

The index for *Problem Solving in Organizations*

- Abduction 211
- Action research 27–8, 229
- Analysis
 - and diagnosis 13, 38, 207
 - and synthesis 205
- Appreciative inquiry 28
- Assignment 50, 59
- Authorization meeting 118, 131

- Bias 144, 162, 187–8

- Case-based reasoning 106
- Causes of problems 54–6, 58, 74, 80
- Change
 - change agent 216
 - change muddle 33, 36, 127
 - change organization 121–2
 - change plan 36, 118, 130–2
 - change plan design 120–6
 - timing of change plan design 118
 - change step 32
 - change strategy 128–30
 - comparative change design 141
- CIMO-logic 229
- Client system 44
- Coding
 - open 166
 - selective 168
 - theoretical 167
- Commitment
 - effort commitment 34–5
 - result commitment 34–5
- Communication plan 121–2, 131
- Completeness of models 202
- Conceptual project design 59
- Conflicts of interest 123, 129, 133
- Controllability as quality criterion 185–6
- Convergent thinking 205, 212
- Cost-benefit analysis 111
- Creativity 206
 - creative leap 109, 210–11
- Critical incident analysis 90, 157

- Data-collection methods 161
 - diaries 164
 - documentation 163
 - focus groups 163
 - interviews 161
 - participant observation 163
 - verbal protocols 164
- Delta analysis 121
- Design 202, 231
 - design approach 26–7, 125
 - design brief 203, 209
 - design dilemma 208
 - design: incremental or radical 208
 - design model 8
 - design oriented problem-solving 24–25 30–31, 42
 - design process 204
 - design process management 204, 206–7
 - design proposition 229
 - field tested and grounded 229
 - design requirements 101–2, 121, 209
 - boundary conditions 102, 209, 219
 - design restrictions 102, 209
 - functional requirements 101, 209
 - user requirements 102, 209
 - design science research 223, 228–30, 240
 - design science research paradigm 10, 233
 - design step 32
 - design thinking 204–5
 - solution oriented 205
- Design-focused and theory-informed problem solving 6
- Designing 202
- Deliverables 59–60, 62, 149
- Development approach 26–7, 126, 212
- Divergent thinking 205, 211

- Empirical cycle 10–12
- Epistemology 219–20
- Expert role 26
- Explanatory component of DSR project 235
- Explanatory research paradigm 10
- Exploration 26
- Evaluation 105–7, 210, 212
 - comparative post-test evaluation 141
 - evaluation on paper 210, 212, 237
 - formative evaluation 141
 - post-test evaluation only 138
 - pre-test-post-test evaluation 138
 - summative evaluation 142
- Evidence-based
 - medicine 7
 - practice 7–8, 223, 234
- External exploration 48

- Falsification 148
- Feasibility of projects 50
- Field problem 4, 30
- Field testing 236
- Focus groups 163
- Formal organization 216–17, 222
- Framing 58
- Fuzzy front end 203–4, 239–40

