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Managing Trust in Strategic Alliances

T. K. Das, City University of New York

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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.

CONTENTS: Foreword to the Series. About the Series. The Role of Trust in Value Creation and Value Appropriation in Strategic Alliances, *Maryem Cherni and Valerie Leroux*. Trust, Control, and Risk in Multilateral R&D Alliances: A Dynamic and Dialectic Perspective, *Gunnar Holmberg and Nicolette Lakemond*. Protecting Trustworthiness in Strategic Alliances: Open Versus Closed Alliance Networks to Prevent Organizational Disruptions, *Jungwon Min*. Balancing Trust and Distrust in Strategic Alliances, *Angelos Kostis and Malin H. Näsholm*. The Paradox of Trust: Managing Trust and Cost Disclosure in Alliances, *Sof Thrane, Thomas Bautrup, and Henrik Juul Nielsen*. Trust and Control in Strategic Alliances: An Instrumental Perspective, *Jeltje van der Meer-Kooistra and Ed Vosselman*. Key Antecedents of Foreign Partner's Trust in International Strategic Alliances and the Impact of Trust on ISA Performance, *Nikolaos Sklavounos, Konstantinos Rotsios, and Yannis Hajidimitriou*. Does it Matter Who Trusts? A Multilevel Approach to Trust in an Alliance, *Anna R. S. Swärd and Randi Lunnan*. Agent Signals of Trust in the Service Supply Network, *Keenan D. Yoho and Robert C. Ford*. Managing Trust-Building in Public-Private Strategic Alliances, *Anne H. Gausdal*. About the Contributors. Index.



Managing Alliance Portfolios and Networks

T. K. Das, City University of New York

2017. Paperback 9781681239040 \$45.99. Hardcover 9781681239057 \$85.99. eBook 9781681239064 \$65.

Managing Alliance Portfolios and Networks 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 Alliance Portfolios and Networks 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 alliance portfolios and

alliance networks. These issues range from value creation in alliance ecosystems, management lessons from social enterprise, and a configurational perspective on alliance management capabilities, to the competition dynamics of alliance networks, internationalization of an alliance portfolio, and structural embeddedness of alliance networks during industry convergence. 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 alliance portfolios and alliance networks.

CONTENTS: Foreword to the Series. About the Series. Value Creation in Alliance Ecosystems: Insights From Marketing, *Sara Leroi-Werelds, Oana-Maria Pop, and Nadine Roijackers*. Managing Alliance Portfolios: Lessons From Social Enterprise, *Sophie Clark, Megan Woods, and David Adams*. A Configurational Perspective on Alliance Management Capabilities, *Anja Geigenmüller and Alexander Leischnig*. Competition Dynamics of Alliance Networks, *Sascha Albers*. The Internationalization of an Alliance Portfolio as an SME Development Driver, *Marco Castiglioni, Ignacio Castro, and José Luis Galán*. The Structural Embeddedness of Alliance Networks During Industry Convergence Driven Multimarket Competition, *Tuhin Chaturvedi*. Looking for Alliance Portfolio Characteristics: The Case of Telecom Industry, *Giulio Ferrigno*. Embracing the Portfolio Perspective on Alliance Constellations, *Gerrit W. Ziggers*. Managing Clusters in SMEs: The Role of Dynamic Capabilities, *Mona Rashidirad and Hamid Salimian*. About the Contributors. Index.



Governance Issues in Strategic Alliances

T. K. Das, City University of New York

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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.

