



University of Zurich

IOU – Institute of Organization and Administrative Science

IOU NEWSLETTER No. 6, SEPTEMBER 2010

Dear Readers:

With the 6th Newsletter, we are happy to inform you about the recent activities at the Institute of Organization and Administrative Science (IOU).

The members of our Institute **continued to successfully contribute to international research** in their respective fields of interest (see sections on Publications). **Journal articles** are published or accepted for publication among others in the *Business Ethics Quarterly*, *Journal of Business Ethics*, *Journal of Management Studies*, *Organization Studies*, or *Organizational Dynamics*. To make our current research more visible, the IOU started a **working paper series** (see section on Working Paper Series). The papers can be downloaded on our homepage as well as on the respective SSRN pages of the main author of the paper. The professors of the Institute are frequently cited in the Social Science Citation Index (see section on Research Acknowledgements).

On May 4, 2010, **Prof. Dr. Dr. h.c. Margit Osterloh gave her emeritus speech** at the University of Zurich (see second page). She left the Institute at the end of July, 2010. She will continue her research through funded research programs, among others as a Full Professor of Management Science at the University of Warwick.

Prof. David Seidl, PhD has been elected **Division Chair** of the Academy of Management Interest Group “Strategizing Activities and Practice” (SAP) and was appointed **Senior Editor** of *Organization Studies*.

Our doctoral students and junior faculty members **actively contributed to international scientific conferences**. They prepared themselves for their academic careers by participating in summer schools and PhD or junior faculty workshops. Members of the Institute **acted as (co-)convenors or conference organizers** (see sections on Summer Schools, on Conferences and on Convenorships).

The institute was able to **offer interesting contacts with practitioners for students**. The Chair of Prof. Dr. Andreas Georg Scherer held a seminar on corporate communication in cooperation with the public relations agency Pleon C-Matrix AG (Zurich), offering practice case studies for the participating students. The Chair of David Seidl, PhD, launched the fellowship program Champions League for students, offering extracurricular workshops and seminars with leading professional service firms (see section on Teaching Initiatives for Students).

We were once again happy to **host renowned scholars** in their field of research as guest lecturers, research collaborators or workshop convenors. As guest lecturers we could welcome **Prof. Paula Jarzabkowski, PhD, Prof. Bill McKinley, PhD, Prof. Harimidos Tsoukas, PhD, and Prof. Michael Santoro, PhD** (see sections on Guest Lectures and on Research and Teaching Invitations).

The members of the Institute successfully continued to collect research grants. All together, **six members of the institute received research grants** for their projects.

Sincerely yours,

Prof. Dr. Andreas Georg Scherer

Director of the Institute

Zurich, September 2010



EMERITUS SPEECH OF PROF. DR. DR. H.C. MARGIT OSTERLOH



Prof. Margit Osterloh held her emeritus speech on May 4, 2010 at the University of Zurich. She became Professor at the Department of Business Administration of the University of Zurich in 1991.

During her time at the University of Zurich, she was an eminent member of the faculty, dedicating her efforts to research and teaching.

In her emeritus speech, Prof. Osterloh argued for the research autonomy of scholars, emphasizing that autonomy leads to voluntary self-

commitment. She contrasted the University as a managed business against an understanding of the University as a "republic of scholars". Universities are moving from the ideal of a University as a republic of scholars where researchers are dedicated to their ideas and have the autonomy to pursue those, towards a University as a managed business where researches are evaluated according to their research outputs. She critiqued rankings as becoming the sole standard for assessing the quality of a researcher, rather than the content of his or her research. Rankings should be used sparsely and only as part of a comprehensive overall evaluation by peers.

We thank her again for all she has done for the Institute, the faculty and the University of Zurich and we wish her all the best for her future!

RESEARCH ACKNOWLEDGEMENTS OF THE IOU

RESEARCH IMPACT OF THE PROFESSORS OF THE IOU

In terms of impact the Professors of the IOU score as follows in the **Social Science Citation Index/ISI Web of Science** (as of August 23, 2010):

Name	Citations Total	Citations 2010	Entries in the SSCI/ISI	Cited Articles published in
Osterloh, M.	198	41	10	1x Organization Science, 1x Research Policy, 1x Journal of Management Inquiry, 1x Scandinavian Journal of Management, 1x Corporate Governance, 1x Nature, et al.
Scherer, A. G.	191	74	14	4x Academy of Management Review, 2x Organization, 1x Organization Studies, 2x Journal of Business Ethics, 2x Business Ethics Quarterly, et al.
Seidl, D.	83	18	8	1x Journal of Management Studies, 3x Organization, 3x Organization Studies, 1x Human Relations



FREQUENTLY CITED PAPERS OF THE IOU

Papers by members of the IOU are **frequently cited in the Social Science Citation Index** (ISI Web of Knowledge):

Osterloh, M. / Frey, B. S. (2000), "Motivation, Knowledge Transfer, and Organizational Forms, *Organization Science*, Vol. 11, No. 5, pp. 538-550; **paper listed as rank no. 12 most frequently cited paper** of over 550 papers published in *Organization Science* since 2000 (ISI Web of Knowledge, accessed August 23, 2010).

