

**Discipline:** Business Studies

### 1. Language / Sprache

German or English (depending on participants)

### 2. Title / Titel

Managing Interorganizational Relations – Process Views

### 3. Lecturer / Referent

Prof. Jörg Sydow (FU Berlin)

Prof. Elke Schüßler (JKU Linz)

### 4. Date and Location / Zeitraum und Veranstaltungsort

September 27-30, 2021

Freie Universität Berlin, School of Business & Economics, Garystr. 21, 14195 Berlin

***Depending on the situation, possibly a hybrid or fully virtual format will be used. A decision will be taken closer to the date. If the format changes, also the course structure will be changed to include more asynchronous formats. But the readings/contents will stay the same.***

### 5. Course Description / Kursbeschreibung

#### 5.7 Abstract and Learning Objectives / Zusammenfassung und Lernziele

This doctoral seminar exposes students into advanced theories of organization with a particular focus on process perspectives on the management of interorganizational relations. While interorganizational relations (IOR) are often studied from a rather static, network-analytical perspective or with a focus on bilateral ties, this doctoral seminar is geared towards students that are interested in IOR, in particular those of a collaborative nature, as complex process systems that require ongoing practices of their management.

Students should be familiar with „classic“ management and organization theories such as the theory of bureaucracy, institutional theory, or contingency theory before taking this course.

After this course, participants will be able to:

- Understand the relevance and forms of IOR in diverse empirical contexts
- Understand the basic pillars of process theories of organizations and be able to apply this thinking to the context of IOR
- Understand core challenges and tensions regarding the management of IOR

- Develop relevant research questions that promise theoretical contributions in the management of IOR

## 5.8 Content / Kursinhalt

This course focuses on different forms of dominantly collaborative IOR such as strategic alliances and networks, regional networks and clusters, global supply chains, cross-sectoral partnerships, project and innovation networks. It will also touch upon the role of IORs in digitally mediated forms of organization such as communities, crowds and platforms.

The course will introduce different practice and process theories of organization, such as structuration theory, sensemaking, organizational becoming or newest approaches in institutional theory. In addition, the role of initial conditions and structural inertia/institutional persistence will be highlighted. The importance of history-sensitive approaches such as organizational imprinting and path dependence will be emphasized.

The course will focus on management practices such as selection, allocation, regulation and evaluation; management issues such as initiation, maintenance and ending of IORs; and the management of tensions such as between cooperation and competition or trust and control. The interface between internal organizational structures and IORs, often conceptualized as boundary spanning, will also be highlighted, as will different forms of governing IOR.

## 5.9 Schedule (including start and end time / Zeitplan (inkl. Start- und Endzeit))

### Day I (September 27, 2021), 10-17: Theorizing IOR

Prof. Dr. Jörg Sydow

During the first workshop day, participants will be introduced to current debates about the role of organization theory in business administration and to current theoretical and empirical challenges in researching organizations in general and IORs in particular. Among others, the participants will discuss the role of interdisciplinarity and historical approaches in organization theory and the practicability of current process- and practice-based theorizing about organizations and IORs.

#### **Introduction reading on theories (all)**

King, G.F., Fellin, T., & Whetten, D.A. (2010). Finding the organization in organizational theory: A meta-theory of the organization as a social actor. *Organization Science*, 21(1): 290-305.

#### **Foundational reading on IOR (all)**

Gulati, R. (1995). Does familiarity breed trust? The implications of repeated ties for contractual Choice in Alliances. *Academy of Management Journal*, 38: 85-112.

#### **Process theories (group 1)**

Langley, A., Smallman, C., Tsoukas, H., & Van de Ven, A.H. (2013). Process studies of change in organization and management: Unveiling temporality, activity, and flow. *Academy of Management Journal*, 56(1): 1-13.

Berends, H., & Sydow, J. (2019). Process views on inter-organizational collaborations. *Research in the Sociology of Organizations*, 64: 1-10.

