

## Research Group "Inter-firm Networks"

### FOCUS OF RESEARCH

Inter-firm networks are a traditional and yet modern organisational form. In practice they appear as strategic alliances, regional and global networks, joint ventures, value-adding partnerships, and consortia. The Research Group aims at relating theoretical and empirical research on inter-firm networks. The focus of *theoretical research* is to develop a theory of inter-firm networking which is based upon the structuration theory of Anthony Giddens and which informs management practice as much as empirical research. *Empirical research* is oriented on the genesis and management of inter-firm networks, aiming to study their importance for economic performance and technological development.

### RESEARCH ACTIVITIES

Recent research activities focus on building a managerial concept of "reflexive network development", which relates the strategic conduct of firms in networks to the specific conditions of organisational fields, such as regions and industries. Special attention is paid to the impact of historical conditions on ongoing processes, for example on the development of organisational and technological paths. At the moment, this concept is being elaborated for the fields of the media industry and optical technologies.

### MEMBERS OF THE RESEARCH GROUP

Carolin Auschra, M.Sc. (FU)	Dr. Uli Meyer (associated)
Dr. Olivier Berthod (FU)	Prof. Dr. Guido Möllering (associated)
Prof. Dr. Timo Braun (FU)	Prof. Dr. Gordon Müller-Seitz (associated)
Ignas Bruder, M.Sc. (FU)	Dr. Manuel Nicklich (FU)
Prof. Dr. Leonhard Dobusch (associated)	Dr. Thomas Schmidt (FU)
Prof. Dr. Stephan Duschek (associated)	PD Dr. Cornelius Schubert (associated)
Dr. Johann Fortwengel (associated)	Prof. Dr. Elke Schüßler (associated)
Prof. Dr. Markus Helfen (FU)	Ass. Prof. Dr. Miriam Wilhelm (associated)
Dr. Knut Lange (associated)	Prof. Dr. Carsten Wirth (associated)
Prof. Dr. Stephan Manning (associated)	Prof. Dr. Rainer Zeichhardt (associated)

### EXTERNALLY FUNDED PROJECTS SINCE 2013 (others, see website)

**P41:** Research Unit "Organized Creativity – Practices for Inducing and Coping with Uncertainty"

The aim of this research unit is to examine different dimensions of uncertainty in several practice areas and investigate what role they play in creative processes in different contexts and over time. Therefore four different projects will be conducted in which the dynamics in both the music and pharma industries will be compared. The focus of all these projects will thereby be the creative process both in organizations and in interorganizational networks. For further information: <http://www.wiwiss.fu-berlin.de/forschung/organized-creativity/>

Commissioned by: Deutsche Forschungsgemeinschaft (DFG), Bonn (FOR 2161)

Period: 06/2016 - 05/2019

Award Holder: Prof. Jörg Sydow in cooperation with Profs. Jana Costas (Viadrina), Leonhard Dobusch (Innsbruck), Gernot Grabher (HCU Hamburg), Oliver Ibert (FU/IRS Erkner), Gregory Jackson (FU), Sigrid Quack (Duisburg-Essen) and Elke Schüßler (Linz)

### P.40: "Service Networks in the Aviation Industry"

The German aviation industry is in the headlines: Continued and repeated industrial disputes, security gaps and low cost carriers. At the same time, business research has revealed a considerable organizational fragmentation of Human Resource Management (HRM) within service production networks. Against this background, our research project examines the service networks in the German aviation industry by focusing on inter-organizational HRM practices and labor relations. Research questions include the following: How does management enact and shape the interorganizational dimension of work in networked value-creation? How do networked firms sustain the consistency of HR practices within the tension of collaboration and competition? What are the consequences for labor relations? With the aim of examining these questions empirically, the project develops a qualitative approach to network research, in which data collection and analysis starts with the core firms of the service networks and then continues to include the typical business-to-business and management-labor relationships. to include the typical business-to-business and management-labor relationships. The German aviation industry is comprised of airport authorities, airlines, and various ground handling services from security to aircraft maintenance. The research basically aims at delivering insights into

the management of service networks by examining whether and how the various configurations of interorganizational value creation allow or constrain an interorganizational dimension of various HRM functions.

