

PROFESSIONAL ORGANIZATION

HYBRID ORGANIZATION

A. Strong commitment to publishing research results in top science journals

B. Horizontal structure of information flow; project-based organization of work

C. Porous organizational boundaries; a strategy of pursuing innovation through collaborative ventures

D. A heavy reliance on intellectual capital

E. Often produced no marketable products

Institutional logics:

Science

Finance

Commerce

RECOMBINATION

moving practices from one sector into another where they are recognizable

TRANSPOSITION

moving practices into settings where they are foreign; a boundary crossing

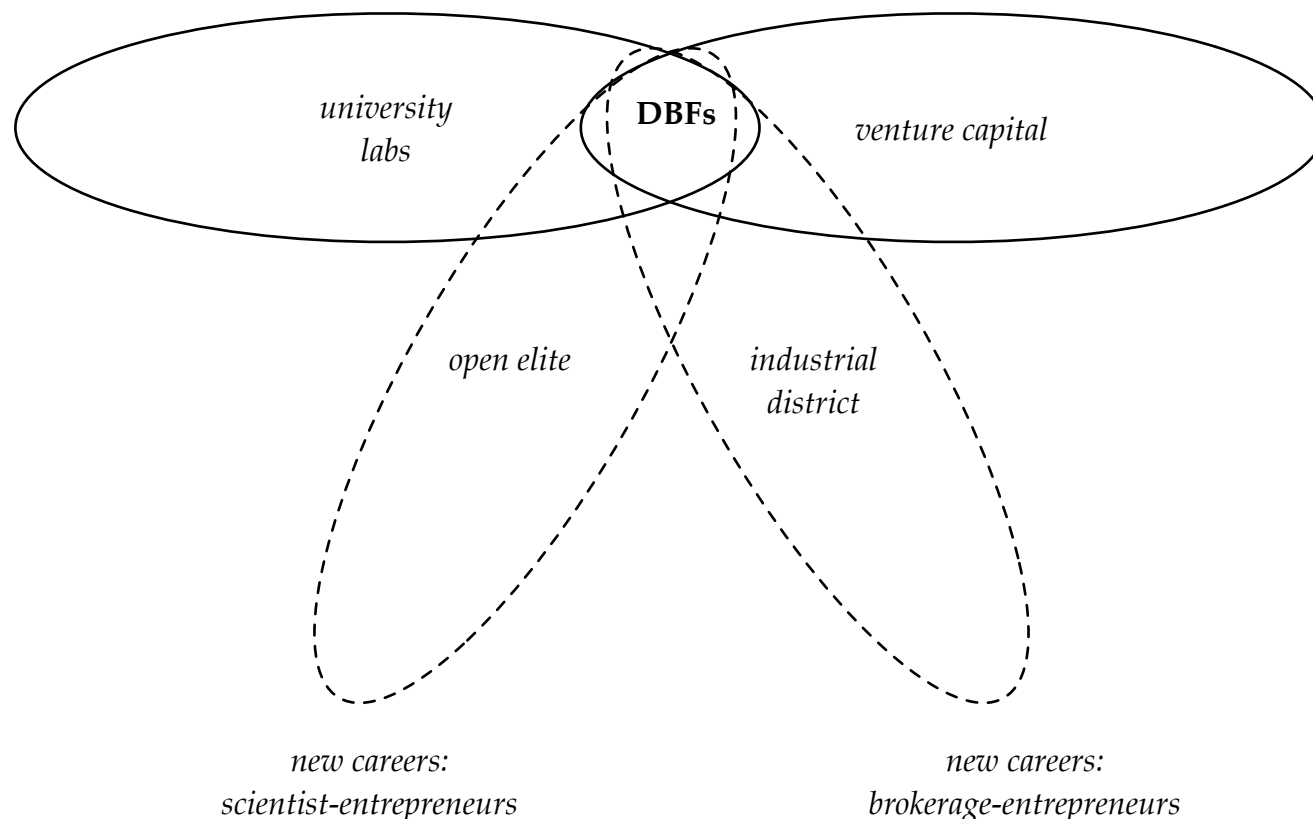
Organizational forms

The organizational context of professionalization

Professionals as institutional agents

Organizational identity

source: our elaboration from Battilana J., Lee M (2014), "Advancing Research on Hybrid Organizing", in *The Academy of Management Annals*, n. 8(1), 397-441; Muzio D., Brock D.M., Suddaby R. (2013), "Professions and Institutional Change: Towards an Institutionalist Sociology of the Professions", in *Journal of Management Studies*, 50(5), 699-721; Padgett J.F., Powell W.W. , eds. (2012), *The Emergence of Organizations and Markets*, PUS.



source: Padgett J.F., Powell W.W. , eds. (2012), *The Emergence of Organizations and Markets*, PUS, cap. 1, p. 14