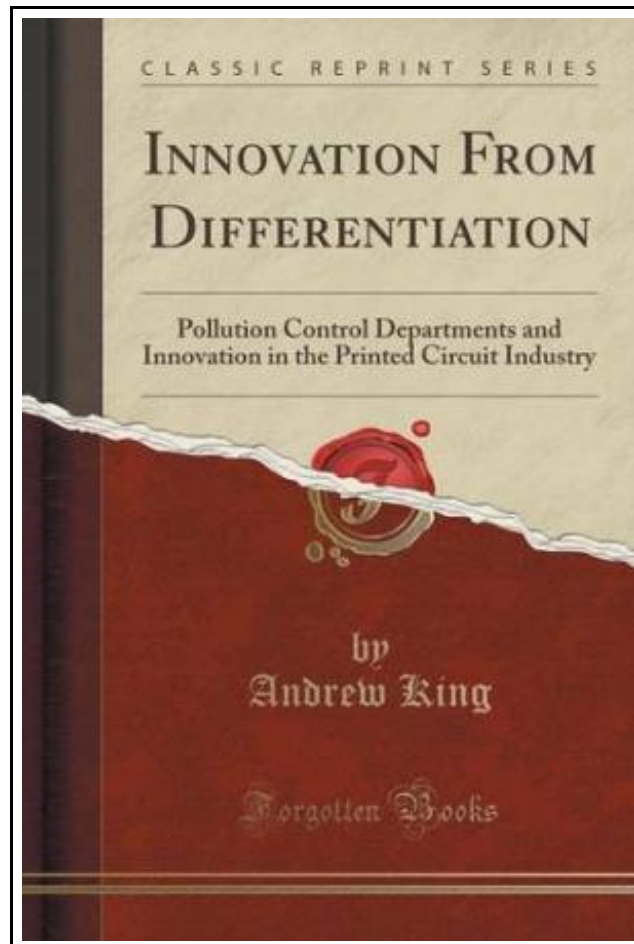


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Forgotten Books, United States, 2015. Paperback. Book Condition: New. 229 x 152 mm. Language: English . Brand New Book ***** Print on Demand *****.Excerpt from Innovation From Differentiation: Pollution Control Departments and Innovation in the Printed Circuit Industry Organizational theorists, industry professionals and policy analysts predict that firms tend to respond to environmental regulation by creating pollution control departments to span the boundary between the organization and the surrounding society. Theory predicts that these departments will insulate the firm from changing conditions and either 1) cause continuance of efficient operations, or 2) prevent adaptation to new conditions. In an empirical study, I find that in some firms pollution control departments act not as insulators, but as information and innovation conduits, and thereby help improve the production process. I find that pollution control departments have access to unique data from inside and outside of the organization, and that this information derives in part from their specialized role. Thus, I propose that organizations that have boundary-spanning units and allow these units extensive communication with the rest of the organization have the highest performance relative to both existing (i.e. cost and quality) and new (i.e. environmental) criteria. Introduction Many companies now face challenges of both tougher global competition and more stringent requirements to protect the natural environment. Some firms like Union Carbide have responded by creating separate departments and functions to mediate between the firm and environmental regulators, while others like 3M and DOW Chemical have attempted to integrate pollution control responsibility into existing organizational roles [1-3]. Theory suggests that these two approaches present a dilemma: a separate department allows scale efficiencies, controlled risk, and efficient production, while an integrated approach allows the firm to learn and adapt to new conditions [4-7]. Whatever their view of the effect of such departments, these theories...



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