

## **Annotated Additional Readings**

### **Case 1**

**Albers, S. (2015). Cooperation and competition dynamics of business networks: A strategic management perspective. In: Ruiz Peris, J.I. and Estevan de Quesada, C. (Eds.). *Redes y Derecho de la Competencia*, Valencia: Tirant Lo Blanch (in press).**

This paper addresses the issue of dynamics of and within multi-lateral alliances by identifying three specific types of competition that such alliances have to deal with: Competition in network formation, competition in network member optimization, and competition in network management and organization. It illustrates each of these types of competition and offers consequences for network and member firm management.

**Das, T.K. and Teng, B.-S. (2002). Alliance constellations: A social exchange perspective. *Academy of Management Review*, 27(3): 445-456.**

This study uses social exchange theory to identify the issue of generalized reciprocity as key feature to the management of alliance constellations. Generalized reciprocity implies that no direct reciprocity between alliance partners exist and results in major difficulties. The paper suggests three social control mechanisms to address these specific difficulties, offers a framework on their contingent effectiveness and, based on this, concludes with a typology of alliance constellations.

**Gomes-Casseres, B. (2003). Competitive advantage in alliance constellations. *Strategic Organization*, 1(3): 327-335.**

This essay suggests that the unit of competition is shifting, to some degree, from the firm to the network level. It identifies and illustrates the need for an adequate strategy framework, or a theory of group-based advantage particularly pertinent in such “collective competition” settings.

**Hoffmann, W.H. (2005). How to manage a portfolio of alliances. *Long Range Planning*, 38(2): 121-143.**

This study identifies the specific tasks of managing multiple alliances. Based on the analysis of 25 large European companies, it identifies strategy, monitoring, co-ordination and the establishment of an alliance management system as the four principal tasks of alliance portfolio management. It further suggests that a dedicated alliance function and the development of companywide standards and specific alliance management tools are essential to ensure alliance effectiveness.

**Kale, P. and Singh, H. (2009). Managing strategic alliances: What do we know now, and where do we go from here? *Academy of Management Perspectives*, 23(3): 45-62.**

This paper provides an overview of research on alliance management. It offers a synthesis of success factors for managing individual alliances, including such crucial issues as partner selection, cooperative fit and alliance design; then moves on to the role of developing an alliance management capability in firms and suggests various future challenges such as the issues of managing multiple alliances and alliance portfolios.

## **Case 2**

**Provan, K.G. and Kenis, P. (2008). Modes of network governance: Structure, management, and effectiveness. *Journal of Public Administration Research and Theory*, 18: 229-252.**

This often cited paper introduces different forms of network governance, among them the role of network administrative organizations.

**Human, S.E. and Provan, K.G. (2000). Legitimacy building in the evolution of small-firm networks: A comparative study of success and demise. *Administrative Science Quarterly*, 45(2): 327-365.**

This paper highlights the importance of legitimacy concerns of network-internal and -external stakeholders towards the network form in general and the particular configuration of a network in particular. In this context, the authors discuss the role of network administrative organizations.

**Müller-Seitz, G. and Sydow, J. (2012). Maneuvering between networks to lead – A longitudinal case study in the semiconductor Industry. *Long Range Planning*, 45(2-3): 105-135**

This paper investigates strategic network leadership in the semiconductor industry, using the SEMATECH consortium as an example.

### **Case 3**

**Braun, T., Müller-Seitz, G. and J. Sydow (2012). Project citizenship behavior? – An explorative analysis at the project-network-nexus. *Scandinavian Journal of Management*, 28(4): 271-284.**

This paper analyses projects as more than temporary systems from an organizational behavior perspective. The authors ask what kind of cooperative, discretionary behaviors project members engage in. Alluding to the concept of Organizational Citizenship Behavior (OCB) they develop the notion of Project Citizenship Behavior (PCB) and employ the concept for understanding inter-organizational projects and the networks that they are embedded in.

**Dyer, J.H. and Singh, H. (1998). The relational view: Cooperative strategy and sources of interorganizational competitive advantage. *Academy of Management Review*, 23(4): 660-679.**

The authors argue that competitive advantages do not necessarily arise at the level of organizations but at the level of inter-organizational relationships. The paper argues that a firm's critical resources may reach beyond firm boundaries and proposes four potential sources of inter-organizational competitive advantage.

**Jarillo, J.C. (1988). On strategic networks. *Strategic Management Journal*, 9(1): 31-41.**

This renowned article develops the concept of strategic network to understand cooperative relationships and their role in the strategy of the firm. Jarillo describes these networks as a 'mode of organization' and makes an effort to study cooperative and competitive firm behavior as compatible, complementary features of a unique reality.

**Powell, W.W. (1990). Neither market nor hierarchy: Network forms of organization. *Research in Organizational Behavior*, 12: 295-336.**

According to Powell, network forms of organization with reciprocal patterns of communication and exchange are alternatives to hierarchical or market based governance structures. While networks may contain elements of hierarchy and market governance, they may also have unique network-specific features.

**Ring, R.S. and Van De Ven, A.H. (1994). Developmental processes of cooperative interorganizational relationships. *Academy of Management Review*, 19(1): 90-118.**

In contrast to the papers above, this conceptual framework builds upon a process perspective and theoretically describes the development of cooperative inter-organizational relationships as a sequence of formal and informal events and processes. The main elements of the model are negotiations, commitments and executions which are all triggered by the critical assessments (i.e. efficiency and equity) of the participating organizations.