### **Practice theories (group 2)**

Feldman, M., & Worline, M. (2016). The practicability of practice theory. *Academy of Management Learning & Education*, 15(2): 304-324.

Ring, P.S., & Van de Ven, A.H. (2019). Relational bonds underlying cooperative inter-organizational relations in different societal contexts. *Research in the Sociology of Organizations*, 64: 13-37.

### **History matters! (group 3)**

Godfrey, P.C., Hassard, J., O'Connor, E.S., Rowlinson, M., & Ruef, M. (2016). What is organizational history? A creative synthesis of history and organization studies. *Academy of Management Review*, 41(4): 590-608.

Jing, R., & Benner, M. (2016). Institutional regime, opportunity space and organizational path constitution: Case studies of the conversion of military firms in China. *Journal of Management Studies*, 53(4): 552-579.

### **Background reading**

Davis, G.F. (2010). Do theories of organizations progress? *Organizational Research Methods*, 13: 690-709.

Lounsbury, M., & Beckman, C. (2015). *Celebrating organization theory*. *Journal of Management Studies*, 52(2): 288-308.

Suddaby, R., Hardy, C., & Huy, Q. N. (2011). Introduction to special topic forum: Where are the new theories of organization? *Academy of Management Review*, 36(2): 236-246.

Hassard, J., Cox, J. W., & Rowlinson, M. (2013). Where are the old theories of organization? Prospects for retrospection in organization theory. *Academy of Management Review*, 38(2): 309-313.

## **Day II (September 28, 2021), 9-17: Managing IOR over Time**

Prof. Dr. Elke Schüßler

During the second day, participants will discuss different examples of IOR regarding challenges of their management over time. Here, process views will highlight the need to perceive management practices as recurrently enacted in relation to changes in the structure of IOR. In addition, multi-level perspectives on IORs will be introduced.

**Joint reflection and discussion: Structure, agency, process, practices, history – How do you situate your thesis project?**

### **Managing IOR over time (student presentations)**

Huxham, C., & Vangen, S. (2000). Leadership in the shaping and implementation of collaboration agendas: How things happen in a (not quite) joined-up world. *Academy of Management Journal*, 43(6): 1159-1175.

Schilke, O., & Goerzen, A. (2010). Alliance management capability: an investigation of the construct and its measurement. *Journal of Management*, 36(5): 1192-1219.

Van Burg, E., Berends, H., & van Raaij, E. M. (2014). Framing and interorganizational knowledge transfer: A process study of collaborative innovation in the aircraft industry. *Journal of Management Studies*, 51(3): 349-378.

Discussion question: Which managerial issues are at stake in these articles? How do processual perspectives address them?

### **Conceptualizing cross-level dynamics in IOR (student presentations)**

Berends, H., van Burg, E., & van Raaij, E.M. (2011). Contacts and contracts. Cross-level network dynamics in the development of an aircraft material. *Organization Science*, 22: 940-960.

Schilke, O., & Cook, K. S. (2013). A cross-level process theory of trust development in inter-organizational relationships. *Strategic Organization*, 11(3): 281-303.

Jarvenpaa, S.I., & Mjachrzak, A. (2016). Interactive self-regulatory theory for sharing and protecting in interorganizational collaborations. *Academy of Management Review*, 41(1): 9-27.

Discussion question: Which are the relevant levels of analysis in IOR research? How are they interlinked over time?

**Joint reflection and discussion: What did I learn for my doctoral thesis by focusing on processual and cross-level dynamics in IOR?**

### **Day III (September 29, 2021): 9-17: IOR and Societal Challenges**

Prof. Dr. Elke Schüßler

The third workshop day will focus on the role of IOR in addressing society's "grand challenges". A specific focus will be on digitalization, global health and sustainability. Here, new forms of IOR such as public-private partnerships, health networks, cross-sectional partnerships or digital platforms will be discussed. In line with process views, additional theoretical perspectives such as organizational fields or stakeholder theory will be introduced.

