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- Managing Trust in Strategic Alliances
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Managing Interpartner Risks in Strategic Alliances is a volume in the book series Research in Strategic Alliances that focuses on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances. In particular, the books in the series cover new views of interdisciplinary theoretical frameworks and models, significant practical problems of alliance organization and management, and emerging areas of inquiry. The series also includes comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with wide prevalence of strategic alliances. Through the ongoing release of focused topical titles, this book series seeks to disseminate theoretical insights and practical management information that should enable interested professionals to gain a rigorous and comprehensive understanding of the field of strategic alliances.

Managing Interpartner Risks in Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research. The 9 chapters in this volume deal with significant issues relating to the management of interpartner risks in strategic alliances. These risk issues relate to dedicated alliance function and partner-specific experience, cross-border licensing, interfirm alliance structures, a hybrid interpretive scheme for engaging with dark potentialities, solidarity partnerships, prior ties in partner acquisitions, new market entrants in the venture capital industry, and private sector intelligence. The chapters contain empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on managing interpartner risks in strategic alliances.


Managing Trust in Strategic Alliances is a volume in the book series Research in Strategic Alliances that focuses on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances. In particular, the books in the series cover new views of interdisciplinary theoretical frameworks and models, significant practical problems of alliance organization and management, and emerging areas of inquiry. The series also includes comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with wide prevalence of strategic alliances. Through the ongoing release of focused topical titles, this book series seeks to disseminate theoretical insights and practical management information that should enable interested professionals to gain a rigorous and comprehensive understanding of the field of strategic alliances.

Managing Trust in Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research.
The 10 chapters in this volume deal with significant issues relating to the management of trust in strategic alliances. These issues include the role of trust in value creation and appropriation, the dialectics of trust, control, and risk in multilateral R&D alliances, protecting trustworthiness in open and closed alliance networks, balancing trust and distrust, trust and cost disclosure, trust and control, foreign partner’s trust in international strategic alliances, a multilevel approach to trust, trust in service supply networks, and trust-building in public-private strategic alliances. The chapters contain empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on managing trust in strategic alliances.

Governance Issues in Strategic Alliances is a volume in the book series Research in Strategic Alliances that focuses on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances. In particular, the books in the series cover new views of interdisciplinary theoretical frameworks and models, significant practical problems of alliance organization and management, and emerging areas of inquiry. The series also includes comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with wide prevalence of strategic alliances. Through the ongoing release of focused topical titles, this book series seeks to disseminate theoretical insights and practical management information that should enable interested professionals to gain a rigorous and comprehensive understanding of the field of strategic alliances.

Governance Issues in Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research. The 10 chapters in this volume deal with significant issues relating to the governance of strategic alliances. These issues range from governance structure choices under diverse conditions of uncertainty, risks, controls, and resources, to the effects of governance decisions on asset protection, cooperative relationships, internal tensions, and culture management. The chapters contain empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on the issues of governance in strategic alliances.

Strategic Alliances for SME Development contains contributions by leading scholars in the field of strategic alliance research. The 12 chapters in this volume deal with the increasingly significant role of strategic alliances in the development of SMEs, covering such diverse topics as management capability and internationalization of alliance portfolios, building alliances, development drivers, founder ties, competitive edge, strategic alignment, technology and innovative firms, and temporary project alliances. The chapters contain empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on the role of strategic alliances for the development of small and medium-sized enterprises.


Managing Multipartner Strategic Alliances is a volume in the book series Research in Strategic Alliances that focuses on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances. In particular, the books in the series cover new views of interdisciplinary theoretical frameworks and models, significant practical problems of alliance organization and management, and emerging areas of inquiry. The series also includes comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with wide prevalence of strategic alliances. Through the ongoing release of focused topical titles, this book series seeks to disseminate theoretical insights and practical management information that should enable interested professionals to gain a rigorous and comprehensive understanding of the field of strategic alliances.

Managing Multipartner Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research. The 10 chapters in this volume cover a number of significant topics related to the formation, operation, and performance of multipartner strategic alliances (i.e., alliances with more than two members) that are increasingly being formed in various industrial sectors. The chapter topics cover both the broader issues, such as the peculiar complexities of multipartner alliances that arise because of indirect or generalized reciprocities among its multiple members vis-à-vis the direct reciprocity within dyadic or two-member alliances, and the roles of power and multilevel embeddedness, and the more focused topics of managing triadic alliances, the evolution of an airline alliance, and the nature of value creation in a consortium. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on the nature, management, and performance of multipartner alliances.

