

Master seminar: Management of Transnational Networks

Announcement:

Cross-border cooperation is an increasing issue in the globalized world. The international cooperation, in the private sector just as in the public sector, creates a specific working environment in transnational teams. This working in teams across geographic and cultural borders entails incentive theoretical as well as cultural challenges.

The seminar leaders Britta Margraf and Tine Schrammel provide cases from their international working experience, introduce you to common management tools and develop a management structure for your case with you and your group.

The seminar will be structured in a theoretical and a practical part. At the beginning, the students will prepare themselves for group work in writing their seminar papers. The seminar paper shall be written **according to the guidelines for academic paper writing of the Chair of International Management** of the University of Passau.

The papers will deal with one of the following issues:

- Network theory
- Incentive theory
- Cultural research

The academic analysis of the seminar papers is the basis for the group work in the practical blocked session. The blocked session will be held on 3 days in a row after the seminar papers have been turned in. It will center on group work which will be flanked by theoretical input. That input will be provided by both the trainers and the students, who will present the essence of their seminar papers to their fellow students. In the blocked sessions the students will work on the design of a management structure for common working situations which will be delivered through case studies. These case studies will deal with management issues in transnational networks. Besides classical questions of management they will depict both cross-border as well as cross-cultural management challenges in international working environments, with special focus on working in decentralized teams.

The seminar will provide first insights into the use of different management tools. You will increase your sense and understanding of incentive theory and its implication for the daily working environment, receive first-hand examples and discuss on transnational work in teams, as well as enhance your intercultural knowledge and experience. Furthermore, you will get the chance to practice your presentation skills.

The seminar leaders have been working in different transnational team situations in South and Central America, in Southeast Europe and in German-Asian cooperation for local as well as international companies and organizations.

Target group:

Master students of Business Administration can gather 7 ECTS in the major of "International Management and Marketing" for successful completion of the seminar.

Master students of the program "Kulturwirtschaft" can credit the seminar as one of the chairs lectures (i.e. VL Markt, Wissen, Internationalisierung, 5 ECTS) for successful completion of the seminar.

The course will be held in English, thus we especially encourage foreign students to apply for the course.

Grading:

The seminar grade (100%) is composed as follows: 60% Seminar paper, 40% oral presentation (presentation of seminar paper and group work)

Application and Seminar Process:

1. Application in English language with the documents according to the chairs common procedures and at least two priorities of paper topics to tine.schrammel@uni-passau.de (Application deadline August 1st 2012)
2. Allocation of topics and start of paper writing: October 22nd 2012
3. Due date seminar paper : December 22nd 2012
4. Blocked session: January 18th – 20th 2013

Agenda (tentative!)

Day 1:	
09.00 – 11.00	Introduction
11.00 - 12.00	Presentation of seminar papers
13.00 – 14.00	Introduction to case studies and division in groups
14.00 – 15.00	Theme „Cooperation“
15.15 – 17.00	Group work "Cooperation"
17.00 - 18.00	Presentation of group work and wrap up
Tag 2:	
9.00 – 10.30	Theme „Steering structure“
10.30 – 12.00	Group work
13.00 – 14.00	Presentation of group work and wrap up
14.15 – 15. 15	Theme "Culture"
15.30 – 16.30	Introduction to critical incidents
16.30 – 18.00	Group work
Tag 3:	
9.00 – 10.30	Presentation of group work and wrap up
10.30 – 11.30	Theme „Processes“
11.30 – 13.00	Group work
14.00 – 16.00	Presentation of group work
16.00 – 18.00	wrap up

Seminar papers - topics:

Comment: Use the given literature as a start to understand the topic.

Networks:

1. Differentiating formal and Informal networks
Literature: Rank, O.N. (2008) Formal structures and informal networks: Structural analysis in organizations, In: Scandinavian Journal of Management, Volume 24, Issue 2, June 2008, pp. 145-161.
Provan, K. G.; Fish, A.; Sydow, J. (2007) Interorganizational Networks at the Network Level: A Review of the Empirical Literature on Whole Networks, In: Journal of Management; Vol. 33 no. 3, pp. 479-516.
2. A Discussion on different modes of Network governance and its effectiveness
Literature: Provan, K. G.; Kenis, P. (2008) Modes of Network Governance: Structure, Management, and Effectiveness, In: Journal of Public Administration Research and Theory, Vol. 18, pp. 229-252.
Winkler, Ingo (2006): „Network Governance Between Individual and Collective Goals: Qualitative Evidence from Six Networks“, in: Journal of Leadership and Organizational Studies, Vol. 12, no. 3, pp. 119-134.
3. The role of informal networks in international business

Literatur: Rank, O.N. (2008) Formal structures and informal networks: Structural analysis in organizations, In: Scandinavian Journal of Management, Volume 24, Issue 2, June 2008, pp. 145-161.
Krackhardt, D., and Hanson, J. (1993) Informal Networks: The Company Behind the Chart, In: Harvard Business Review Vol. 71, pp. 104-111.