## **Case 4**

**Cappelli, P. and Keller, J.R. (2013). Classifying work in the new economy. *Academy of Management Review*, 38(4): 575-596.**

The article reviews the types and consequences of work arrangements alternative to the full-time, bilateral employment relationship. By developing a classification system the authors pinpoint how these alternative work arrangements and their various implications could be explored to improve understanding the future of work beyond hierarchy. By using the classification of Capelli and Keller, it is possible to explore and evaluate the differences between the regular employment relationship and those work constellations used at *Service-Holding* and in industry-service networks more generally.

**Costas, J. and Kärreman, D. (2013). Conscience as control - managing employees through CSR. *Organization*, 20(3): 394-415.**

By examining CSR policies, the authors focus on the interaction between management control and employees' autonomy within organizations. They argue that CSR can also be understood as a special form of aspirational control that ties employees' aspirational identities and ethical conscience to the organization. Hence, by highlighting the role of identity regulation in controlling individuals they provide a critical perspective on CSR as a management concept. For debating the case of *Service-Holding*, the text introduces into a critical perspective on manipulative management instrument including "service culture".

**Cox, T. (1991). The multicultural organization. *Academy of Management Executive*, 5(2): 34-47.**

Cox deals with the increasing diversity within organizations in terms of gender, race, ethnicity, and nationality. By highlighting the costs and benefits of diversity the author wants to support managerial processes toward creating "multicultural" organizations. In this context, Cox describes a model for capturing the essential features necessary for creating a multicultural organization and also reviews tools that might be useful in changing organizations toward a multicultural model. Using the model of Cox helps to evaluate the situation and management's response with respect to the diversity challenge at *Service-Holding*.

**Marchington, M., Rubery, J. and Grimshaw, D. (2011). Alignment, integration and consistency in HRM across multi-employer networks. *Human Resource Management*, 50(2): 313-339.**

The authors give a coherent treatment of the HRM problems that arise from multi-employer networks. In particular, they focus on. They describe the divergent application of HR policies between organizations within multi-employer networks. Dealing with the challenges of inter-organizational value creation, the text is useful for assessing the HRM policies at *Service-Holding*. Particularly, the question of how to align, integrate and make consistent HRM policies can be approached be engaging with this text.

**Smircich, L. (1983). Concepts of culture and organizational analysis. *Administrative Science Quarterly*, 28(3): 339-358.**

The classical text of Smircich reviews the literature on the concept of culture within organizational analysis. By highlighting various issues, the author explores the potentials and opportunities of the applying cultural analysis to business organizations. Smircich's contribution introduces into the concept of corporate culture and allows to classify it within a broader perspective. For case discussion, the text is useful in contextualizing *Service-Holding* management of service culture.

## **Case 5**

**Blair, R.D. and Durrance, C.P. (2013). Group purchasing organizations, monopsony, and antitrust policy. *Management Decision*, 35(7): 433-443.**

This paper describes what Group purchasing organizations (GPOs) do – they consolidate the purchasing power of their members and negotiate contracts with input suppliers on their behalf. The authors describe for what GPOs have been criticized for and that federal regulation focuses on those entities because of concerns over monopsony power and standardization of hospital production costs and analyze these competitive concerns.

**Sydow, J. (2005). Managing interfirm networks: Towards more reflexive network development? In: Theurl, T. (Ed.). *Economics of Interfirm Networks*. Tübingen: Mohr Siebeck, 217-236.**

This paper describes inter-firm networks. Compared to market, a network has more structure, produces more interaction among network organizations, provides 'thicker' information channels, demands more loyalty, exhibits more trust, prefers voice to exit, and puts less emphasis on price.

**Schreyögg, G. and Kliesch-Eberl, M. (2007). How dynamic can organizational capabilities be? Towards a dual-process model of capability dynamization. *Strategic Management Journal*, 28: 913-933.**

This paper focuses on the question whether capabilities can actually be conceived as being in flux - and if so, to what extent and in which way? After briefly recapitulating the distinguishing features of organizational capabilities, path dependency, structural inertia, and commitment are identified as the main capability-rigidity drivers causing a managerial dilemma. In the search for a resolution of this *dilemma* different approaches of dynamic capabilities are identified and discussed. The analysis shows that the approaches suffer from inherent conceptual contradictions: the dynamization runs the risk of dissolving the original idea and strength of organizational capability building. Ultimately, capabilities would lose the strategic power attributed to them in the resource-based view. The paper develops an alternative approach, which aims at preserving the original merits of organizational capability and solving the rigidity issue by establishing a separate function ('capability monitoring').

## **Case 6**

**Sydow, J. (1996). Flexible specialization in regional networks: Experiences from the financial service industry in Germany. In: Staber, U., Schaefer, N.V. and Sharma, B. (Eds.) *Business Networks: Prospects for Regional Developments*. Berlin and New York: De Gruyter, 24-40.**

This paper introduces InBroNet, the network of insurance brokers discussed in this case study, at an early stage of network development with a focus on its industrial lines business.

**Sydow, J. and Windeler, A. (1998). Organizing and evaluating interfirm networks - A structurationist perspective on network management and effectiveness. *Organization Science*, 9(3): 265-284.**

This paper also analyzes a network of brokers in the financial service industry, but one that differs from InBroNet in size and shape, form of network governance, and industry segment (private lines) with a focus on evaluation and leadership practices.