CONTENTS: Foreword to the Book Series by *Michael A. Hitt*. About the Book Series by *T. K. Das*. Disentangling the Effect of Uncertainty Types on Alliance Governance Choice, *Thomas Mellewigt, Anoop Madhok, Ingo Weller, Mohammad Keyhani, and Franziska König*. Differential Effects of Contractual Governance on Asset Protection, *Helene Delerue, Helene Sicotte, and Nathalie Drouin*. Coercive and Enabling Controls in the Governance of Strategic Alliances, *Muhammad Kaleem Zahir-ul-Hassan, Reinald A. Minnaar, and Ed G. J. Vosselman*. Governance of Cooperative Relationships as Organizations: From Agency "Hard Control" to Trust-Based Stewardship "Soft Control", *Alfonso Miguel Marquez-Garcia*. Resource Transformation through Alliances: The Resource-Based and Relational Rents Dilemma and Implications for the Evolution of Firm Boundaries, *Anoop Madhok, Mohammad Keyhani, Bart Bossink, Paul Vlaar*. Risk Types and Interfirm Alliance Structures, *T. K. Das and Bing-Sheng Teng*. Cultural Universalism or Cultural Relativism: Managing Culture in Strategic Alliances, *Olivier Furrer, Brian Tjemkes, and Koen Adolfs*. Tensions within Interorganizational Alliances: A Sponsorship Case Study, *Ashlee Morgan, Tracy Lynn Taylor, Daryl Adair, and Antoine Hermens*. Alliance Structure Choice in the Telecommunications Industry: Between Resource Type and Resource Heterogeneity, *Thomas Mellewigt and T. K. Das*. Value Enhancing in the Governance Decision Process: A Portfolio Theory Perspective on Strategic Alliances and Mergers and Acquisitions, *Anna Sabidussi, Harry Bremmers, Geert Duysters, and Onno Omta*. About the Contributors. Index.



Strategic Alliances for SME Development

T. K. Das, City University of New York

2015. Paperback 9781681231792 \$45.99. Hardcover 9781681231808 \$85.99. eBook 9781681231815 \$65.

Strategic Alliances for SME Development 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 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.

CONTENTS: Foreword to the Book Series by Michael A. Hitt. About the Book Series by T. K. Das. Alliance Portfolio Management Capability of SMEs: Strategies for Dealing with Larger Partners, *Maria Bengtsson, Marlene Johansson, and Malin H. Nasholm*. The Internationalization of an Alliance Portfolio as a SME Development Driver, *Marco Castiglioni, Ignacio Castro, and Jose Luis Galan*. Building Strategic Alliances in New and Small Ventures: A Review of Literature and Integrative Framework, *Alice Comi and Martin J. Eppler*. Entrepreneurial Firms in Search of Alliance Partners, *T. K. Das and Irene Y. He*. It's Who You Know and What You Do: How SMEs from Emerging Economies Capitalize on Founder Ties to Create Bargaining Power with Foreign Multinational Alliance Partners, *Kaitlyn DeGhetto, Trey Sutton, Tim R. Holcomb, and R. Michael Holmes, Jr.* Internationalization of Small Technology-Based Firms: The Role of Strategic Alliances, *Mario Franco and Heiko Haase*. Learning Processes in Temporary Project Alliances Formed by SMEs: A Typology, *Leon Oerlemans, Rene Bakker, and Patrick Kenis*. Licensing versus Joint Venture: An Analysis of Choices by Singaporean Small- and Medium-Sized Enterprises, *Nitin Pangarkar, Jie Wu, and Lin Yuan*. The Role of Strategic Alliances in Developing Strategic Alignment in SMEs, *Mona Rashidirad, Ebrahim Soltani, and Hamid Salimian*. Strategic Alliances for the Development of Innovative SMEs within the Biopharmaceutical Industry: An Exploratory Analysis, *Joanna Rybka, Nadine Roijackers, Sarianna Lundan, and Wim Vanhaverbeke*. Enhancing the Competitive Edge for SMEs: Effective Use of Strategic Alliances, *Hiroshi Yasuda*. Cross-Border Alliance Behavior by Mid-Size Firms, *Bijuan Zhong, Emily Goldsmith, and Oded Shenkar*. About the Contributors. Index.



