 186, 187
- personal relationships 143–5, 146
- personality, and managerial power 30, 31, 33
- perspective taking 32, 33
- perspective taking deficits 25, 27, 28, 30, 32, 33
- Pfeffer, J. 59, 61, 63
- physical distribution, video games 101–3
- 'place to eat/meet' initiative 199, 200, 202, 203, 204
- planning decisions, mergers and acquisitions 19, 20, 26–7, 32
 - see also* integration planning
- platform owners, video games 101, 102, 103, 104, 105, 106, 112–13, 114, 116–17
- political institutions 84, 86, 87, 91, 92
- pooled interdependency 140, 141, 145
- Population Services International (PSI) 214
- positioning 8, 19, 158, 216, 230
- post-acquisition knowledge sharing
 - see* serial knowledge acquirers' reconfiguration capability
- post-merger stage 13, 19–20, 22, 28–9, 30, 32–3
- Powell, W.W. 6, 59, 63, 64, 70, 84, 90, 91, 157
- power, and the destruction of value in mergers and acquisitions study
 - conclusions 33–5
 - discussion 29–33
 - impact of managerial power on the merger and acquisition process 13–14, 23–9
 - introduction 17–19
 - overview 6, 13–14, 15, 16
 - understanding mergers and acquisitions 19–23
- power approach theory 13, 23–6
- power distribution, political institutions 84
- pragmatic knowledge boundaries 121, 125, 126, 127, 128, 129–30, 131, 133
- pre-merger stage 13, 19, 20, 21–2, 26–7, 30, 32, 33, 34
- preferences, internal versus external advice seeking by top management teams 15, 59, 62–3

- preferred partners, collaborative
interorganizational relationships
142
- Prendergast, C. 47–8
- pressures, performance evaluation and
reward systems effects on ethical
behavior 45, 46
- prices
changes, works councils' impact
on productivity during
reorganization 167–71, 179,
182, 185
profiting from digitally distributed
cultural products study 110,
111, 113, 114, 115, 117, 118
social and non-profit marketing 212,
222–4
theory of the firm 1
- private finance 198, 200, 201, 202–3
- private sector 2–3, 193
see also corporate entrepreneurship
in the non-profit sector
study; works councils' impact
on productivity during
reorganization study
- proactiveness, entrepreneurship 193,
196
- process innovation 193, 200–201, 202,
204, 205, 206–7
- Prochaska, J.O. 228–9
- product/service innovation 192, 193,
200–201, 204, 206–7
- production 1, 4, 85, 102, 103, 104,
105–6, 139, 140
see also manufacturing industry;
overproduction, cultural
products industry
- productivity 200, 201
see also organizational performance;
profitability; works councils'
impact on productivity during
reorganization study
- profit sector 193
- profitability 17, 109, 162
- profiting from digitally distributed
cultural products study
discussion and conclusions 116–18
introduction 100–101
methodology 108–11
overview 7, 79
- results 111–16
theories and hypothesis 105–8
video games industry overview
101–5
- profits 216–17
- promotion 51, 106, 112–13, 116–17
see also marketing
- psychology of managers 20–22, 30–31,
33
see also power, and the destruction
of value in mergers and
acquisitions study
- public finance 198, 200, 202
- public scrutiny, social and non-profit
marketing 213
- public sector 2–3, 193
see also non-profit sector; social and
non-profit marketing
- publishers
cultural products 100, 105, 107
video games 102, 103, 104–5, 109,
110–11, 112–15, 116–17, 118
- punishment 49, 50, 51–2, 83, 84
- quality of service provision 223–4
- rational decisions 58, 60, 61, 62, 70–71
- Rau, P.R. 26–7, 32
- R&D 168, 170–71, 172–3, 180, 183,
186
- R&D alliances 3, 139, 141–2, 148,
150
- reciprocal interdependency 141, 145–6
- recommender systems 106–7, 118
- reconfiguration 124
see also acquisition-based dynamic
reconfiguration capability
- regional advantages, firm strategies 87
- regulative pillar, in institutional
environment 83
- regulatory institutions 84, 86, 87, 91,
92
- reinforcement theory, ethical behavior
50
- reinforcing ethical behavior through
organizational architecture study
conclusion 52–3
ethical behavior 14–15, 44–5
ethical culture 14, 43–4
introduction 41–3