Strategic Alliances for Innovation and R&D

T. K. Das, City University of New York


Strategic Alliances for Innovation and R&D is a volume in the book series Research in Strategic Alliances that focuses on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances. In particular, the books in the series cover new views of interdisciplinary theoretical frameworks and models, significant practical problems of alliance organization and management, and emerging areas of inquiry. The series also includes comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with wide prevalence of strategic alliances. Through the ongoing release of focused topical titles, this book series seeks to disseminate theoretical insights and practical management information that should enable interested professionals to gain a rigorous and comprehensive understanding of the field of strategic alliances.

Strategic Alliances for Innovation and R&D contains contributions by leading scholars in the field of strategic alliance research. The 11 chapters in this volume cover a number of significant topics that encompass innovation and R&D through strategic alliances. The chapter topics cover both the broader issues, such as the governance of high-tech alliances, knowledge flows in innovation clusters, co-innovation, and incomplete contracting, and the more focused problems of inexperienced firms in R&D consortia, new product development, and managing alliance portfolio evolution in service innovation. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on the role of strategic alliances in the pursuit of innovation and R&D.

Managing Public-Private Strategic Alliances

T. K. Das, City University of New York


Managing Public-Private Strategic Alliances is a volume in the book series Research in Strategic Alliances that focuses on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances. In particular, the books in the series cover new views of interdisciplinary theoretical frameworks and models, significant practical problems of alliance organization and management, and emerging areas of inquiry. The series also includes comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with wide prevalence of strategic alliances. Through the ongoing release of focused topical titles, this book series seeks to disseminate theoretical insights and practical management information that should enable interested professionals to gain a rigorous and comprehensive understanding of the field of strategic alliances.

Managing Public-Private Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research. The chapters in this volume cover a number of significant topics that speak to the critical issues in managing strategic alliances involving public-private enterprises in various industries and countries. The topics cover both the broader issues, such as contracting and bundling public sector infrastructure and services, formation of innovation alliances and alliance portfolios, and competing institutional logics in public-private alliances, and the more focused problems of trust-building, sustainability-oriented co-innovation, and organizational justice in multipartner alliances. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on managing public-private strategic alliances.


Managing Knowledge in Strategic Alliances

T. K. Das, City University of New York


Managing Knowledge in Strategic Alliances is a volume in the book series Research in Strategic Alliances that will focus on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances. In particular, the books in the series will cover new views of interdisciplinary theoretical frameworks and models, significant practical problems of alliance organization and management, and emerging areas of inquiry. The series will also include comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with wide prevalence of strategic alliances. Through the ongoing release of focused topical titles, this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the field of strategic alliances.

Managing Knowledge in Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research. The 11 chapters in this volume cover a number of significant topics that speak to the critical issues in managing knowledge in strategic alliances. The chapter topics cover both the broader issues, such as managing uncertainty in
Interpartner Dynamics in Strategic Alliances is a volume in the book series Research in Strategic Alliances that will focus on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances. In particular, the books in the series will cover new views of interdisciplinary theoretical frameworks and models, significant practical problems of alliance organization and management, and emerging areas of inquiry. The series will also include comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with wide prevalence of strategic alliances. Through the ongoing release of focused topical titles, this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the field of strategic alliances.

Interpartner Dynamics in Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research. The 13 chapters in this volume cover a number of significant topics that speak to the critical issues in the interactions between partner firms in strategic alliances. The chapter topics cover both the broader issues, such as relational mechanisms in alliances, role of interpersonal networks, parental control of joint ventures, conflict management, interpartner diversity, and multilevel embeddedness in multilateral alliances, and the more focused problems of alliance competence, roles of third parties, accounting for partner trust, relationship quality in construction alliances, and how natural resources may impact alliance formation. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy research perspectives on interpartner dynamics in strategic alliances.