Managing Multipartner Strategic Alliances

T. K. Das, City University of New York

2015. Paperback 978-1-68123-078-8 \$45.99. Hardcover 978-1-68123-079-5 \$85.99. eBook 978-1-68123-080-1 \$65.

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.

CONTENTS: Foreword to the Series, *Michael A. Hitt*. About the Series, *T. K. Das*. Alliance Constellations: A Social Exchange Perspective, *T. K. Das and Bing-Sheng Teng*. The Choice and Formation of Multipartner Alliances: Underpinning Factors, *Marco Castiglioni, Ignacio Castro, and José Luis Galán*. Complexity, Power and Timing in Multipartner Alliances: An Integrative Review and Research Agenda, *Sascha Albers, Bastian Schweiger, and Jenny Gibb*. Origins and Evolution of Alliance Constellations, *Leonardo Corbo and Weilei (Stone) Shi*. Multilevel Embeddedness in Multilateral Alliances: A Conceptual Framework, *Sveinn Vidar Gudmundsson, Christian Lechner, and Hans van Kranenburg*. The Strategic Management of Multipartner Alliances: Uncovering the Triadic Alliance Problem, *Giovanni Battista Dagnino and Giulio Ferrigno*. Leveraging Multipartner Alliances in Technology-Driven Industries, *Dovev Lavie, Christoph Lechner, and Harbir Singh*. Performance of Multipartner Strategic Alliances: Expectations and Value Creation, *Isabel Estrada and Natalia Martín-Cruz*. Structural Strategies for Mitigating Transaction Costs in Multipartner Alliances: An Empirical Examination, *Jie Wu and Nitin Pangarkar*. Embracing the Portfolio Perspective on Alliance Constellations, *Gerrit W. Ziggers*. About the Contributors. Index.



Strategic Alliances for Innovation and R&D

T. K. Das, City University of New York

2014. Paperback 9781623966225 \$45.99. Hardcover 9781623966232 \$85.99. eBook 9781623966249 \$65.

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.

CONTENTS: Foreword to the Series, *Michael A. Hitt*. About the Series. 1 The Governance of High-Tech Alliances: Trust, Contracts, Cultural Differences, and Interdependence, *Gjalt de Jong, Nora Balogh, and Rosalinde Klein Woolthuis*. 2 Knowledge Networks and Knowledge Flows in Regional Innovation Clusters: An Empirical Study of High Technology Clusters in China, *Jie Xue and Paul Olk*. 3 Strategic Alliances in New Product Development, *Nina Veflen Olsen and Anne H. Gausdal*. 4 Drivers and Discouragements of New Product Development Alliances: Interaction Intensity and Divergent Communications Styles, *Ricarda B. Bouncken and Robin Pesch*. 5 Incomplete Contracting in Strategic Alliances: The Quest

for Innovation, *Regien Sumo, Geert Duysters, Wendy van der Valk, and Arjan van Weele*. 6 Antecedents and Management of Alliance Portfolio Evolution in the Context of Service Innovation: The Case of ABN AMRO Dialogues Incubator, *Marc Bahlmann, Ard-Pieter de Man, Brian V. Tjemkes, Alexander S. Alexiev, Paul L. Iske, and Jaspar Roos*. 7 To Cooperate or Not to Cooperate? The Dilemma Faced by Inexperienced Firms in R&D Consortia, *Isabel Estrada, Natalia Martin-Cruz, and Victor M. Martin-Perez*. 8 From Contingencies to Paradoxes: Exploring Tensions in Research on Alliance Portfolios and Innovation, *Leonardo Corbo, Jing Sun, and Weilei (Stone) Shi*. 9 Co-Innovation via Strategic Alliances: The Transaction Value Perspective, *Jie Zhou, Peter Ping Li, and Jun Huang*. 10 Strategic Alliances for Innovation in China: Institutional Alliance Capability?, *Mark Greeven and Geerten van de Kaa*. 11 The Distinct Impacts of Public-Private Alliances versus Private-Private Alliances on Product Innovation: An Empirical Assessment, *Jie Wu and Nitin Pangarkar*. About the Contributors. Index.