### **Global production networks and social responsibility (student presentations)**

Helfen, M., Schüßler, E., & Sydow, J. (2018). How can employment relations in global value networks be managed towards social responsibility? *Human Relations*, 71(12): 1640-1665.

Ashwin, S., Oka, C., Schüßler, E., et al. (2020). Spillover effects across transnational industrial relations agreements: The potential and limits of collective action in global supply chains. *ILR Review*, 73(4): 995-1020.

Xiao, C., Wilhelm, M., van der Vaart, T., & van Donk, D. P. (2019). Inside the buying firm: Exploring responses to paradoxical tensions in sustainable supply chain management. *Journal of Supply Chain Management*, 55(1): 3-20.

Discussion question: Why is social responsibility in global supply chains an issue that requires ongoing management practices?

**Cross-sectoral partnerships and social change (student presentations)**

Cloutier, C., & Langley, A. (2017). Negotiating the moral aspects of purpose in single and cross-sectoral collaborations. *Journal of Business Ethics*, 141(1): 103-131.

van Hille, I., de Bakker, F. G., Ferguson, J. E., & Groenewegen, P. (2019). Navigating tensions in a cross-sector social partnership: How a convener drives change for sustainability. *Corporate Social Responsibility and Environmental Management*, 62(2): 317-329.

Sharma, G., & Bansal, P. (2017). Partners for good: How business and NGOs engage the commercial–social paradox. *Organization Studies*, 38(3-4): 341-364.

Discussion question: What are particular (processual) challenges in cross-sectoral partnerships?

**Activist networks (student presentations)**

Claus, L., & Tracey, P. (2020). Making change from behind a mask: How organizations challenge guarded institutions by sparking grassroots activism. *Academy of Management Journal*, 63(4): 965-996.

Kraemer, R., Whiteman, G., & Banerjee, B. (2013). Conflict and astroturfing in Niyamgiri: The importance of national advocacy networks in anti-corporate social movements. *Organization Studies*, 34(5-6): 823-852.

Kornberger, M., Leixnering, S., & Meyer, R. E. (2019). The logic of tact: How decisions happen in situations of crisis. *Organization Studies*, 40(2): 239-266.

Discussion question: In which ways are activist networks different from corporate IOR, not least regarding their temporal dynamics?

**Discussion reading (all)**

Jarzabkowski, P., Bednarek, R., Chalkias, K., & Cacciatori, E. (2019). Exploring inter-organizational paradoxes: Methodological lessons from a study of a grand challenge. *Strategic Organization*, 17(1): 120-132.

**Joint discussion: IOR and grand challenges – theoretical and practical challenges**

**Day IV (September 30, 2021), 9-16 IOR: Theorizing and Managing Tensions**

Prof. Dr. Jörg Sydow

During the fourth workshop day, typical tensions inherent in IOR, such as the one between collaboration and competition or between autonomy and control, will be discussed. Here the role of practice and process theories in understanding these tensions will again be reflected upon and a summary of core insights across all workshop days will be provided.

**Typical tensions in IOR (student presentations)**

Wilhelm, M., & Sydow, J. (2018). Managing coopetition in supplier networks – A paradox perspective. *Journal of Supply Chain Management*, 54(3): 22-41.

Deken, F., Berends, H., Gemser, G., & Lauche, C. (2018). Strategizing and the initiation of inter-organizational collaboration through prospective resourcing. *Academy of Management Journal*, 61(5): 1920-1950.

Sydow, J., & 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): 69-100.

Discussion question: How are the tensions addressed by the authors? How does a paradox perspective differ from a dialectical perspective?

### **Conceptualizing and managing tensions (all)**

De Rond, M., & Bouchikhi, H. (2004). On the dialectics of strategic alliances. *Organization Science*, 15(1): 56-69.

Das, T.K., & Teng, B. (2000). Instabilities of strategic alliances: An internal tensions perspective. *Organization Science*, 11(1): 77-101.