CONTENTS: Foreword to the Series, Michael A. Hitt. About the Series. 1 Alliance Competence: From Conceptualization to Implementation, with Implications for the Alliance Manager, Robert Edward Spekman. 2 Operating Routines, Cultural Alignment and Relational Mechanisms in Alliances, Poonam Khanna, Dovev Lavie, and Pamela R. Haunschild. 3 The Roles of Third Parties in Strategic Alliance Governance, Rosalinde Klein Wootlood, Bart Nootboom, Gjal de Jong, and Dries Faems. 4 A Natural-Resource-Based Examination of Strategic Alliance Formation, Anne Norheim-Hansen. 5 A Circumplex Approach to Interpartner Dynamics in Strategic Alliances, Olivier Furrer, Brian Tjemkes, Pepijn Vos, Carmen Boymans, and Marijt Ubachs. 6 Multilevel Embeddedness in Multilateral Alliances: A Conceptual Framework, Sveinn Vidar Gudmundsson, Christian Lechner, and Hans van Kranenburg. 7 Interpartner Dynamics in Asymmetric Strategic Alliances: The Role of Interpersonal Networks, Annabelle Jaouen, Olivier Meier, and Audrey Missonier. 8 Dynamic Evolution of Equity Joint Venture Relationships: Role of the Parent Companies and Joint Venture Control, Pieter E. Kamminga and Jeltje van der Meer-Kooistra. 9 Managing Conflict in International Strategic Alliances, Saleema Kauser. 10 Accounting for Partners
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Management Dynamics in Strategic Alliances

T. K. Das, City University of New York


Management Dynamics in Strategic Alliances is a volume in the book series Research in Strategic Alliances that will focus on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances. In particular, the books in the series will cover new views of interdisciplinary theoretical frameworks and models, significant practical problems of alliance organization and management, and emerging areas of inquiry. The series will also include comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with wide prevalence of strategic alliances. Through the ongoing release of focused topical titles, this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the field of strategic alliances.


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empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy behavioral perspectives in the field of alliance research.


Strategic Alliances in a Globalizing World contains contributions by leading scholars in the field of strategic alliance research. The 11 chapters in this volume cover a number of significant topics that speak to the growing role of strategic alliances in a globalizing business world. The chapter topics cover both the broader issues, such as the creation of competitive advantage and expanding into institutionally different countries, and the more focused problems of alliance formation, contractual governance, governance structure choice, the development of alliance capability, the containment of opportunism, relationship management, sensemaking, and the intersection of culture and legitimacy. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the noteworthy areas of alliance research in the globalization context.

Researching Strategic Alliances: Emerging Perspectives is a volume in the book series Research in Strategic Alliances that will focus on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances. In particular, the books in the series will cover new views of interdisciplinary theoretical frameworks and models, significant practical problems of alliance organization and management, and emerging areas of inquiry. The series will also include comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with wide prevalence of strategic alliances. Through the ongoing release of focused topical titles, this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the field of strategic alliances.

Researching Strategic Alliances: Emerging Perspectives contains contributions by leading scholars in the field of strategic alliance research. The nine chapters in this volume cover the topics of multilevel issues in strategic alliance research (Bo Bernhard Nielsen), alliances as sources of legitimacy (Paul M. Olk and Peter Smith Ring), alliance capability as an emerging theme (Ard-Pieter De Man, Geert Duysters, and Tina Saebi), trust and control in strategic alliances (Jeltje van der Meer-Kooistra and Ed Vosselman), pre-formation processes in interorganizational relations (Paul W. L. Vlaar, Elko Klijn, Africa Ariño, and Jeffrey J. Reuer), sequence of alliance ownership structure (Weilei (Stone) Shi and Akie Iriyama), the causes of joint venture termination (M. V. Shyam Kumar), alliance portfolio characteristics and organizational learning (Don Goeltz) and interpartner negotiations in the alliance development process (Rajesh Kumar and T. K. Das).

CONTENTS: Foreword to the Series. About the Series. 1 Multilevel Issues in Strategic Alliance Research, Bo Bernhard Nielsen. 2 Alliances as Sources of Legitimacy, Paul M. Olk and Peter Smith Ring. 3 Alliance Capability as an Emerging Theme: Past, Present, Future, Ard-Pieter De Man, Geert Duysters, and Tina Saebi. 4 Trust and Control in Strategic Alliances: An Instrumental Perspective, Jeltje van der Meer-Kooistra and Ed Vosselman. 5 Pre-Formation Processes in Inter-Organizational Relations: Determinants of Search and Negotiation Efforts, Paul W. L. Vlaar, Elko Klijn, Africa Ariño, and Jeffrey J. Reuer. 6 Sequence of Alliance Ownership Structure: Concepts and Evidences, Weilei (Stone) Shi and Akie Iriyama. 7 The Causes of Joint Venture Termination: A Real Options Perspective, M. V. Shyam Kumar. 8 Alliance Portfolio Characteristics and Organizational Learning, Don Goeltz. 9 Inter-Partner Negotiations in the Alliance Development Process, Rajesh Kumar and T. K. Das. About the Contributors.
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