**Sydow, J. and Milward, H.B. (2003). *Reviewing the Evaluation Perspective: On Criteria, Occasions, Procedures, and Practices*. Paper presented at the 10th Conference on Multi-Organizational Partnerships, Alliances and Networks (MOPAN), University of Strathclyde, Glasgow.**

[http://www.wiwiss.fu-](http://www.wiwiss.fu-berlin.de/institute/management/sydow/publikationen/arbeitspapiere.html)

[berlin.de/institute/management/sydow/publikationen/arbeitspapiere.html](http://www.wiwiss.fu-berlin.de/institute/management/sydow/publikationen/arbeitspapiere.html)

This paper gives an overview of the state of research on network evaluation and the different dimensions to be considered when evaluating inter-organizational networks.

**Sydow, J., van Well, B. and Windeler, A. (1998). Networked networks: Financial services networks in the context of their industry. *International Studies of Management & Organization*, 27 (4): 47-75.**

This paper describes the financial service industry in general and the insurance business in particular as a networked field made up of quite a number of networks among respective brokers as well as networked relationships with customers and suppliers (i.e. insurers, banks, investment funds, etc.).

**Sydow, J. (2004). Network development by means of network evaluation? – Explorative insights from a case in the financial service industry. *Human Relations*, 57(2): 201-220.**

This paper provides an in-depth study of the development of InBroNet by means of (not) evaluating the network.

**Sydow, J. (2005). Managing inter-firm networks – Towards more reflexive network development? In Theurl, T. (Ed.). *Economics of Interfirm Networks*. Tübingen: Mohr Siebeck, 217-236.**

This paper introduces four important network management practices: selection, allocation, regulation, and evaluation, and clarifies the relationships between network management and network development. For illustration purposes, it refers to the InBroNet case and presents a two-dimensional network typology in which the case is positioned.

**Provan, K.G. and Sydow, J. (2008). Evaluating interorganizational relations. In: Copper, S., Ebers, M., Huxham, C. and Ring, P.S. (Eds.) *The Oxford Handbook of Interorganizational Relations*. Oxford: Oxford University Press, 691-716.**

This paper gives an overview of the state of art of research on evaluating inter-organizational relations and networks.

## **Case 7**

**Adams, J.S. (1980). Interorganizational processes and organizational boundary activities. *Research in Organizational Behavior*, 2: 321-355.**

This paper is an often-cited classic about boundary activities in the context of organization-environment interactions. The author discusses different boundary activities like searching for, collecting and filtering of different information or representing an organization to its environment. Furthermore he deduces specific implications for those individuals that are taking and making the role of boundary spanners in such macro contexts: They have to deal with special problems, (role-)conflicts and dilemmas.

**Müller-Seitz, G. (2012). Leadership in interorganizational networks: A literature review and suggestions for future research. *International Journal of Management Reviews*, 14: 428-443.**

The author reviews numerous papers about leadership in inter-organizational networks. He systematizes different understandings of leadership by means of forms of network, level of analysis and terms used to describe this phenomenon. This article is recommended as a starting point to dive into the broad and often incoherent field of leadership in macro contexts.

**Sydow, J., Lerch, F. and Staber, U. (2010). Planning for path dependence? The case of a network in the Berlin-Brandenburg optics cluster. *Economic Geography*, 86(2): 173-195.**

This paper offers broad insights into the real background story of the network and optics cluster this case study based on. Moreover the authors analyze the relations between cluster development through network development by planned as well emerged events and actions. To illustrate this process they point out a specific approach of network coordination: the roadmap. This tool is relevant in two ways: It is a result and a medium of network coordination and therefore a potential arena for leadership, subtle negotiation and development on different levels.

**Sydow, J., Lerch, F., Huxham, C. and Hibbert, P. (2011). A silent cry for leadership: Organizing for leading (in) clusters: Organizing for leading (in) clusters. *Leadership Quarterly*, 22(2): 328-343.**

The authors discuss the characteristics of leadership in macro contexts like networks and clusters. They work out the contrast to leadership inside organizations: relational leadership is non-hierarchical, often based on negotiations and crossing organizational boundaries. They conceptualize a leadership typology and compare different forms of leadership in four international optics cluster (one of them is OpTecBB, this case is about!). An interesting finding of this disquisition is the uncovering of "the silent cry for leadership" paradox: leadership in macro contexts often seems not to exist, but in reality is only hidden behind structures.

## **Case 8**

**Doh, J.P. (2005). Offshore outsourcing: Implications for international business and strategic management theory and practice. *Journal of Management Studies*, 42(3): 695-704.**

This essay discusses some of the implications of the debate on offshoring from an international business perspective. It thereby looks at the importance of capability development in global production networks.

**Gino, F. and Staats B.R. (2012). The microwork solution. *Harvard Business Review*, 90(12): 92.**

This article provides more information on the microwork model of the Impact Sourcing Service Provider Samasource. More generally, it explores sources of sustainable competitive advantage in the domain of impact sourcing.

**Haigh, N. and Hoffman A.J. (2012). Hybrid organizations: The next chapter of sustainable business. *Organizational Dynamics*, 41(2): 126-134.**

This article demonstrates how hybrid organizations can not only compete on the quality of goods and services, but also develop the ability to promote social and environmental change and thus make business more sustainable.

**Manning, S. (2013). New Silicon valleys or a new species? Commoditization of knowledge work and the rise of knowledge services clusters. *Research Policy*, 42: 379-390.**

This article investigates drivers and constraints of the development and growth of knowledge services clusters – geographic concentrations of technical talent and services serving global client demand. In particular it discusses the ambivalent role of service commoditization in fostering, but also hampering cluster growth.

