PROCESSES OF INSTITUTIONALIZATION WITHIN INTERORGANIZATIONAL NETWORKS

This study investigates institutionalization processes in interorganizational networks. Combining ‘micro’ institutional theory in the tradition of Berger and Luckman (1966) with existing research on interorganizational networks, a theoretical contribution is made to advance our understanding of institutionalization processes at the network level of analysis.
THE DIRECT EFFECTS OF INDIRECT TIES: IMPACTS OF PROFESSIONALS’ TIES ON ALLIANCE-FORMATION

After presenting the major causes for strategic alliance formations: strategic, social, and institutional, this conceptual paper concentrates on the social explanations and argues that the social networks of professionals (such as consultant, analysts, auditors, and lawyers) will affect the potential for alliance-formation among their clients.
ECOLOGICAL THEORY AND INNOVATION IN ORGANIZATIONAL POPULATIONS

ECOLOGICAL THEORY AND INNOVATION IN ORGANIZATIONAL POPULATIONS

I examine three central tenets of organizational ecology theory (structural inertia, density dependence, and resource partitioning), developing predictions related to their impacts on the nature and level of innovation in populations of organizations. In distinguishing incremental from discontinuous innovation, I highlight ecologically driven conditions that should facilitate either innovation type.
OUBLI ET MANAGEMENT STRATÉGIQUE : UNE EXPLORATION

Cet article propose une théorie de l’oubli organisationnel. Il est basé sur la littérature et utilise comme illustration des travaux empiriques auxquels les auteurs ont été associés. La théorie proposée suggère que l’oubli est un phénomène qui ne peut être dissocié de l’apprentissage. Par apprentissage, des prémisses de décision sont activées ou désactivées et l’équilibre entre les deux définit ce qui peut être oublié. En conclusion, différents modes de gestion de l’oubli, basés sur la théorie développée, sont proposés.
MENTAL MODEL BARRIERS TO EFFECTIVE DECISION-MAKING IN ORGANIZATIONS

Rational choice and mental models identify information barriers for effective decision-making. Truly rational choices imply perfect information. Organizations lack the luxury of perfect information thus make do with bounded rationality. Mental models can constrain organizational decisions to insufficient information and acknowledging these barriers will improve risk management through effective decisions for greater sustainable profitability.
CATEGORY SPANNING THROUGH NAMING STRATEGY:
OVERCOMING CATEGORICAL DISCOUNT IN THE US FILM INDUSTRY

In this paper, we introduce naming as a legitimatizing tool that allows producers to use category spanning as a way of differentiation without being ignored or devalued by audiences. With the product name providing a legitimacy shield, category spanning helps reduce audience satiation and leads to higher performance of the product. In addition to the legitimacy shield function, the product name can also be manipulated to a certain extent and different naming strategies can be used to achieve distinctiveness. An analysis of film sequels released in the US market between 1982 and 2007 largely corroborated these propositions. The findings also indicate that the differentiation through category spanning and naming strategies is more beneficial for the focal film sequel when the previous film in the same film series performs worse.
UPSETTING IDENTITIES, FROM CONSTRUCTION TO IDENTIFICATION: EVIDENCE FROM ANTI-SMOKING BILL 112 IN MONTRÉAL, QUÉBEC, CANADA

In this paper we explore the links between identity perceptions by founders and construed images in two establishments operating in Montréal’s hospitality industry, by drawing upon the passing of anti-smoking Bill 112. In examining interaction, this comparative study presents an emotionally charged relationship between founders and their establishment, as identities not only become embedded in organizations through a social sense of identification, but also lead to the construction of frames of meaning in processes of issue interpretation.
SOCIAL NETWORKS AND CREATIVITY: A MODERATED RELATIONSHIP?

This paper proposes a reconciling model of the relationship between social networks characteristics, such as the strength of ties and the position within a network, and creativity, introducing two moderating factors: (1) the type of knowledge that is exchanged, and (2) the organizational climate in which this exchange takes place.
A MULTI-LEVEL EXAMINATION OF WORK-GROUP ABSORPTIVE CAPACITY

This paper summarizes the results of a longitudinal, multi-level research project designed to empirically test organizational factors that influence absorptive capacity. The study was conducted over an 8-month period with 28 work groups comprising 179 individuals. Results suggest that certain middle management practices and the degree to which group members share common knowledge influence the absorptive capacity of work groups. On the other hand, clan-oriented group culture and the level of prior-related knowledge of group members were not associated with absorptive capacity.
DO WE HAVE ANY IDEA WHAT WE ARE TALKING ABOUT: COMMUNITIES OF PRACTICE UNDER THE MICROSCOPE

Operationalizing communities of practice (CoPs) remains a problem as definitions abound and often contradict each other. By examining closely the most influential publications on CoPs theory, we attempt to pinpoint just how much CoPs are nearly impossible to research not only because of a lack of clear definition but also due to inherent methodological obstacles.
FOR LOVE OR MONEY?
NONPROFITS AND THE EARNED INCOME DILEMMA

Wedged between the traditional charitable model and new institutional pressures in favour of “social entrepreneurship”, non-profits are increasingly undertaking earned-income initiatives. Drawing on institutional theory, this paper considers the unintended consequences of these pressures and reviews the strategies such organizations may adopt to attenuate the tension between their mission and their financing.
PERFORMATIVITY EFFECTS IN CORPORATE SOCIAL RATINGS

How do values cross the interstices between firms and society? I propose that corporations adopt socially valuable practices when they have reliable information of use in economic calculation and that activists are able to harness related performativity effects. Because ratings and rankings convert multidimensional and qualitative data into linear, commensurable data, they allow companies to calculate an optimal level of investment and performance. I suggest tests to detect the impact of performativity on the adoption of rated measures.
INNOVATIONS SOCIALES ET INSTITUTIONS

Pour se diffuser, les innovations sociales (IS) doivent être adoptées par les acteurs d’un champ. Or, ceux-ci adoptent rarement dans leur intégralité, les traits, pratiques et fondements cognitifs d’une IS. Ils retiennent plutôt une sélection d’éléments, contribuant à l’adaptation de l’IS aux pratiques locales. L’institutionnalisation est vue comme un double processus de reconfiguration institutionnelle et de réinvention de l’innovation. Pour examiner ce processus complexe, nous avons comparé deux cas d’IS et leur trajectoire d’institutionnalisation : la coopération d’épargne et de crédit, le développement économique communautaire.
IF I TRUST YOU, WILL I MONITOR YOU?
A COMPARISON OF THE AGENCY AND EMBEDDEDNESS PERSPECTIVES OF TRUST IN
WORKPLACE RELATIONSHIPS

The economic and embeddedness perspectives of individual behaviour make contrasting predictions about the amount of monitoring a manager will engage in, or would intend to engage in, towards an employee. This paper addresses the conditions under which the strength of social ties between a manager and employee lead to increased levels of monitoring intentions or behaviours. Trust between the focal individuals is posited to be a moderator of the antecedent and outcome variables.