Commissioned by: Hans-Böckler-Stiftung (HBS), Düsseldorf

Period: 01/2015 bis 12/2016

Award Holders: Prof. Jörg Sydow, Prof. Dr. Markus Helfen (FU)

Researcher: Prof. Markus Helfen (FU)

Research Partner: Prof. Carsten Wirth (Hochschule Darmstadt)

### P.39: Building the Technology Platform "Smart Transfer"

The technology platform "Smart Transfer" aims at the development and commercialization of products based on piezoelectric ceramics. Together with the Fraunhofer Gesellschaft (IKTS, IAP, IWU) and German SME's, the many ways of applying these materials as well as their high degree of technological maturity are to be turned into commercial opportunities. The research focuses on answering the following questions: 1) How ought conceptualize interorganizational capabilities be conceptualized and operationalized? 2) How can the emergence of interorganizational capabilities be systematically promoted?

Commissioned by: Federal Ministry of Education and Research (funding program „Zwanzig20 – Partnerschaft für Innovation“)

Period: 3/2014 – 12/2016

Award Holder: Prof. Jörg Sydow, Dr. Andreas Schönecker (Fraunhofer IKTS), in cooperation with Prof. Georg Schreyögg (FU)

Researchers: Dr. Florian Stache, Claudia Walther

### P.38: "Entrepreneurial Network University" (EXIST IV – Start-up support program)

With the concept "Entrepreneurial Network University", the Freie Universität and the Charité will jointly strengthen the start-up support as well as the teaching on entrepreneurship issues within the next 5 years. Prof. Dr. Sydow and Dr. Thomas Schmidt assume responsibility for the accompanying research and in particular coordinate the development and implementation of the networking concept.

Commissioned by: Federal Ministry of Economics and Technology

Period: 4/2013 - 4/2018

Award Holder: Prof. Jörg Sydow

Researchers: Dr. Thomas Schmidt

### P.37: "From HRO to HRN? Coordinating Organizations in the Face of Emergencies"

Unexpected emergencies like disease outbreaks or relief operations following a plane crash kindle in a renewed interest in how individuals, organizations and societies actually face such crises. For management and organizational researchers, this raises a crucial question: how can organizations effectively face challenges the have not been prepared for? In business research, studies on high reliability organizations (HRO) feature prominently and focus upon how organizations deal with crisis situations. This project builds on this ground and advances research on HRO in two ways. First, HRO studies have so far had a focus on single organizations. However, as large-scale emergencies illustrate, collaboration among HROs is frequently a vital requisite. Hence our first objective is: to explore the range of possible constellations of HROs in the face of significant emergencies towards the formation and coordination of High Reliability Networks (HRNs). The focus here is on forms of formal governance, including different forms of network governance. The second objective is to develop a practice-based framework informed by structuration theory that would take into account the peculiarities and contextualities of HROs/HRNs. Focusing in particular upon the actual coordinative practices in which actors engage across organizations, we aim at substantiating research on network genesis and evolution in settings with extreme uncertainties. In the last year of the project we will compare the implementation of the German and US incident control systems. In the final phase of the project we will compare the implementation of the DV 100 in Düsseldorf with the implementation of the ICS in the Office of Emergency Management in New York City.

Commissioned by: Deutsche Forschungsgemeinschaft (DFG)

Period: 10/2013 - 9/2017

Award Holder: Prof. Jörg Sydow

Researchers: Dr. Olivier Berthod, Michael Grothe-Hammer, in cooperation with Prof. Gordon Müller-Seitz (TU Kaiserslautern)

### PUBLICATIONS IN ENGLISH

#### A. Books and Special Issues

- A.12. Bakker, R./DeFillippi, R.J./Schwab, A./Sydow, J. (2016) (Eds.): Temporary organizing. Special Issue of "Organization Studies" 37 (12), Sage, London.
- A.11. Sydow, J./Schüßler, E./Müller-Seitz, G. (2016): Managing interorganizational relations – Debates and cases. Palgrave-Macmillan, London.
- A.10. Lundin, R./Arvidsson, N./Brady, T./Eksted, E./Midler, C./Sydow, J. (2015): Managing and working in project society – Institutional challenges of temporary organizations. Cambridge University Press, Cambridge.

A.09. Mangematin, V./Sapsed, J./Schüßler, E. (2014): Disassembly and reassembly introduction to the Special Issue on digital technology and creative industrie: Technological Forecasting and Social Change 83, 1-9.

A.08. Schüßler, E./Grabher, G./Müller-Seitz, G. (2015): Field-configuring events: Ar for innovation and learning? In: Industry & Innovation 22(3), 165-172.