**Manning, S., Massini, S. and Lewin, A.Y. (2008). A dynamic perspective on next-generation offshoring: The global sourcing of science and engineering talent. *Academy of Management Perspectives*, 22(3): 35-54.**

This paper examines the recent dynamics of global sourcing of knowledge work. It focuses on the interplay between global demand for low-cost talent, growing capabilities and talent pools in emerging economies, and commoditization of knowledge work.

**Porter, M.E. and Kramer, M.R. (2011). Creating shared value: How to reinvent capitalism – and unleash a wave of innovation and growth. *Harvard Business Review*, 90(1): 1-17.**

This article discusses the notion of 'creating shared value' (CSV) in terms of the possibility of generating positive social impact through a profitable business model. It thereby compares CSV with conventional corporate social responsibility (CSR).

**Saxenian, A.L. (2002). Transnational communities and the evolution of global production networks: The Cases of Taiwan, China and India. *Industry and Innovation* 9 (3), 183-202.**

This article explores diaspora dynamics, the emergence of transnational professional communities, and their effects on global production networks, which connect suppliers in developing countries with clients in typically more advanced economies.

## **Case 9**

**Etzkowitz, H. and Leydesdorff, L. (2000). The dynamics of innovation: From national systems and “Mode 2” to a triple helix of university–industry–government relations. *Research Policy*, 29(2): 109-123.**

This is a classic review of the Triple Helix model of inter-organizational innovation processes that involve actors from universities, industry and government, as in the Smart-house case study (Chapter 6.4). The article compares the Triple Helix model with other conceptions of field-level innovation and discusses the role of science in particular.

**Gausdal, A.H. (2012). Trust-building processes in the context of networks. *Journal of Trust Research*, 2(1): 7-30.**

The article develops the concept of network reflection as an important tool for trust-building in inter-organizational networks of the kind described in the Smart-house-case study (Chapter 6.4). Based on illustrative empirical data from a Norwegian network, it is shown how different types of trust can be promoted by certain kinds of network reflection activities.

## **Case 10**

**Ong, A. (2004). Assembling around SARS: Technology, body heat, and political fever in risk society.” In: Pöferl, A. and Sznaider, N. (Eds.) *Ulrich Becks kosmopolitisches Projekt. Auf dem Weg in eine andere Soziologie*. Baden-Baden: Nomos, 81-89**

This chapter sketches ad hoc coordination in the case of the deadly SARS outbreak. Though written from an anthropological perspective, it informs this chapter concerning the way different actors engage in emergent coordination.

**Moynihan, D.P. (2009). The network governance of crisis response: Case studies of incident command systems. *Journal of Public Administration Research and Theory*, 19: 895-915.**

This comparative case study highlights how different organizations in the United States respond to different crisis situations.

**Windeler, A., and Sydow, J. (2001). Project networks and changing industry practices – Collaborative production in the German television industry. *Organization Studies*, 22: 1035-1060.**

This article directs attention to the role of existing and latent project and network structures.

## **Case 11**

**Bair, J. (2002). Beyond the Maquila Model? NAFTA and the Mexican apparel industry. *Industry and Innovation*. 9: 203-225.**

This article critically examines the inter-organizational relationships between US and Mexican companies in the post-NAFTA apparel industry, paying particular attention to the governance structures and their impact on power relations and the potential for upgrading of Mexican firms. It provides a good complement to the European perspective that is adopted in the case of E.J. SUITS.

**Courault, B. and Doeringer, P.B. (2008). From hierarchical districts to collaborative networks: The transformation of the French apparel industry. *Socio-Economic Review*, 6: 261-282.**

This paper analyzes the historical development of the French clothing industry. Paying particular attention to changes in firms, buyer-supplier relationships and regional clustering dynamics, the authors find that small and medium-sized firms had a competitive advantage over large mass-production firms as they were more flexible in adjusting their business models and production networks over time. The article can be read to ask whether and how E.J. SUITS would fit into the authors' framework.

**Ferdows, K, Michael A.L. and Machuca, J.A.D. (2004). Rapid-fire fulfilment. In: *Harvard Business Review*, 82: 104-110.**

The authors provide a description of the business model of "Zara", outlining in detail how the firm is organizing its supply chain to pursue its "fast fashion" strategy of producing and displaying new garments at cycles as short as two weeks. It highlights the role of specific managerial decisions in the design of supply chains.

**Lane, C. (2008). National capitalisms, global production networks: An analysis of their interaction in two global industries. *Socio-Economic Review*, 6: 227-260.**

This paper compares the construction of global production networks in the clothing and the pharmaceutical industry in Britain, Germany, and the United States by focusing especially on the relationships between Western lead firms and their suppliers. Whereas the description of E.J. SUITS is largely context-free, this article points to some country-specific institutional differences that are likely to influence how firms organize their value chains, although national institutional effects are moderated by global markets.

**Lane, C. and Jocelyn, P. (2006). Domestic capabilities and global production networks in the clothing industry: a comparison of German and UK firms' strategies. *Socio-Economic Review*. 4: 35-67.**

This article analyzes the sourcing strategies and locational choices of British and German clothing firms and compares the differences in the kinds of relationships that are formed (arms' length versus relational contracting) and in the degrees of control retained over the manufacturing process and the final product. It can be used to reflect whether E.J. SUITS would fit more to the institutional background of Germany or to that of the UK.

**Lazerson, M. and Lorenzoni, G. (2008). Transforming industrial districts. How leading firms are escaping the manufacturing cage. In: Cropper, S., Ebers, M., Huxham, C. and Ring, P.S. (Eds.), *The Oxford Handbook of Inter-Organizational Relations*. Oxford: Oxford University Press, 31-59.**

This article describes the role of "leading firms" like Benetton in managing tightly controlled production and sales networks in industrial districts and beyond. The concept of "light vertical integration" is discussed in the context of this article.

