

Ahuja, G. - Collaboration networks, structural holes, and innovation (2000)

- Focus: networks
- The author looks at firms' networks and sheds light on their impact on the (innovational) outcome of them. He defines different types of connections and highlights their potential and characteristics in relation to the outcome.
- Amount of the word stem efficient : 4

Location of Efficiency (page + paragraph)	Sentence /Paragraph/ Quote	Classification
p. 426, paragraph 1	<p>To the extent that direct ties provide different types or amounts of benefits, the possibilities of substitution between direct and indirect ties may be limited. Thus, examining the content and relative contribution of direct and indirect ties may also be relevant from the perspective of designing effective and efficient networks.</p> <p>In this study, I examine the relationship between a firm's position in the industry network of interfirm collaborative linkages and its innovation output, a significant organizational outcome.</p>	unclear
p. 427, paragraph 2	<p>In his book, Burt(1992) made a strong case for the strategic configuration of networks. According to this conception, design in network to maximize disconnections (or structural holes) between alters and selecting alters with many other partners (or many indirect ties) are two mechanisms by which actors can develop efficient and effective networks.</p>	Indirect quote of another author; unclear
p. 432, paragraph 1	<p>Ego networks rich in structural holes imply access to mutually unconnected partners and, consequently, to many distinct information flows. Thus, maximizing the structural holes spanned or minimizing redundancy between partners is an important aspect of constructing an efficient, information-rich network (Burt,1992).</p>	Indirect quote of another author; unclear

p.448, paragraph 3	<p>The results of this study both vindicate and qualify the prescription to use indirect ties as an efficient and effective way of maximizing network benefits. In an interfirm technology linkage network, a firm's indirect ties serve as a mechanism for knowledge spillovers and contribute positively and significantly to its innovation output.</p>	differentiated use

Meyer and Rowan - Institutionalized Organizations: Formal Structure as Myth and Ceremony (1977)

- Focus: neoinstitutionalism
- The authors state that formal structures of organization reflect myths of their institutional environments instead of the demands of their work activities. Formal structure that celebrate institutionalized myths differ from structures that act “efficiently”.
- Amount of the word stem efficient: 35

Location of Efficiency (page + paragraph)	Sentence /Paragraph/ Quote	Classification
p. 41, paragraph 1	That is, organizations are driven to incorporate the practices and procedures defined by prevailing rationalized concepts of organizational work and institutionalized in society. Organizations that do so increase their legitimacy and their survival prospects, independent of the immediate efficiency of the acquired practices and procedures.	unclear
p. 41, paragraph 2	Institutionalized products, services, techniques, policies, and programs function as powerful myths, and many organizations adopt them ceremonially. But conformity to institutionalized rules often conflicts sharply with efficiency criteria; conversely, to coordinate and control activity in order to promote efficiency undermines an organization's ceremonial conformity and sacrifices its support and legitimacy.	unclear
p. 43, paragraph 3	A related observation is that formal organizations are often loosely coupled (March and Olsen 1976; Weick 1976): structural elements are only loosely linked to each other and to activities, rules are often violated, decisions are often unimplemented, or if implemented have uncertain consequences, technologies are of problematic efficiency , and evaluation and inspection systems are subverted or rendered so vague as to provide little coordination.	indirect quote of another author; unclear

p. 44, paragraph 4	The occupations are rationalized, being understood to control impersonal techniques rather than moral mysteries. Further, they are highly institutionalized: the delegation of activities to the appropriate occupations is socially expected and often legally obligatory over and above any calculations of its efficiency.	unclear
p. 45, paragraph 1	Technical procedures of production, accounting, personnel selection, or data processing become taken-for-granted means to accomplish organizational ends. Quite apart from their possible efficiency, such institutionalized techniques establish an organization as appropriate, rational, and modern.	unclear
p. 49, paragraph 3	Isomorphism with environmental institutions has some crucial consequences for organizations: (a) they incorporate elements which are legitimated externally, rather than in terms of efficiency; (b) they employ external or ceremonial assessment criteria to define the value of structural elements; and (c) dependence on externally fixed institutions reduces turbulence and maintains stability.	unclear
p. 51, paragraph 3	Monetary prices, in postindustrial society, reflect hosts of ceremonial influences, as do economic measures of efficiency, profitability, or net worth (Hirsch 1975).	indirect quote of another author; unclear
p. 53, paragraph 2	Thus, organizational success depends on factors other than efficient coordination and control of productive activities. Independent of their productive efficiency, organizations which exist in highly elaborated institutional environments and succeed in becoming isomorphic with these environments gain the legitimacy and resources needed to survive. In part this depends on environmental processes and on the capacity of given organizational leadership to mould these processes (Hirsch 1975).	unclear
p. 53, paragraph 3	In the United States, for instance, schools, hospitals, and welfare organizations show considerable ability to survive, precisely because they are matched with—and almost absorbed by—their institutional environments. In the same way, organizations fail when they deviate from the prescriptions of institutionalizing myths: quite apart from technical efficiency, organizations which innovate in important structural ways bear considerable costs in legitimacy.	unclear