A.07. Fichter, M./Sydow, J. (2013) (Eds.): Temporary organization and wor representation. Special Issue of "Industrielle Beziehungen - The German Jourrl Industrial Relations" 20 (2). Hampp, München und Mering.

A.06. Sydow, J./Schreyögg, G. (2013) (Eds.): Self-reinforcing processes in and ar organizations. Palgrave Macmillan, London.

A.05. Schreyögg, G./Sydow, J. (2010) (Eds.): The hidden dynamics of path depende Palgrave Macmillan, London.

### B. Journal Articles

B.107.Sydow, J./Braun, T. (2017): Projects as temporary organizations: An agenda further theorizing the interorganizational dimension. In: International Journal Project Management (in print).

B.106.Fortwengel, J. (2017): Practice transfer in organizations: The role of govern mode for internal and external fit. In: Organization Science (in print).

B.105.Ortmann, G./Sydow, J. (2017): Dancing in chains: Creative practices organizations. In: Organization Studies 39 (in print).

B.104.Fortwengel, J./Schüßler, E./Sydow, J. (2017): Studying organizational creativi process: Fluidity or duality? In: Creativity and Innovation Management 26 (1), 5

B.103.Berthod, O./Grothe-Hammer, M./Müller-Seitz, G./Raab, J./Sydow, J. (2017): I HRO to HRN: The Dynamics of Network Governance in the Face of Emergenc Journal of Public Administration Theory and Practice 27 (2), 352-371.

B.102.Berthod, O./Grothe-Hammer, M./Sydow, J. (2017): Network ethnography: A m method approach for the study of practices in interorganizational settings Organizational Research Methods 19 (2), 299-323.

B.101.Manning, S./Bejarano, T.A. (2017): Convincing the crowd: Entrepreneurial s telling in crowdfunding campaigns. In: Strategic Organization (in print).

B.100.Kannothra, C.G./Manning, S./Haigh, N. (2017): How Hybrids Manage Growth Social-Business Tensions in Global Supply Chains: The Case of Impact Sour Journal of Business Ethics (in print).

B.99. Manning, S./Kannothra, C.G./Wissman-Weber, N. (2017): The strategic potent community-based hybrid models: The case of global business services in A Global Strategy Journal 7, 125-149.

B.98. Manning, S./Reinecke, J. (2016): A Modular Governance Architecture In-Making: How Transnational Standard-Setters Govern Sustainability Transit Research Policy 45 (3), 618-633.

B.97. DeFillippi, R.J./Sydow, J. (2016): Project networks – Governance choices paradoxical tensions. In: Project Management Journal 47 (5), S. 6-17.

B.96. Bakker, R./DeFillippi, R.J./Schwab, A./Sydow, J. (2016): Temporary organi Promises, processes, problems. In: Organization Studies 37 (12), 1703-1719.

B.95. Levy, D.L./Reinecke, J./Manning, S. (2016): The political dynamics of sustain coffee: Contested value regimes and the transformation of sustainability Journal of Management Studies 53 (3), 364-401.

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B.91. Schmidt, T./Braun, T. (2015): When cospecialization leads to rigidity: dependence in successful strategic networks. In: Schmalenbach Business Re 67 (4), 489-515.

B.90. Helfen, M. (2015): Institutionalizing precariousness? The politics of boundary in legalizing agency work in Germany, 1949–2004. In: Organization Studie (10), 1387-1422.

B.89. Schüßler, E./Grabher, G./Müller-Seitz, G. (2015): Field-configuring events: Ar for innovation and learning? In: Industry & Innovation 22(3), 165-172.

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B.87. Sydow, J./Schmidt, T./Braun, T. (2015): Business model change and net creation: Evidence from Berlin start-ups. In: Academy of Management Best F Proceedings. Vancouver, Canada.

B.86. Helfen, M./Schüßler, E./Botzem, S. (2015): Legitimation strategies of corp elites in the field of labor regulation: Changing responses to global frame agreements. In: Research in the Sociology of Organizations 43, 243-268.