Managing Public-Private Strategic Alliances

T. K. Das, City University of New York

2014. Paperback 9781623964870 \$45.99. Hardcover 9781623964887 \$85.99. eBook 9781623964894 \$65.

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.

CONTENTS: Foreword to the Series, *Michael A. Hitt*. About the Series, *T. K. Das*. 1 Delivering European Health Care Through Public-Private Partnerships: The Theory and Practice of Contracting and Bundling, *Jens K. Roehrich, James Barlow, and Stephen Wright*. 2 Public-Private Innovation Strategic Alliances for SMEs: An Emerging Model, *George Tsekouras and Costis Kompis*. 3 An Organizational Justice Perspective on Conflict in Multipartner Public-Private Strategic Alliances, *Pepijn Vos, Brian Tjemkes, Rianne Janssen, and Olav Aarts*. 4 Managing Trust-Building in Public-Private Strategic Alliances, *Anne H. Gausdal*. 5 The Impact of Public-Private Alliances on Chinese Firms' Alliance Formation, *Jie Wu and Nitin Pangarkar*. 6 Coping With Competing Institutional Logics in Public-Private Alliances, *Angel Saz-Carranza and Francisco Longo*. 7 Governance in Different Types of Sustainability-Oriented Co-Innovation Partnerships in the Dutch Agri-Food Sector, *M. Tepić, J. H. Trienekens, S. W. F. Omta, and F. T. J. M. Fortuin*. About the Contributors. Index.



Managing Knowledge in Strategic Alliances

T. K. Das, City University of New York

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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 alliances, collaborative know-how, novelty in interpartner knowledge, coopetition in knowledge integration, and dynamic knowledge capabilities, and the more focused problems of innovation and partner selection, partner responsiveness and knowledge in supply chain networks, the effect of knowledge flows on the decision to cooperate, and interpartner learning dynamics in an alliance constellation. 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 knowledge management in strategic alliances.

CONTENTS: Foreword to the Series, *Michael A. Hitt*. About the Series. 1 Managing Uncertainty in Alliances and Networks: From Governance to Practice, *Jörg Sydow, Gordon Müller-Seitz, and Keith G. Provan*. 2 Familiarity and Novelty in Interpartner Knowledge: Homophily Cycles in Joint Venture Networks, *Sean Tsuhsiang Hsu and Ravi Madhavan*. 3 Organizational Roles and Network Centrality in the U.S. Venture Capital Industry, *Alex Makarevich*. 4 Dynamic Knowledge Capabilities in Strategic Alliances, *James S. Denford and Chris T. Street*. 5 The Effect of Knowledge Flows on the Decision to Cooperate: Differences for Sector and Firm Size, *Eva-María Mora-Valentín, Marta Ortiz-de-Urbina-Criado, and Ángeles Montoro-Sánchez*. 6 Interpartner Learning Dynamics in an Alliance Constellation, *Megan Woods and Rob Hecker*. 7 Coopetition as a Superior Form of Knowledge Integration in Alliances, *César Camisón, Montserrat Boronat-Navarro, and Ana Villar-López*. 8 Innovation and New Partner Selection: Theory and Exploratory Evidence from the Information and Communications Technology Sector in the Netherlands, *Gjalt de Jong*. 9 Goal Achievement in Supply Chain Networks: Partner Responsiveness and Knowledge, *Taras Gagalyuk and Jon Henrich Hanf*. 10 Managing Alliances with Key Clients and Knowledge Acquisition, *Jie Wu*. 11 Developing and Managing Collaborative Know-How in Firms and Strategic Alliances: A Multi-Level Model, *Megan Woods and Bo Bernhard Nielsen*. About the Contributors. Index.