p. 53, paragraph 4	Figure 2.2. summarizes the general argument of this section, alongside the established view that organizations succeed through efficiency.	unclear
p. 55, paragraph 1	The uncertainties of unpredictable technical contingencies or of adapting to environmental change cannot be resolved on the basis of efficiency. Internal participants and external constituents alike call for institutionalized rules that promote trust and confidence in outputs and buffer organizations from failure (Emery and Trist 1965).	unclear
p. 55, paragraph 2	But often organizations and environments redefine the nature of techniques and output so that ambiguity is introduced and rights of inspection and control are lowered. For example, American schools have evolved from producing rather specific training that was evaluated according to strict criteria of efficiency to producing ambiguously defined services that are evaluated according to criteria of certification (Callahan 1962; Tyack 1974; Meyer and Rowan 1978).	indirect quote of another author; unclear
p. 54, paragraph 1	Rationalized formal structures arise in two contexts. First, the demands of local relational networks encourage the development of structures that coordinate and control activities. Such structures contribute to the efficiency of organizations and give them competitive advantages over less efficient competitors.	unclear
p. 54, paragraph 2	Schools, for example, must transport students to and from school under some circumstances and must assign teachers, students, and topics to classrooms. On the other hand, organizations producing in markets that place great emphasis on efficiency build in units whose relation to production is obscure and whose efficiency is determined not by a true production function, but by ceremonial definition.	unclear

p. 54, paragraph 4	<p>Some organizations use routine, clearly defined technologies to produce outputs. When output can be easily evaluated, a market often develops, and consumers gain considerable rights of inspection and control. In this context, efficiency often determines success. Organizations must face exigencies of close coordination with their relational networks, and they cope with these exigencies by organizing around immediate technical problems.</p>	unclear
p. 55, paragraph 3	<p>Two very general problems confront an organization if its success depends primarily on isomorphism with institutionalized rules. First, technical activities and demands for efficiency create conflicts and inconsistencies in an institutionalized organization's efforts to conform to the ceremonial rules of production. Second, because these ceremonial rules are transmitted by myths that may arise from different parts of the environment, the rules may conflict with one another. These inconsistencies make a concern for efficiency and tight coordination and control problematic.</p>	unclear
p. 55f, paragraph 5	<p>Categorical rules conflict with the logic of efficiency. Organizations often face the dilemma that activities celebrating institutionalized rules, although they count as virtuous ceremonial expenditures, are pure costs from the point of view of efficiency. For example, hiring a Nobel Prize winner brings great ceremonial benefits to a university.</p>	unclear
p. 56, paragraph 2	<p>Other conflicts between categorical rules and efficiency arise because institutional rules are couched at high levels of generalization (Durkheim 1933), whereas technical activities vary with specific, unstandardized, and possibly unique conditions.</p>	indirect quote of another author; unclear
p. 56, paragraph 3	<p>Yet another source of conflict between categorical rules and efficiency is the inconsistency among institutionalized elements. Institutional environments are often pluralistic (Udy 1970), and societies promulgate sharply inconsistent myths.</p>	unclear

p. 56, paragraph 4	In institutionalized organizations, then, concern with the efficiency of day-to-day activities creates enormous uncertainties. Specific contexts highlight the inadequacies of the prescriptions of generalized myths, and inconsistent structural elements conflict over jurisdictional rights.	unclear
p.56f, paragraph 5	There are four partial solutions to these inconsistencies. First, an organization can resist ceremonial requirements. But an organization that neglects ceremonial requirements and portrays itself as efficient may be unsuccessful in documenting its efficiency.	unclear
p. 57, paragraph 2	Instead of relying on a partial solution, however, an organization can resolve conflicts between ceremonial rules and efficiency by employing two interrelated devices: decoupling and the logic of confidence.	unclear
p. 57, paragraph 4	Ideally, organizations built around efficiency attempt to maintain close alignments between structures and activities. Conformity is enforced through inspection, output quality is continually monitored, the efficiency of various units is evaluated, and the various goals are unified and coordinated.	unclear
p. 60, paragraph 2	But a policy of close alignment in institutionalized organizations merely makes public a record of inefficiency and inconsistency. No position is taken here on the overall social effectiveness of isomorphic and loosely coupled organizations. To some extent such structures buffer activity from efficiency criteria and produce ineffectiveness. On the other hand, by binding participants to act in good faith and to adhere to the larger rationalities of the wider structure, they may maximize long-run effectiveness.	unclear

p. 60, paragraph 2	<p>It should not be assumed that the creation of microscopic rationalities in the daily activity of workers effects social ends more efficiently than commitment to larger institutional claims and purposes.</p>	unclear
p. 61, paragraph 3	<p>Our second thesis is that organizations which incorporate institutionalized myths are more legitimate, successful, and likely to survive. Here, research should compare similar organizations in different contexts. For instance, the presence of personnel departments or research and development units should predict success in environments in which they are widely institutionalized. Organizations which have structural elements not institutionalized in their environments should be more likely to fail, as such unauthorized complexity must be justified by claims of efficiency and effectiveness.</p>	unclear