**Rivoli, P. (2005). *The Travels of a T-Shirt in the Global Economy*. Hoboken, NJ: Wiley.**

As the title suggests, this book analyzes the global textile and clothing trade by tracking the production and distribution of a T-shirt, having its origins in Texan cotton and being sold at a street market in Tanzania after it has been used and then donated by Western shoppers. It thereby depicts the complex trade regulations, tariffs, and quotas that influence the textile and clothing industries, discussed the role of China, and pays attention to environmental factors such as pollution and recycling. It complements this case because it moves away from the perspective of a single firm towards depicting all the interconnected players and their interests in the textile and clothing value chain.

**Tokatli, N. (2006). Asymmetrical power relations and upgrading among suppliers of global clothing brands: Hugo Boss in Turkey. *Journal of Economic Geography*, 7: 67-92.**

This article tracks the upgrading of the Turkish firm Sarar from being a supplier for Hugo Boss towards establishing its own brands of men's suits. It also tracks how Hugo Boss adjusted its production structures after Sarar quit their supplier contract. It thus exemplifies one of the typical risks of cooperation, that of the development of a potential new competitor, and its impact on the cooperation partners.

**Tokatli, N. (2008). Global sourcing: Insights from the global clothing industry - the case of Zara, a fast fashion retailer. In: *Journal of Economic Geography*, 8: 21-38.**

This article analyzes the global sourcing strategies of Zara and particularly pays attention to the shifting competences of suppliers from partially industrialized countries such as Morocco, India and Turkey. It complements the text by Ferdows et al. (2004) mentioned above in that the suppliers of Zara are moved center stage.

**Tokatli, N. and Eldener, Y.B. (2004). Upgrading in the global clothing industry: The transformation of Boyner Holding. *Competition and Change*, 8: 173-193.**

This article provides a case study of Boyner Holding, a Turkish supplier of Benetton and a manufacturer and a retailer in its own right. It can be used to reflect on the nature of firms participating in global clothing value chains and on upgrading dynamics as they are referred to in question 6 above.

## **Case 12**

**Aharoni, Y. (ed.) (1993). *Coalitions and Competition. The Globalization of Professional Business Services*. London: Routledge.**

This edited book deals with different aspects of the globalization of professional business services. It therefore covers not only executive search firms or the internationalization through network building but various aspects of internationalization of different knowledge-intensive service firms.

**Bettencourt, L.A., Ostrom, A.L., Brown, S.W. and Roundtree, R.I. (2002). Client co-production in knowledge-intensive business services. *California Management Review*, 44(4): 100-128.**

This article addresses the high density of interaction between the client and the firm during the delivery of a knowledge-intensive service. A service like executive search or any other knowledge-intensive service will be delivered in co-production with the client so that the outcome is always dependent on the cooperation and commitment of both sides and cannot be foreseen.

**Britton, L. C., Doherty, C. M. and Ball, D. F. (1995). Alliances in Executive Search and Selection. In: Curwen, P. (ed.) *The Changing Global Environment*. Sheffield: Hallam University, 8-15.**

This paper is based on an empirical analysis and deals with different types of networks among executive search firms. The authors distinguish two main types of networks, describe their characteristics and function logic as well as their differences.

**Britton, L.C., Doherty, C.M. and Ball, D.F. (1997). Executive Search and selection in France, Germany and the UK., *Zeitschrift für Betriebswirtschaft*, 67(2): 219-231.**

This article presents the results of an empirical investigation among executive search firms in France, Germany and Great Britain. The three markets are compared regarding their conditions, structures and operating executive search firms.

**Garrison Jenn, N. (1999). *Executive search in Europe. Choosing and using a headhunter*. London: The Economist Intelligence Unit.**

This book gives an overview of the executive search industry, its logics and functionalities. It also provides an analysis of leading executive search firms and explains the characteristics of certain European executive search markets.

**Garrison Jenn, N. (2005). *Headhunters and how to use them. A guide for organisations and individuals*. London: The Economist.**

The target group for this book are mainly organizations that want to use the service of an executive search firm and potential candidates of executive search services. It describes the industry, introduces the leading executive search firms and provides advice for the firms and the candidates.

**Glückler, J. and Armbrüster, T. (2003). Bridging uncertainty in management consulting: The mechanisms of trust and networked reputation. *Organization Studies*, 24(2): 269-297.**

This article deals in a very detailed way with the institutional and transactional uncertainty as the principle features of the consulting market. It also suggests possible ways of reducing the risks of uncertainty.

**Morgan, G. and Quack, S. (2006). Global networks or global firms? The organizational implications of the internationalization of law firms. In: Ferner, A., Quintanilla, J. and Sánchez-Runde, C. (Eds.) *Multinationals, Institutions and the Construction of Transnational Practices. Convergence and Diversity in the Global Economy*. Houndmills, Basingstoke: Palgrave Macmillan, 213-238.**

The authors of this paper take a closer look at different network types among law firms. Like executive search firms, law firms belong to the group of knowledge-intensive services and internationalization through becoming a member in an international network is also very common among the mainly small and medium-sized law firms. Insofar, the paper presents valuable information about different types of international networks which can be transferred without many difficulties to the industry of executive search.