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- B.84. Berthod, O./Müller-Seitz, G./Sydow, J. (2014): Out of nowhere? Interorganizational assemblage as the answer to a food-borne disease outbreak. In: Schmalenbach Business Review 66 (4), 385-414.
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- B.81. Burger, M./Sydow, J. (2014): How inter-organizational networks can become path-dependent: Bargaining in the photonics industry. In: Schmalenbach Business Review 66 (1), 73-99.
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- B.78. Manning, S./Hutzschenreuter, T./Strathmann, A. (2013): Emerging capability or continuous challenge? Relocating knowledge work and managing process interfaces. In: Industrial and Corporate Change 22 (5), 1159-1193.
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- B.73. Ferreira, A./Braun, T./Sydow, J. (2013): Citizenship behavior in project-based organizing: Comparing German and Portuguese project managers. In: International Journal of Human Resource Management 24 (20), 3772-3793.
- B.72. Schüßler, E./Decker, C./Lerch, F. (2013): Networks of clusters: A governance perspective. In: Industry & Innovation 20 (4), 357-374.
- B.71. Müller-Seitz, G./Schüßler, E. (2013): From event management to managing events: A process perspective on organized and unexpected field-level events. In: Managementforschung 23, 193-226.
- B.70. Larsen, M.M./Manning, S./Pedersen, T. (2013): Uncovering the hidden costs of offshoring: The interplay of complexity, organizational design and experience. In: Strategic Management Journal 34 (5), 533-552.
- B.69. Dobusch, L./Kapeller, J. (2013): Striking new paths: Theory and method in path dependence research. In: Schmalenbach Business Review 65 (2), 288-311.
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- B.61. Botzem, S./Dobusch, L. (2012): Standardization cycles: A process perspective on the formation and diffusion of transnational standards. In: Organization Studies 33 (5-6), 737-762.
- B.60. Braun, T./Müller-Seitz, G./Sydow, J. (2012): Project citizenship behavior? - An explorative analysis at the project-network-nexus. In: Scandinavian Journal of Management 28, 271-284.
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- B.58. Müller-Seitz, G./Sydow, J. (2012): Maneuvering between networks to lead - A longitudinal study in the semiconductor industry. In: Long Range Planning 45 (2-3), 105-135.
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- B.56. Manning, S./Boons, F./Von Hagen, O./Reinecke, J. (2012): National contexts matter: The co-evolution of sustainability standards in global value chain. In: Ecological Economics 83, 197-209.
- B.55. Schüßler, E./Wessel, L./Gersch, M. (2012): Taking stock: Capability development in inter-organizational projects. In: Schmalenbach Business Review 64 (3), 171-186.
- B.54. Müller-Seitz, G. (2012): Leadership in interorganizational networks – A literature review and suggestions for future research. In: International Journal of Management Reviews 14 (4), 428-443.
- B.53. Dobusch, L./Müller-Seitz, G. (2012): Serial singulartires: Developing a network organization by organizing events. In: Schmalenbach Business Review 64 (3), 204-229.
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- B.51. Müller-Seitz, G./Sydow, J. (2011): Terminating institutionalized termination: Why SEMATECH became more than a temporary system. In: Cattani, G./Ferriani, S./Frederikson, L./Taube, F. (Eds.): Advances in Strategic Management 28: Project-Based Organizing and Strategic Management. Emerald. Bingley, U.K., 147-186.
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- B.42. Manning, S./Sydow, J. (2011): Projects, paths, practices: Sustaining and leveraging project-based relationships. In: Industrial & Corporate Change 20 (5), 1369-1402.
- B.41. Schreyögg, G./Sydow, J./Holtmann, P. (2011): How history matters in organizations – The case of path dependence. In: Management & Organization History 6 (1), 81-100.
- B.40. Sydow, J./Lerch, F./Huxham, C./Hibbert, P. (2011): A silent cry for leadership: Organizing for leading (in) clusters. In: Leadership Quarterly 22 (2), 328-334.
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- B.36. Hibbert, P./Huxham, C./Lerch, F./Sydow, J. (2010): Barriers to process learning: Authority and anomie in regional clusters. Management Learning 41, 453-471.
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- B.34. Manning, S. (2010): The strategic formation of project networks: A relational practice perspective. In: Human Relations 63, 551-573.
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- B.32. Sydow, J./Lerch, F./Staber, U. (2010): Planning for path dependence? The case of a network in the Berlin-Brandenburg optics cluster. In: Economic Geography 85 (2), 173-195.
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- B.30. Sydow, J./Schreyögg, G./Koch, J. (2009): Organizational path dependence Opening the black box. In: Academy of Management Review 34 (4), 689-709.
- B.29. Müller-Seitz, G. (2009): The open source software phenomenon as a role model networked innovations in biotechnology: An exploratory study. In: International Journal of Web Based Communities 5 (2), 212-237.
- B.28. Müller-Seitz, G./Reger, G. (2009): Any lessons to be learned? Insights for innovation management from two open source software-inspired networks. In: Management 39 (4), 372-381.
- B.27. Lange, K. (2009): Institutional embeddedness and the strategic leeway of ac The case of the German therapeutic biotech industry. In: Socio-Economic Review (2), 181-207.