- organizational architecture and ethical behavior 14–15, 16, 45–52
 - overview 6, 14–15, 16
 - relational collaborative
 - interorganizational relationships 140–42, 143–5, 148–9, 150, 151
 - relationship managers
 - collaborative experience 147–51
 - collaborative interorganizational relationship skills 143–7
 - collaborative interorganizational relationship types 141, 142
 - selection 139
 - relationship strength 145
 - relationships *see* collaboration; collaborative interorganizational relationships study; cooperation; employee–manager relationships; gatekeeper relationships; personal relationships; relationship managers; social alliances; social relationships
 - relationships, theory of the firm 1, 3
 - reorganization 28, 30, 32, 33, 34, 161
 - see also* firing decisions; hiring decisions; reorganization with layoffs; reorganization without layoffs; works councils' impact on productivity during reorganization study
 - reorganization with layoffs 158, 165, 166, 167, 168, 170–71, 172–3, 178–85, 187–8, 189
 - reorganization without layoffs 157–8, 165–6, 167, 168, 170–71, 172–3, 178–85, 186, 187, 188
 - repeated transactions, collaborative interorganizational relationships 140, 141
 - resource-based theory of the firm 79, 88–9
 - resources 145, 146, 193, 194–5, 202–3, 205, 207, 224
 - responsibilities 31
 - see also* acquisition-specific managerial responsibilities; ethical responsibilities
 - restructuring *see* reorganization
 - retailers, video games 102, 103, 104, 105
 - revenue expansion, mergers and acquisitions 18, 19, 20, 33
 - revenues, profiting from digitally distributed cultural products study 111, 112, 115, 116
 - rewards
 - behavioral approach system activation 23, 24
 - corporate entrepreneurship 195, 198, 204, 206, 207
 - ethical and unethical behavior 14, 15, 49, 50–52
 - managerial power and mergers and acquisitions 26, 29
 - managerial power and Western culture 31
 - in organizational architecture 45
 - power-induced behavioral approach system activation 24
- rights *see* decision rights assignment; legal rights of works councils; societal rights
 - Rindfleisch, A. 146, 150
 - risk 22, 33
 - risk-taking 13, 24, 26–7, 33, 193, 194, 195, 196
 - Ritchie, R. 216, 220–22
 - 'Road Crew' marketing program 218, 219–20
 - Roe, M.J. 162
 - role theory, and ethical behavior 50
 - Roll, R. 17, 21–2
 - Romme, A.G.L. 174
 - Rothschild, M.L. 212–13, 218
 - Rugman, A.M. 86, 87
 - rules 15, 41, 44, 45, 49, 50, 83, 84, 85, 90
 - rumors 165, 188
 - Saint-Martin, A. 161, 165, 166, 188
 - sales, cultural products 110, 111–15, 116, 118
 - sanctions 49, 50, 51–2, 83, 84
 - savings 91, 92
 - scale economies 1, 3, 18, 19, 20, 102, 104
 - Schumpeterian theory of the firm 4–5
 - Schwartz, M. 42

- scope, transactional versus relational exchanges 143, 144
- scope economies 1, 20, 102, 104
- Scott, W.R. 63, 82, 83, 84, 85
- search and screen, in mergers and acquisitions 19, 20, 27, 30, 32, 33
- selection, in acquisition-based dynamic reconfiguration capability 124
see also partner selection, in strategic alliances; target market selection
- self-enhancement 13, 20, 21, 22, 33
- self-interest 3–4, 213, 218, 227
see also conflict of interests; employees' interests; organizational interests
- self-orientation 31, 33
- self-protection 13, 20, 21, 22, 33
- semantic knowledge boundaries 121, 125, 127, 128, 129–30, 131, 133
- semi-globalization 86–7
- sequential interdependency 140, 141, 145
- serial knowledge acquirers' reconfiguration capability concluding remarks 132–5 dynamic capabilities and knowledge boundaries 123–6 introduction 121–3 micro-foundations of acquisition-based dynamic reconfiguration capabilities 126–32 overview 7, 80
- sex, safety marketing programs 221, 222
- shared learning 125, 126, 129–30
- shared perceptions of work practices 43
- shared practices 125, 126, 127, 128, 129–30, 131–2, 133–4
- Shleifer, A. 20, 22
- short-term focus 187–8, 189, 212, 224–6
- SIDS (sudden infant death syndrome) 217
- Simon, H.A. 4, 61
- Simons, T. 58, 60, 66, 70
- Singh, H. 17, 33, 122, 128, 129, 132, 147
- skills 87, 88, 143–7, 149
see also capabilities; competences; training
- small organizations 167, 175, 177, 178, 185, 188, 189
- Smith, P.K. 25–6
- smoking cessation marketing programs 215, 229
- social alliances 222
- social and non-profit marketing barriers to success 212, 218–30 costs and benefits 212, 227–9 lack of understanding of importance of monetary price 212, 222–4 'marketing', pejorative connotations of the term 212, 229–30 short-term focus 212, 224–6 underestimating competitive effects and collaborative opportunities 212, 219–22 behavioral change 213, 214, 216–18, 220, 224, 226, 227–9 defining marketing 212–16, 229–30 overview 8, 158
- social attentiveness 32, 33
- social capital 70, 71
- social change 41
- social inattentiveness 25–6, 27, 28, 29, 30, 32, 34
- social interaction 129–30
- social relationships 28, 30, 31
- social value 196, 207, 227
- societal rights 84
- society 85, 90, 91, 227
- sociology, importance of boundaries 5–6
- Sorge, A. 164–5, 187
- staffing level 169, 175, 181, 184, 186, 187, 206
- stakeholder theory 15, 44–5
- stakeholders codetermination 162 corporate entrepreneurship in the non-profit sector study 196, 199, 205, 207 ethical behavior 15, 44, 45, 50 social and non-profit marketing 212, 218

