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Managing Trust in Strategic Alliances by T. K. Das, City University of New York

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.


Managing Alliance Portfolios and Networks by T. K. Das, City University of New York

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 networks.

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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 networks.
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.

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.

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 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-Maria Mora-Valentín, Marta Ortiz-de-Urbina-Criado, and Angeles 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 andExploratory Evidence from the nformation 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


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.
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.

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.

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.


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...
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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.


Strategic Alliances in a Globalizing World

T. K. Das, City University of New York


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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