Wiedner, R., & Ansari, S. (2019). Collaborative uncoupling: How to break up and stay together. *Research in the Sociology of Organizations*, 64: 185-210.

**Joint discussion: What do I learn for my thesis project from a tensions perspective?**

#### 5.10 Course format / Kursformat

The course will be driven mainly by interactive student presentations on different topics that are complemented by inputs from the instructors. Students will have to prepare for this course through reading a set of core articles and through completing individual reading assignments. We expect active participation of all students. The focus of our discussions will be on highlighting the contributions made by different authors and theoretical approaches and less on critiquing individual studies. Every day will end with a summary of core insights and how they may relate to the dissertation projects of the students participating.

## **6. Preparation and Literature / Vorbereitung und Literaturhinweise**

### 6.1 Prerequisites / Voraussetzungen

As this course is an advanced course, we expect students to have a basic knowledge of the topic of organization and be familiar with some "classic" management and organization theories such as the theory of bureaucracy, institutional theory, or contingency theory. Students should be familiar with at least one of the following or similar books:

Kieser, A., & Ebers, M. (2019)(Eds.). *Organisationstheorien*. 8th edition. Stuttgart: Kohlhammer.

Ortmann, G., Sydow, J., & Türk, K. (2000)(Eds.). *Theorien der Organisation: Die Rückkehr der Gesellschaft*. 2<sup>nd</sup> edition. Wiesbaden: Springer.

Scott, W. R., & Davis, G.F. (2007). *Organizations and Organizing: Rational, Natural and Open Systems Perspectives*. London: Routledge.

## 6.2 Essential Reading Material / Pflichtlektüre

Sydow, J., Schüßler, E., & Müller-Seitz, G. (2016). *Managing inter-organizational relations: Debates and cases*. London: Macmillan.

## 6.3 Additional Reading Material / zusätzliche Lektüre

Langley, A., & Tsoukas, H. (2016)(Eds.) *The Sage Handbook of Process Organization Studies*. London: Sage.

Sydow, J., & Berends, H. (2019)(Eds.). *Managing inter-organizational collaboration: Process Views*. Bingley, UK: Emerald.

## 6.4 To prepare / Vorarbeiten

Students will have to prepare some individual and group reading assignments, presentations and a poster outlining their dissertation topic (see below under 7.2). More concrete instructions will be communicated to students via email in due time before the course.

# 7. Administration

## 7.1 Max. number of participants / Maximale Teilnehmerzahl

20 Students

## 7.2 Assignments / Aufgaben

For the first session, students will have to prepare a poster presentation of their thesis project for the introduction. Please state your: research question(s), theoretical framework, methods, and where you stand (timeline, supervisors). You can print your poster on two A4 or one A3 paper. Please bring your poster with you to class.

Students will have to prepare core reading assignments and be prepared to present/comment on selected articles.

At the end of the course, students will have to submit a short theory essay (1,500 words) in which they draw on the contents of this course. The title of the essay should be of the form "Which insights has process theory to offer for \_\_\_\_\_", with the blank filled in by students in line with their own thesis projects and interests.

## 7.3 Exam / Prüfungsleistung

Actively participating in the course and completing the assignments above.

## 7.4 Credits / Punkte

Students can gain 6 ETCS by actively participating in this course and completing the assignments.

## 8 Arbeitszeitaufwand / Working Hours

<b>Aufteilung der Arbeitsstunden / Working Hours</b> <i>(z. B. Vorarbeiten / preparations: 30 h, aktive Mitarbeit / active participation: 100 h, Prüfungsvorbereitung / preparation for exam: 30 h, Prüfung / exam: 20 h ...)</i>	<b>Stunden</b>
Vorarbeiten/preparations Aktive Mitarbeit/active participation (4 Tage/4 days) Nachbereitung: Essay	110 h 30 h 40 h
<b>SUMME</b>	<b>180 h</b>
<b>ECTS: 6</b>	