- Stapel, D.A. 28
- strategic alliances
- advantages 87
 - capabilities 80
 - developer-publisher in the video games industry 104–5, 108, 109, 110–11, 112–15, 116
 - effects of rule of law 89–90
 - partner selection 88–9
 - see also* collaboration; cooperation; joint purchasing agreements; joint ventures; R&D alliances
- Strategic Chicken's Tale* (fictional video game) 109–10, 112–15, 116–17
- strategic decision making of Dutch top management teams study
- analysis 67–9
 - discussion 69–71
 - introduction 58–60
 - literature and hypotheses 60–64
 - methods 64–7
 - overview 6–7, 15–16
- strategic entrepreneurship 192
- strategies, communication deficits 28, 30
- subsidiaries 169, 170–71, 172–3, 174, 180, 183
- suppliers 1, 139, 142, 143, 148–9
- symbolic rewards, for ethical behavior 51
- syntactic knowledge boundaries 121, 125, 127–9, 131, 133
- tacit knowledge 129, 130, 133
- target market selection 212, 215, 217, 218, 220, 223, 224, 226, 229
- technical capabilities 87, 88, 89
- technological knowledge 70
- Teece, D.J. 79, 90, 101, 108, 111, 117, 122, 124, 146
- Tetlock, P.E. 33
- theory of the firm 1–4
- threats 23, 24, 29, 30, 31, 33, 34
- time factors 164, 194, 202
- see also* long-term orientation; short-term focus
- top management team diversity 58, 60–61, 66, 68, 69
- top management team homogeneity 60–61
- top management team size 66, 68, 69
- top management teams *see* strategic decision making of Dutch top management teams study; top managers
- top managers
- corporate entrepreneurship in the non-profit sector study 198–9, 201–2, 204, 205–6
 - decision rights assignment and ethical and non-ethical behavior 15, 16, 46
 - entrepreneurship 194, 195, 196
 - mergers and acquisitions 19
- trade sector 67, 68, 69, 70
- trade unions 161
- training 201, 203
- transaction cost theory 1–2, 3, 4, 6
- transactional collaborative interorganizational relationships 140, 141, 142, 143–5, 148–9, 150–51
- transferability, collaborative interorganizational relationship skills 143, 144, 149
- transparency 198–9, 206
- Transport Accident Commission (TAC) (Australia) 226
- transport sector 67, 68, 69, 70, 169, 175, 177, 186
- transtheoretical model: stages of change 228–9
- Treviño, L.K. 43–4, 49–50, 51
- Trope, Y. 25–6
- trust 7–8, 31, 143, 144, 150, 157–8, 162, 213
- uncertainty 100, 104, 106, 107, 194, 195, 198
- unethical behavior 14–15, 16, 44, 45, 46–7, 49, 50, 51–2
- unique competencies 88
- United States 2–3, 214, 215, 217–18, 219–20, 224–5
- Vaast, E. 123, 129, 130
- value 102–5, 212
- see also* creation of value; power, and the destruction of value in

- mergers and acquisitions study; social value
- value chain envy, in cultural industries 105, 117
- value enhancement 17, 18, 45
- values 15, 43, 44–5, 47, 49–50, 83, 90, 91
- Van De Ven, A.H. 193–4, 195
- Van den Berg, A. 160, 161, 162, 163, 164, 165, 174
- Van den Berg, P.T. 43
- Van Dissel, H.G. 141, 145–6
- Van Kleef, G.A. 25, 27
- van Witteloostuijn, A. 165, 174, 187
- Verbeke, A. 86, 87
- Vermaelen, T. 26–7, 32
- vertical collaborative
 - interorganizational relationships 140, 141, 142, 145–6, 147, 148–9, 150, 151
- vertical integration 1–2, 102, 108, 109, 110–11, 116
- video game consoles 101
- video games industry 101–5
 - see also* profiting from digitally distributed cultural products study
- Vishny, R.W. 20, 22
- Vivium *see* corporate entrepreneurship in the non-profit sector study
- voluntary exchange, social and non-profit marketing 212–13
- voluntary works councils 167, 177, 188, 189
- Weaver, G.R. 43–4, 49–50, 51
- Weinberg, C.B. 211, 220–22, 224–5, 229
- Weitzel, U. 18, 21
- well-being 199, 200, 203, 204, 205
- Western culture 31
- Western Europe 17
- Weston, J.F. 18, 27, 35
- Westphal, J.D. 59, 61, 63, 71
- Wigboldus, J.E. 160, 165, 166
- Wilderom, C.P.M. 43
- winner-takes-all markets 100, 104, 106
- works councils' impact on productivity
 - during reorganization study
 - discussion 187–9
 - introduction 160–62
 - methods 166–77
 - overview 7–8, 157–8
 - prior work and conceptual model 162–6
 - results 178–87
- Wynn, P. 166, 187
- Youngblood, S.A. 51
- Zander, U. 124
- Zhong, C. 30, 31
- Zhu, H. 87
- Zollo, M. 128, 129, 131, 132
- Zwick, T. 166, 174, 187, 188