### C. Book Chapters

- C.28. Sydow, J./Koll, F. (2017): Platforming for path-breaking? The case of reg electromobility initiatives. In: Glücklich, J./Lazega E./Hammer, I. (Eds.): Knowledge and networks. Knowledge and space 11. Berlin. Springer, 191-219.
- C.27. Findeisen, H./Sydow, J. (2016): Star Alliance: Adapting the management institutions of an interorganizational network. In: Sydow, J./Schüßler, E./Müller-Seitz, G.: Managing interorganizational relations – Debates and cases. Palgrave Macmillan. London, 67-74.
- C.26. Sydow, J. (2016): InBroNet: Selecting partners, evaluating practices. In: Sydow, J./Schüßler, E./Müller-Seitz, G.: Managing interorganizational relations – Debates and cases. Palgrave-Macmillan. London, 124-130.
- C.25. Schüßler, E. (2016): E.J. SUITS: The development of a global fashion firm through the management of an international production and sales network. In: Sydow, J./Schüßler, E./Müller-Seitz, G.: Managing interorganizational relations – Debates and cases. Palgrave-Macmillan. London, 185-191.
- C.24. Schüßler, E./Sydow, J. (2015): Organized events at the front- and backstage of creative industries. In: Jones, C./Lorenzen, M./Sapsed, J. (Eds.): Oxford Handbook of Creative Industries. OUP. Oxford, 284-300.
- C.23. Sydow, J./Schreyögg, G. (2015): Organizational path dependence. In: Wright, J. (Eds.): International Encyclopedia of Social and Behavioral Sciences, 2<sup>nd</sup> Elsevier. Amsterdam, 385-389.
- C.22. Sydow, J. (2015): Networks, persistence and change – A path dependence perspective. In: Albach, H./Meffert, H./Pinkwart, A./Reichwald, R. (Eds.): Management of permanent change. Springer. Berlin, 89-101.
- C.21. Berthod, O./Müller-Seitz, G./Sydow, J. (2014): Interorganizational Crisis Management. In: Thießen, A. (Eds.): Handbuch Krisenmanagement, 2<sup>nd</sup> ed. Springer Wiesbaden, 141-154.
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- C.19. Sydow, J./Schreyögg, G. (2013): Self-reinforcing processes in organizational networks and fields. In: Sydow, J./Schreyögg, G. (Eds.): Self-reinforcing dynamics in and among organizations. Palgrave MacMillan. London, 3-13.
- C.18. Berthod, O./Sydow, J. (2013): Locked in the iron cage? When institutionalization (not) a path-dependent process. In: Sydow, J./Schreyögg, G. (Eds.): Self-reinforcing dynamics in and among organizations. Palgrave MacMillan- Lor 204-229.
- C.17. Frenkel, S./Sydow, J. (2011): Institutional conditions for organizing decent W global production networks: The case of china. In: Sheldon P./Klim, S./Li Warner, M. (Eds.): China's changing workplace. Routledge. London, 241-258.
- C.16. Lerch, F./Sydow, J./Duschek, S. (2011): Beyond the organizational focus: Net consulting in regional clusters. In: Buono, A. F./Grossman, R./Lobnig, H./Maye (Eds.): The changing paradigm of consulting. Greenwich, Conn., 185-209.
- C.15. Möllering, G./Stache, F. (2010): Trust development in German-Ukrainian business relationships: Dealing with cultural differences in an uncertain institutional core In: Saunders, M.N.K./Lewicki, R.J./Skinner, D./Gillespie, N./Dietz, G. (Eds.) Organizational trust: A cultural perspective. Cambridge University Press Cambridge, 205-226.

### D. Working Papers

- D.15. Dobusch, L./Sydow, J. (2011): The role of platforms for enterprise ecosystem Paper presented at the workshop for the 41st annual GI conference Infor 2011, October 04-07.

**Papers on organizational and interorganizational path dependence are available** <http://www.pfadkolleg.de>

**For further information please visit**

<http://www.network-research.de>

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