

# Table of Contents

	<b>Page</b>
Preface	v
<b>1. Introduction: The Europeanisation of an Economic Affairs Ministry</b>	<b>1</b>
A. Key questions in the study	2
B. Importance of the study	2
C. Study period	4
D. Outline of the study	5
<b>2. The European Dimension Defined</b>	<b>7</b>
<b>3. A Bird's-eye View of the Ministry</b>	<b>9</b>
A. Organisation	9
B. Mission	11
<b>4. The "European Problems" and the Chosen Solution</b>	<b>13</b>
A. Starting point: initial concentration of Europe within one DG	13
B. The European problems	13
C. The core of the ministry's Europeanisation process	15
D. Measuring coordination	17
<b>5. The Framework for the Organisational Research</b>	<b>21</b>
A. The model of coordination capacities	21
– The bureaucracy	22
– The professional organisation	23
– The divisionalised organisation	24
– The innovative organisation	25
– The paradox of hierarchical horizontal coordination	27
B. Expectations	27



<b>6. Has The Europeanisation Process Led to Behavioural and Structural Changes?</b>	<b>29</b>
A. Behavioural changes	29
– Exchange of information and consultation	30
– Avoiding divergences	31
– Seeking consensus	32
– Arbitration at a higher level	33
– Formulating priorities and strategies	33
B. Structural changes	35
– Changes in the professional form – full decentralisation through training	35
– Changes in the divisionalised organisation (selective decentralisation)	36
– Changes in horizontal coordination – the innovative organisation	38
– Changes in EZ as a bureaucracy	40
<b>7. Explanations</b>	<b>41</b>
A. Has coordination improved?	41
B. An organisational explanation	41
C. Other explanations	42
<b>8. Conclusions – Decentralisation and Centralisation</b>	<b>45</b>
A. The process of change	45
B. Link with the interministerial level	46
<b>Notes</b>	<b>49</b>
<b>Bibliography</b>	<b>53</b>