Interpartner Dynamics in Strategic Alliances

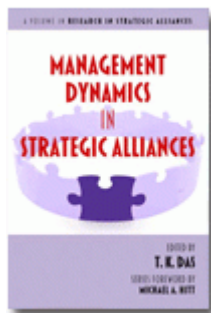
T. K. Das, City University of New York

2013. Paperback 978-1-62396-135-0 \$45.99. Hardcover 978-1-62396-136-7 \$85.99. eBook 978-1-62396-137-4 \$65.

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 Woolthuis, Bart Nooteboom, Gjalte 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 Marit 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 that are Worth Trusting, *Morten Jakobsen*. 11 Quality of Partner Relations in International Construction Alliances, *Beliz Ozorhon and David Ardit*. 12 Power as a Management Tool for Strategic Alliances: A Study of Russian Agri-Food Business, *Vera Belaya and Jon Henrich Hanf*. 13 Impact of Interpartner Diversity on the Performance of Global Strategic Alliances, *Hiroshi Yasuda*. About the Contributors. Index.



Management Dynamics in Strategic Alliances

T. K. Das, City University of New York

2012. Paperback 978-1-61735-754-1 \$45.99. Hardcover 978-1-61735-755-8 \$85.99. eBook 978-1-61735-756-5 \$65.

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.

Management Dynamics in Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research. The 12 chapters in this volume cover a number of significant topics relating to the management of strategic alliances. The chapters discuss both the broader issues, such as governance structure choice, dynamics of alliance conditions, co-evolutionary dynamics, learning dynamics, and the management of internal tensions, and the more focused problems of controls in interfirm settings, dilemmas of cooperation, value creation in alliance portfolios, and alliance management experiences in the construction and automobile industries. The chapters include empirical as well as conceptual treatments of the selected topics, and collectively present a wide-ranging review of the management dynamics in strategic alliances.

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Strategic Alliances for Value Creation

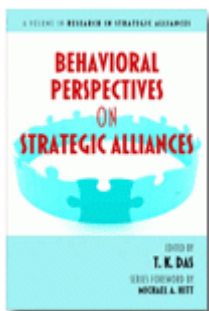
T. K. Das, City University of New York

2012. Paperback 978-1-61735-692-6 \$45.99. Hardcover 978-1-61735-693-3 \$85.99. eBook 978-1-61735-694-0 \$65.

Strategic Alliances for Value Creation 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.

Strategic Alliances for Value Creation contains contributions by leading scholars in the field of strategic alliance research. The 14 chapters in this volume cover a number of significant topics that encompass value creation through strategic alliances in recent times. The chapters cover both the broader topics, such as multi-partner alliances, technology parks, intellectual property rights, knowledge management and culture, portfolio theory, learning in alliances, and open innovation, and the more focused problems of transparency in interfirm accounting, local partner perspective of management control, knowledge in intra-district networks, and alliance partners for entrepreneurial firms. 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 research on employing strategic alliances for value creation.

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Behavioral Perspectives on Strategic Alliances

T. K. Das, City University of New York

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Behavioral Perspectives on 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.

Behavioral Perspectives on Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research. The 14 chapters in this volume cover a number of significant topics that examine the increasingly prominent role of behavioral factors in alliance evolution and management. This behavioral perspective is only recently emerging in the literature but its roots lie in the impact of micro level variables on macro level outcomes. The chapters cover both the traditional behavioral issues, including the role of alliance managers and the dynamics of trust and cooperation, and the emerging research perspectives that deal with topics such as the enactment of alliances, sensemaking in interorganizational relationships, building an alliance culture, managing internal tensions, cognitive dissimilarities, behavioral responses to adverse situations, interpartner legitimacy, and interpretive schemes. The chapters include 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.

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Strategic Alliances in a Globalizing World

T. K. Das, City University of New York

2011. Paperback 978-1-61735-378-9 \$45.99. Hardcover 978-1-61735-379-6 \$85.99. eBook 9781617353802 \$65.

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.

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Researching Strategic Alliances Emerging Perspectives

T. K. Das, City University of New York

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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).

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