**Sydow, J. and Windeler, A. (2003). Knowledge, trust, and control. Managing tensions and contradictions in a regional network of service firms. *International Studies of Management & Organization*, 33(2): 69-99.**

This paper discusses the interplay of knowledge, trust and control as mechanisms in networks of service firms. In view of the transactional and institutional uncertainty, inter-organizational trust is one of the main preconditions for executive search firms to cooperate. But the mechanisms of knowledge and control play an important role, too. The paper gives a valuable overview of the complex interplay of all the three mechanisms which is applicable to networks of executive search firms.

**Watson, H. Ball, D., Britton, C. and Clark, T. (1990). *Executive Search and the European Recruitment Market*. London: The Economist.**

Similar to Garrison Jenn (1999), this book gives an overview of the executive search branch, its logics and functionalities. It also presents the key data for the leading executive search firms across Europe.

## **Case 13**

**Amaeshi, K.M., Osuji, O.K. and Nnodim, P. (2008). Corporate social responsibility in supply chains of global brands: A boundaryless responsibility? Clarifications, exceptions and implications. *Journal of Business Ethics*, 81(1): 223-234.**

This paper challenges the view that firms should be accountable for the practices of their suppliers. Through an examination of the moral and legal dimensions of corporate social responsibility, it suggests that one company should not be held accountable for the actions of another, except in cases involving direct corporate control or ownership. However, from a moral standpoint, the paper argues that commercially powerful companies should use their influence to positively shape the behaviour of suppliers.

**Barrientos, S., Gereffi, G. and Rossi, A. (2011). Economic and social upgrading in global production networks: A new paradigm for a changing world. *International Labour Review*, 150(3-4): 319-340**

This paper develops a framework for analyzing the relationship between the economic upgrading of firms and the social upgrading of workers. Using the case of the Moroccan garment industry, it outlines different scenarios to provide a better understanding of the link between economic and social upgrading.

**Dicken, P. (2011). *Global Shift: Mapping the Changing Contours of the World Economy* (6<sup>th</sup> ed.), Guilford: New York, Chapter 10**

This chapter provides an overview of the actors, institutions and processes shaping the dynamics of the global garment industry, with a particular focus on buyers and suppliers in East Asia, North America and Europe. It examines the impact of shifting patterns of consumption, relevant production, technology and regulatory factors, the changing nature of business strategies and the relationships between buyers and suppliers.

**Frenkel, S.J. and Sydow, J. (2012). Institutional conditions for organizing decent work in global production networks: the Case of China. In: Sheldon P., Kim, S., Y. Li, and Warner, M. (Eds.), *China's Changing Workplace*, London: Routledge, 241-258.**

This chapter examines the prospects for institutionalizing work that offers intrinsic and extrinsic satisfaction to workers in China including developmental opportunities and participation in problem solving. Focusing on global production networks the authors' argue that China's integration in the world economy provides opportunities to upgrade manufacturing and lay the foundation for high quality inter-firm relations and advanced human resource management practices.

**Gereffi, G., Humphrey, J. and Sturgeon, T. (2005). The governance of global value chains. *Review of International Political Economy*, 12(1): 78-104**

This paper develops a theoretical framework to account for five types of governance patterns found in global value chains. These differ according to the nature of power relations and coordination between lead firms and suppliers. The paper provides an explanation for the existence and changes in these governance patterns.

**McKinsey & Company (2011). Bangladesh's ready-made garments landscape: The challenge of growth, [www.mckinsey.de/sites/mck\\_files/files/2011\\_McKinsey\\_Bangladesh.pdf](http://www.mckinsey.de/sites/mck_files/files/2011_McKinsey_Bangladesh.pdf)**

This report provides an overview of the growth in Bangladesh's ready-made garment industry, outlining the main challenges for companies sourcing garments from Bangladeshi factories, and explaining how suppliers, buyers and governments are responding to these challenges.

**Roberts, S. (2003). Supply chain specific? Understanding the patchy success of ethical sourcing initiatives. *Journal of Business Ethics*, 44(2): 159-170**

This paper examines the impact of supply chain conditions on corporate reputation and corporate social responsibility initiatives. Drawing on various sector-based case studies to understand variations in the extent of success of such initiatives in improving supplier practices, it analyses the conditions under which sourcing codes of conduct are effective instruments for managing supply chain sustainability.

## **Case 14**

**Aoki, K. and Lennerfors, T.T. (2013). The new, improved keiretsu". *Harvard Business Review*, 91(9): 109-113.**

This article describes how Toyota revived and reinvented its traditional 'keiretsu', i.e. its supplier network structures. The company today has vendor relationships that are more open, more global, and more cost-conscious than traditional keiretsu ever were and that provide even stronger bonds of trust, cooperation, and educational support. The authors examine the evolution of Toyota's keiretsu and explore the numerous lessons for developed-world and emerging-market companies seeking to improve their supplier relationships for lasting gain.

**Dyer, J.H. and Nobeoka, K. (2000) Creating and managing a high-performance knowledge-sharing network: The Toyota case. *Strategic Management Journal*, 21(3): 345-367.**

This paper describes how Toyota overcame barriers to knowledge-sharing in its supplier network mainly by building horizontal, multilateral ties that facilitated a dense network structure. This structure developed out of the knowledge-sharing routines that Toyota developed first with its Japanese suppliers but later also successfully replicated in its U.S. supplier network.

**Fruin, M. (1994). *The Japanese Enterprise System: Ccompetitive Strategies and Cooperative Structures*. Oxford University Press: Oxford.**

Chapter 7 ('Interfirm networks') of this book provides an interesting account on the history of the Toyota supplier network which deviates from that of Western carmakers. It is argued that Toyota's strategy of producing high-volume, high-quality, low-cost motor vehicles is directly related to the interfirm network model of organization it has adopted over time.