Decentralized Teams

4. leading a decentralized team

Literature: Maznevski, M. L.; Chudoba, K., M. (2000): „Bridging Space over Time: Global Virtual Team Dynamics and Effectiveness“, in: Organization Science, Vol. 11, Nr. 5, S. 473-492.

Oakley, J. (1999) Leadership Processes in Virtual Teams and Organizations, In: Journal of Leadership & Organizational Studies, Vol. 5, no. 3, pp. 3-17.

5. Defining transaction costs in decentralized Teams

Literature: Sydow, J. (1992) Strategische Netzwerke - Evolution und Organisation, Gabler Verlag.

Coase, R. H. (1937): The Nature of the Firm, in: *Economica* N. S. Vol.4 (1937), S. 386-405.

Interests and motivation

6. A discussion on monetary and non-monetary incentives in different cultural settings

Literature: Kräkel, M. (1996) Direkte versus indirekte Leistungsanreize - eine kritische Diskussion der traditionellen ökonomischen Anreiztheorie, In: Zeitschrift für Personalforschung, Vol. 4, pp. 358.

Mathauer, I.; Imhoff, I. (2006) Health worker motivation in Africa: the role of non-financial incentives and human resource management tools, In: *Human Resources for Health*, Vol. 4, pp. 24.

7. The principal agent theory in the context of development cooperation

Literature: Holmstrom, B.; Milgrom, P. (1991) Multitask Principal-Agent Analyses: Incentive Contracts, Asset Ownership, and Job Design, In: Journal of Law, Economics, and Organization, Vol. 7, Pp. 24-52.

Wolff, B.; Huppert, W. (2000) Governance by contractual rules – improving service regulations in irrigation, GTZ.

8. Behavioral Incentives generated by the Institutional Environment of South America

Literature: Williamson, O. E. (2000), The New Institutional Economics: Taking Stock, Looking Ahead, In: Journal of Economic Literature, Vol. 38, p. 595-613.

Alston, L. J. /Eggertsson, T. /North, D. C. (Eds.) (1996), Empirical Studies in Institutional Change, Cambridge University Press: Cambridge.

Intercultural Challenges

9. Clientelism in developing and less developed countries

Literature: Bustikova, Lenka and Corduneanu-Huci, Cristina, The Correlates of Clientelism: Economic Development and Historical State Capacity (2009). APSA 2009 Toronto Meeting Paper.

Martin, R. (2002), Politicized Managerial Capitalism: Enterprise Structures In Post-Socialist Central and Eastern Europe, In: Journal of Management Studies, 39: 823–839.

10. Doing business in in South-America and the influence of cultural dimensions

Literature: Hofstede, G. H. (1984) Culture's consequences: international differences in work-related values. SAGE.

House, R. et al (2004) Culture, leadership, and organizations: the GLOBE study of 62 societies. Sage.

Structure and processes

11. Structure and processes in project management

Literature: Van Der Merwe, A. P. (2002) Project management and business development: integrating strategy, structure, processes and projects, In: International Journal of Project Management, Vol. 20, Is. 5, pp. 401-411.

Evaristo, R.; van Fenema, P. C. (1999) A typology of project management: emergence and evolution of new forms, In: International Journal of Project Management, Vol. 17, Is. 5, pp. 275-281.

12. Communication as a core process in transnational project teams

Literature: Adenfelt, M.; Lagerström, K. (2006) Enabling knowledge creation and sharing in transnational projects, In: International Journal of Project Management, Vol. 24, Is. 3, pp. 191-198.

Kealey, D. J.; Protheroe, D. R. (1996) The effectiveness of cross-cultural training for expatriates: An assessment of the literature on the issue, In: International Journal of Intercultural Relations, Vol. 20, Is. 2, pp. 141-165.