- Garbage can model of decision-making 30
- Generalization 231

- Generic solution 19, 225, 228–9, 236–7
- Grounded theory approach 165
 - open coding 166
 - selective coding 168
 - theoretical coding 167
- Hidden properties 213–14, 217
- Human agency 214, 224, 226, 228, 235, 238
- Idealized design 105
- IIS case 107, 112, 127–32
- Implementation 120
- Informal organization 217, 222
- Intake process 48
- Inter-rater reliability 188
- Intervention 225
 - strategy 124–6
 - types of 124
- Interviews 161
 - exploratory 55
- Iteration and explorations 26, 205, 207
- Knowledge
 - conceptual use of 29
 - descriptive 29
 - explanatory 29
 - instrumental use of 29
 - knowledge stream 235
 - prescriptive 29
 - solution-oriented 29
- Lack of trust 123, 129, 133
- Lack of understanding 122, 129, 133
- Learning step 32
- Literature review 171
- Logical incrementalism 27
- Mechanisms 229
 - generative 226
 - social 230
 - strong 225
 - weak 226, 238
- Mentor 39
- Meta-analysis 182
- Model 202
- Modernism 220
- Modular design 208
- Muddling through 27
- Multiple-criteria decision-making 106–7
- Object design 203
- Object knowledge 6
- Ontology 219–20
- Operational project plan 59, 63
- Outline design 100–1, 207–8
- Paradigm 219
 - design science research paradigm 10, 233
 - explanatory research paradigm 232
 - research paradigm 219, 232
 - worldview paradigm 219–20, 232
- Participant observation 163
- Performance
 - business process performance 32
 - focus on 42
 - performance-related business problem 53
- Phase
 - model 100, 207
 - theorem 25
- Pilot implementation 126
- Planned change 25
- Practice stream 235
- Principal 39, 57–8, 65
- Principle of minimal specification 114, 213
- Problem
 - perception problem 34, 80
 - problem analysis 37–40, 55, 76, 100, 117, 155, 165
 - problem definition 13, 37, 48, 52–3, 58, 74, 207, 243
 - problem mess 12, 33, 48–9, 53–5
 - real problem 34
 - target problem 34
- Problem-solving
 - design oriented 24–25 30–31, 42
 - theory informed 7, 28, 43
 - cycle 10
- Problem-solving project
 - basic set-up 37–9
 - group project 40
 - individual 39
 - nature of 31–6
- Process
 - analysis 76
 - design 203–4
 - knowledge 6
 - step 26
- Project
 - organization 64
 - learning stag of 137, 143
 - plan 36, 63, 65
 - proposal 47, 49, 55, 64–5, 244–5
 - termination 136, 149
- Professional 223
- Qualitative research methods 153
 - grounded theory 165
 - open coding 166
 - qualitative analysis methods 165
 - qualitative data-collection methods 161
 - quality criteria 184
 - controllability 185–6
 - recognition of results 196
 - reliability 188
 - validity 192
 - sampling and case selection 158
 - selective coding 168
 - template approach 168
 - theoretical coding 167
 - unit of analysis 155
- Quick scans 76, 95
- Rational problem solving 24, 26
- Realism 220
 - critical realism 220

- Realization design 203
- Realization knowledge 6
- Recipient of change 216–17
- Redesign 231
 - first and second 216–18, 221
- Reflection 144, 146, 148
- Reification 220
- Reliability 188
- Reporting 149
- Resistance to change 119, 122
 - analysis of 123
 - types of 122–3, 125, 133
- Rival explanations 236

- Sampling techniques 158
- Saturated evidence 160, 237
- Science
 - of the particular 234, 236–7
 - of the average 237
- Scientific claim 228
- Self-organization 217
- Sketching 207, 211
- Snowball method 179
- Social constructivism 220–1, 231–2
- Social learning 227
- Social system design 214–19, 222
- Socio-technical system 218, 239
- Solution
 - solution concept 100–1, 105, 107, 207, 211
 - solution design 13, 36, 38, 113
 - solution validation 108–12

- Stakeholder analysis 119, 121, 127–8
- Steering committee 64, 122
- Supervisor 39, 48, 52, 65
- Swamp of practice 233, 235
- Synthesis 103–5, 210
 - Synthesis-evaluation iterations 101, 103, 107, 114, 205, 208, 210

- Template approach 168
- Termination
 - of assignment 118
 - of improvement project 120, 136, 149
- Theory
 - development 14–15
 - testing 15–17
- TPC model 30, 124
- Triangulation 190, 193, 195

- Undisturbed process 126, 204

- Validation 108, 116
 - of business problem 76, 80
 - of problem causes 76, 84
- Validity 192
 - construct validity 193
 - external validity 195
 - internal validity 194
- Verbal protocols 164

- Willingness to change 123, 129, 133
 - induced low willingness to change 123, 217
 - inherent low willingness to change 123