**Wilhelm, M. (2011). Managing coopetition through horizontal supply chain relations: Linking dyadic and network levels of analysis. *Journal of Operations Management*, 29(7-8): 663-676.**

This paper builds in the study of Dyer & Nobeoka (2000) to show how Toyota's supplier management practices that facilitate that development of horizontal ties between suppliers not only fosters cooperation but also competition among them.

**Womack, J., Jones, D. and Roos, D. (1990). *The Machine that Changed the World*. New York, NY: Rawson Associates.**

Based on the MIT's five-year, fourteen-country study, the "International Motor Vehicle Program", this book was the first to describe the entire managerial system of Toyota's lean production approach. The book contrasts two fundamentally different manufacturing and business systems -- lean versus mass.

## **Case 15**

**Campbell, J.L. (2007). Why would corporations behave in socially responsible ways? An institutional theory of corporate social responsibility. *Academy of Management Review*, 32(3): 946-967.**

Campbell offers a comprehensive account of corporate social responsibility specifying the conditions under which corporations are likely to behave in socially responsible ways. In particular, he illuminates how the relationship between economic conditions and corporate behaviour is mediated by several institutional conditions, among others public regulation, the presence of nongovernmental organizations that monitor corporate behaviour, institutionalized norms regarding appropriate corporate behaviour, or organized stakeholder dialogue.

**Fichter, M., Stevis, D. and Helfen, M. (2012). Bargaining for corporate responsibility: The global and the local of framework agreements in the USA. *Business and Politics*, 14(3): 1-31.**

The authors examine international framework agreements in terms of global governance, and stakeholder participation across institutional levels. They conclude that as GFAs have broken new ground in global social dialogue their further utility depends on how they are crafted and implemented in multi-level arenas. The piece also briefly highlights how foreign companies in the USA adopt union avoidance strategies.

**Ghoshal, S. and Bartlett, C.A. (1990). The multinational corporation as an interorganizational network. *Academy of Management Review*, 15(4): 603-625.**

The seminal article on conceiving the multinational corporation as a network embedded in heterogeneous sets of inter-organizational connections with client companies, suppliers, regulatory bodies and local community organizations. Two major insights follow from this approach: First, depending on the degree of a subsidiary's autonomy there can arise tensions that crucially affect the local implementation of headquarter initiatives. Second, the organizational network of an MNC is embedded in diverging institutional environments.

**Hammer, N. (2005). International Framework Agreements: Global industrial relations between rights and bargaining. *Transfer*, 11(4): 511-530.**

The author provides the most comprehensive background for understanding where GFAs come from and how these agreements are to be located within cross-border labour relations. Arguing from a union perspective, the paper explains various forms of transnational union activity, such as World Company Councils, the trade and labour rights campaign or international social dialogue, and organising and negotiating for GFAs.

**Helfen, M. and Sydow, J. (2013). Negotiating as institutional work: The case of labour standards and international framework agreements. *Organization Studies*, 34(8): 1073-1098.**

The authors highlight GFAs as a primary example for studying negotiating as cross-border institutional work. Combining ideas about institutional work with the theory of strategic negotiations, three negotiations around global framework agreements are examined. The authors argue that those GFA negotiations that create new proto-institutions or modify existing institutions through integrative bargaining bear the potential to engage management in a joint endeavour for improving global labour relations.

## **Case 16**

**Bakker, R. (2010). Taking stock of temporary organizational forms: A systematic review and research agenda. *International Journal of Management Reviews*, 12(4): 466-486.**

Research on projects and networks used to be two separate streams. Bakker reviews the research on projects and thereby not only confirms the so called 4T-framework (time, team, task, transition) that describe the main features of projects as a form of temporary organization, but he also identifies *Context* (i.e. embeddedness into networks) as an additional critical element.

**Schmidt, T. and Braun, T. (2014). When cospecialization leads to rigidity: Why even SAP couldn't unlock interorganizational path dependence. *Working Paper at the Freie Universität Berlin*.**

Firms are sometimes found to be unable to adjust inter-organizational arrangements (in order to access new markets with innovative products) because of path dependencies. The paper investigates this problem by conducting a qualitative case study of SAP's initiative to enter the SME market with a new product and partner strategy from 2007 until 2013.

**Engwall, M. (2003). No project is an island: linking projects to history and context. *Research Policy*, 32(5): 789-808.**

The paper is a critique of classical project management research that usually builds on the notion of a project as an isolated organization. Engwall's findings suggest that future project-related research needs to extend the temporal scope, i.e. analyze how project practices evolve through history and over prior/present/future projects, as well as its organizational scope.

**Ring, P.S. and Van de Ven, A.H. (1994). Developmental processes of cooperative interorganizational relationships. *Academy of Management Review*, 19(1): 90-118.**

This conceptual paper builds upon a process perspective and theoretically describes the development of cooperative inter-organizational relationships as a sequence of formal and informal events and processes.

**Sydow, J., Müller-Seitz, G. and Provan, K.G. (2013). Managing uncertainty in alliances and networks - From governance to practice. In: Das, T.K. (Eds.). *Managing Knowledge in Strategic Alliances*, Charlotte, NC: IAP, 1-43.**

The paper contains a comprehensive review of research referring to uncertainty in networks and inter-organizational relationships. The article summarizes major findings and thus provides a good introduction into this domain. Furthermore, the authors elaborate on the need for a practice perspective in that kind of research.