DiMaggio and Powell - The iron cage revisited: Institutional Isomorphism (1983)

- Focus: neoinstitutionalism
- The authors describe the mechanism what makes organizations so similar. They argue that three isomorphic processes lead to aligning organizations.
- Amount of the word stem efficient: 11

Location of Efficiency (page + paragraph)	Sentence /Paragraph/ Quote	Classification
p.147, paragraph 3	Today, however, structural change in organizations seems less and less driven by competition or by the need for efficiency. Instead, we will contend, bureaucratization and other forms of organizational change occur as the result of processes that make organizations more similar without necessarily making them more efficient	unclear
p.152, paragraph 1	The stations' executives were sceptical that the new structure was more efficient; in fact, some services were now duplicated across divisions.	unclear
p. 152, paragraph 2	The ubiquity of certain kinds of structural arrangements can more likely be credited to the universality of mimetic processes than to any concrete evidence that the adopted models enhance efficiency	unclear
p. 153, paragraph 4	It is important to note that each of the institutional isomorphic processes can be expected to proceed in absence of evidence that they increase internal organizational efficiency. To the extent that organizational effectiveness is enhanced, the reason will often be that organizations are rewarded for being similar to other organizations in their fields.	unclear
p. 153, paragraph 4	None of this however insures that conformist organizations do what they do more efficiently than do their more deviant peers. Pressures for competitive efficiency are also mitigated in many fields because the number of organizations is limited and there are strong fiscal and legal barriers to entry and exit.	unclear
p. 154, paragraph 1	Lee maintains this is why hospital administrators are less concerned with the efficient use of resources and more concerned with status competition and parity in prestige	indirect quote of another author; unclear

p.156 paragraph 5	Societies (or elites), so it seems are smart, while organizations are dumb. Societies comprise institutions that mesh together comfortably in the interests of efficiency, the dominant value system, or in the Marxist version, capitalists.	Unclear
p. 157, paragraph 1	The conventional answer to this paradox has been that some version of natural selection occurs in which selection mechanisms operate to weed out those organizational forms that are less fit. Such arguments as we have contended are difficult to mesh with organizational realities. Less efficient organizational forms do persist. In some context efficiency or productivity cannot even be measured.	unclear
p.157, paragraph 1	In other contexts, for example the Metropolitan Opera or the Bohemian Grove, supporters are far more concerned with non-economic values like aesthetic quality or social status than with efficiency per se	unclear

DuGay - Praise of Bureaucracy (Chapter 2 and 3) (2000)

- Focus: defending Weber's idea of bureaucracy
- The author takes a stand for the criticized concept of bureaucracy and defends against differing critiques and explains misread aspects of the theory. In the analyzed chapters ethical and economical critique gets addressed.
- Amount of the word stem efficient: 3

Location of Efficiency (page + paragraph)	Sentence /Paragraph/ Quote	Classification
p. 49, paragraph 2	<p>The image of Nazi Germany as an efficient, bureaucratic machine which Bauman endorses has been superseded in historical researches by a picture of the Third Reich as a system of semi-institutionalized conflict whose exponents wanted 'the power of government without the ballast of administration' (Caplan, 1988: vii).</p>	indirect quote of another author; unclear
p. 63, paragraph 1	<p>During the last two decades the character of the manager has been subject to considerable and ongoing problematization. The dominant discourses of organizational reform throughout this period all placed enormous emphasis on the development of more flexible, responsive and entrepreneurial forms of conduct which would overcome the assumed stasis, rigidity and inefficiency of 'bureaucracy'. In particular, they indicated that the required transformations were in large dependent on the formation of certain attributes and dispositions amongst managerial staff.</p>	unclear
p.77, paragraph 3	<p>A crucial technical feature of these programmes is the allocation of a particular function or activity to a distinct unit of management- individual or collective - which is then regarded as being accountable for the efficient (i.e. 'economic') performance of that function or activity. By assuming ongoing responsibility for these activities and functions these units of management are in effect affirming a certain kind of identity or personality that is basically entrepreneurial in character.</p>	differentiated usage

Overall statistics

amount of word stem “efficient”: 53

in indirect citations: 8 (all of them unclear)
unclear: 43
differentiated use: 2 (both highlight the economic understanding)