## Contents

1. **Strategic and Organizational Insights into Learning and Innovation in Hybrids and “New” Organizations**
   
   *Maria Carmela Annosi, Federica Brunetta, Mats Magnusson and Paolo Boccardelli*

### Part I  Innovation, Learning and Value Creation

2. **Innovation and Value Creation in Business Ecosystems**
   
   *Hassan Sherwani and Richard Tee*

3. **Team and Time Within Project-Based Organizations: Insights from Creative Industries**
   
   *Francesca Vicentini and Luigi Nasta*

4. **Collaborative Spaces and Coworking as Hybrid Workspaces: Friends or Foes of Learning and Innovation?**
   
   *Lucia Marchegiani and Gabriella Arcese*
5 Investigating the Impact of Agile Methods on Learning and Innovation

Maria Carmela Annosi, Jens Hemphälä and Federica Brunetta

Part II Innovating: Structural and Strategic Issues

6 The Role of Networks for Innovation in Temporary and Project-Based Organizations

Federica Brunetta, Paolo Boccardelli and Andrea Lipparini

7 Project Social Capital in Biotech R&D: Its Configuration and Impact on Knowledge Development

Mats Magnusson, Daniele Mascia and Fausto di Vincenzo

8 Professional Networks and the Adoption of Medical Technologies: An Empirical Study on Robotic Surgery

Valentina Iacopino, Daniele Mascia, Alberto Monti and Americo Cicchetti

Part III Adapting Innovation and Learning to Strategic and Organizational Change

9 Between Sponge and Titanium: Designing Micro and Macro Features for the Resilient Organization

Luca Giustiniano and Franca Cantoni

10 Issues of Control in Hybrids and “New” Organizations

Maria Carmela Annosi

11 Investigating the Impact of Agile Control Mechanisms on Learning in Scrum Teams

Maria Carmela Annosi, Antonella Martini and Mats Magnusson
12 Improvising Agility: Organizations as Structured-Extemporaneous Hybrids
Miguel Pina e Cunha, Luca Giustiniano, Pedro Neves and Arménio Rego
231

13 The Emergence of New Organization Designs. Evidences from Self-Managed Team-Based Organizations
Maria Carmela Annosi, Luca Giustiniano, Federica Brunetta and Mats Magnusson
255

14 Lean Start-up in Established Companies: Potentials and Challenges
René Chester Goduscheit
269

15 Lesson Learned, Implications, and Summary of the Main Findings
Federica Brunetta, Maria Carmela Annosi, Mats Magnusson and Paolo Boccardelli
289

Index
301