## **Case 17**

**Browning, L.D. and Shetler, J.C. (2000). *SEMATECH. Saving the U.S. Semiconductor Industry*. College Station: Texas A&M University Press.**

Probably the most detailed case study on SEMATECH. It provides a sound background to the difficulties which were encountered in the creation of the consortium.

**Grindley, P., Mowery, D.C. and Silverman, B. (1994). SEMATECH and collaborative research. Lessons in the design of high-technology consortia. *Journal of Policy Analysis and Management*, 13(4): 723-758.**

This paper takes SEMATECH as an example to discuss overarching issues of networked R&D in science based fields.

**Schubert, C., Sydow, J. and Windeler, A. (2013). The means of managing momentum. Bridging technological paths and organisational fields. *Research Policy*, 42(8): 1389-1405.**

Discusses the close connections of technologies and organizations in the semiconductor industry in more detail.

**Müller-Seitz, G. and Sydow, J. (2011). Terminating institutionalized termination – Why SEMATECH became more than a temporary aystem. *Advances in Strategic Management*, 28: 147-186.**

Explores SEMATECH's initial organizational form (i.e. a project) and traces the transformation into becoming a network over time.

**Sydow, J., Windeler, A., Schubert, C. and Möllering, G. (2012). Organizing R&D consortia for path creation and extension. The case of semiconductor manufacturing technologies. *Organization Studies*, 33(7): 907-936.**

Looks at the emergence and stabilization of networked R&D in the semiconductor industry from an organizational perspective.

**Thornberry, J.B. (2002). Competition and cooperation. A comparative analysis of SEMATECH and the VLSI research project. *Enterprise and Society*, 3(4): 657-686.**

This paper tells the early history of SEMATECH and its relation to the Japanese VLSI initiative. It shows how competition and cooperation networked cooperation in the semiconductor industry from the beginning.

## **Case 19**

**Madhavan, R., Koka, B.R. and Prescott, J.E. (1998). Networks in transition: how industry events (re)shape interfirm relationships. *Strategic Management Journal*, 19(5): 439-459.**

This paper discusses how industry networks evolve over time also in response to specific events. Industry events may be either structure-reinforcing (powerful firms increase their network power and less powerful firms become even less powerful) or structure-loosening (the network structure is loosened if network power is redistributed, benefitting the network 'poor' at the expense of the network 'rich'), and that their potential structural impact may be predicted in advance (e.g. on the basis of the radicalness of technological change).

**Polidoro, F., Ahuja, G. and Mitchell, W. (2011). When the social structure overshadows competitive incentives: The effects of network embeddedness on joint venture dissolution. *Academy of Management Journal*, 54: 203–223.**

Several studies in the field of inter-organizational relationships and networks showed that prior ties 'predict' future ties (relational embeddedness). This study adds to this insight that structural and positional embeddedness has the same stabilizing effects on inter-organizational network.

**Siggelkow, N. (2001). Change in the presence of fit: The rise, the fall, and the renaissance of Liz Claiborne. *Academy of Management Journal*, 44(4): 838-857.**

This study uses the concept of fit-conserving change to explain why organizational units do not change in a situation demanding change. Environmental changes had decreased the value of a part of organization's set of choices (in particular, those concerning production and distribution). Small, incremental changes-exploring the local neighborhood of the current position-no longer sufficed. At the same time, larger, systemic changes lay outside the mental maps of existing management, consequently preventing necessary change.

**Sydow, J., Schreyögg, G. and Koch, J. (2009). Organizational path dependence: Opening the black box. *Academy of Management Review*, 34(4): 689-709.**

To understand the logic of path dependence, the paper presents a theoretical framework explaining how organizations become path dependent. At its core are the dynamics of self-reinforcing mechanisms, which are likely to lead an organization into a lock-in. The emergent process of path dependence along three distinct stages. The framework is also used to explore breakouts from organizational path dependence and discuss implications for managing and researching organizational paths.

## **Case 20**

**Ahrne, G. and Brunsson, N. (2011). Organization outside organizations: The significance of partial organization. *Organization*, 18(1): 83-104.**

Emphasizing that not all forms of organizing exhibit all features commonly associated with formal organizations, Ahrne and Brunsson develop the concept of “partial organization”. To a certain degree, organized informalities such as the community of Wikipedians are an instance of such a partial organization.

**Benkler, Y. (2006). *The Wealth of Networks: How Social Production Transforms Markets and Freedom*. New Haven: Yale University Press.**

In his award-winning book, Benkler analyzes the broader, socio-economic developments that enabled the rise of new forms of commons-based peer production such as Wikipedia.

**Dobusch, L. and Müller-Seitz, G. (2012). Serial singularities: Developing a network organization by organizing events. *Schmalenbach Business Review*, 64: 171-196.**

Focusing on the role of organizing events, the authors show how inter- and intra-organizational events enable coordinating and boundary spanning practices in the transnational Wikimedia network.

**Hill, B.M. and Shaw, A. (2013). The Wikipedia gender gap revisited: Characterizing survey response bias with propensity score estimation. , *PLoS ONE*, 8(6), e65782, doi:10.1371/journal.pone.0065782**

This article critically reviews previous estimates of the gender bias among Wikipedia’s base of editors and concludes that, while there is a substantial bias, it may be not as big as implied by simple editor surveys.

**O’Mahoney, S. and Bechky, B.A. (2008). Boundary organizations: Enabling collaboration among unexpected allies. *Administrative Science Quarterly*, 53: 422-459.**

This article looks at the role of formal organizations in the realm of free and open source software communities, which, similar to the community of Wikipedians, mainly comprise volunteer contributors.