Palazzo, G. / **Scherer, A. G.** (2006), "Corporate Legitimacy as Deliberation: A Communicative Framework", *Journal of Business Ethics*, Vol. 66, No. 1, pp. 71-88; **paper listed as rank no. 1 most frequently cited paper** of over 1500 papers published in *Journal of Business Ethics* since 2006 (ISI Web of Knowledge, accessed August 23, 2010).

Scherer, A. G. / Palazzo, G. (2007), "Toward a Political Conception of Corporate Responsibility. Business and Society Seen From a Habermasian Perspective", *Academy of Management Review*, Vol. 32, No. 4, pp. 1096-1120; **paper listed as rank no. 4 most frequently cited paper** of over 200 papers published in *Academy of Management Review* since 2007 (ISI Web of Knowledge, accessed August 23, 2010).

Scherer, A. G. / Palazzo, G. / **Baumann, D.** (2006), "Global Rules and Private Actors – Toward a New Role of the Transnational Corporation in Global Governance", *Business Ethics Quarterly*, Vol. 16, No. 4, pp. 505-532; **paper listed as rank no. 1 most frequently cited paper** of over 250 papers published in *Business Ethics Quarterly* since 2004 (ISI Web of Knowledge, accessed August 23, 2010).

Scherer, A. G. / Palazzo, G. / Matten D. (2009), "Globalization as a Challenge for Business Responsibilities", *Business Ethics Quarterly*, Vol. 19, No. 3, pp. 327-347; **paper listed as rank no. 3 most frequently cited paper** of over 50 papers published in *Business Ethics Quarterly* since 2009 (ISI Web of Knowledge, accessed August 23, 2010).

Scherer, A. G. / Spender, J. C. (2007), "The philosophical foundations of knowledge management: Editors' introduction", *Organization*, Vol. 14, No. 1, pp. 5-28; **paper listed as rank no. 8 most frequently cited paper** of over 200 papers published in *Organization* since 2007 (ISI Web of Knowledge, accessed August 23, 2010).

Jarzabkowski, P. / Balogun, J. / **Seidl, D.** (2007), "Strategizing: The Challenges of a Practice Perspective", *Human Relations*, Vol. 60, pp. 5-27; **paper listed as rank no. 1 most frequently cited paper** of over 250 papers published in *Human Relations* since 2007 (ISI Web of Knowledge, accessed August 23, 2010).

PUBLICATIONS

BOOKS AND EDITORSHIPS

Guerard, S. (forthcoming), *Structure organisationnelle et processus de prise de décision dans les régions régionales de la santé et des services sociaux du Québec*, Les Editions Universitaires Européennes.

Homberg, F. (2010), *Auslöser für Akquisitionen: Synergien oder Hybris?*, Göttingen: Optimus Verlag.

Patzer, M. (2009), *Führung und ihre Verantwortung unter den Bedingungen der Globalisierung: Ein Beitrag zu einer Neufassung vor dem Hintergrund einer republikanischen Theorie der Multinationalen Unternehmung*, Berlin: Patzer Verlag.

Scherer, A. G. / **Butz, A.** (Guest Editor) (2010) (forthcoming), "Unternehmensethik und CSR in betriebswirtschaftlichen Teildisziplinen", *Die Unternehmung*, Vol. 64.

Scherer, A. G. / Palazzo, G., (Eds.) (2010), *Handbook of Research on Global Corporate Citizenship*, Cheltenham (UK) and Northampton (Mass.): Edward Elgar 2008 (Hardback), 2010 (Paperback).

Scherer, A. G. / Palazzo, G. / Matten, D. (2012) (Guest Eds.) (in preparation), "The Business Firm as a Political Actor: A New Theory of the Firm for a Globalized World", *Business and Society*, Vol. 51.

Brunsson, N. / Rasche, A. / **Seidl, D.** (Eds.) (2012) (in preparation), Special Issue on „Dynamics of Standardization“, *Organization Studies*.



Fincham, R. / Mohe, M. / **Seidl, D.** (Eds.) (2012) (in preparation), Special Issue on “Uncertainty and Management Consulting”, *International Studies of Management & Organizations (ISMO)*.

Golsorkhi, D. / Rouleau, L. / **Seidl, D.** / Vaara, E. (2010) (Eds.), *Cambridge Handbook of Strategy-as-Practice*, Cambridge: Cambridge University Press.

Kirsch, W. / **Seidl, D.** / van Aaken, D. (2009), *Unternehmensführung. Eine evolutionäre Perspektive*, Stuttgart: Schäffer-Poeschel.

Kirsch, W. / **Seidl, D.** / van Aaken, D. (2010), *Evolutionäre Organisationstheorie*, Stuttgart: Schäffer-Poeschel.

Ricken, B. / **Seidl, D.** (2010), *Unsichtbare Strukturen: Wie sich soziale Netzwerke im Unternehmen nutzen lassen*, Gabler: Wiesbaden.

JOURNALS

Mena, S. / de Leede, M. / **Baumann, D.** / Black, N. / Lindeman, S. / McShane, L. (2010), “Advancing the Business and Human Rights Agenda: Dialogue, Empowerment, Constructive Engagement”, article was published online in *Journal of Business Ethics*, Vol. 93, No. 1, pp. 161-188.

Denis, J.-L. / Lamothe, L. / Langley, A. / **Guérard, S.** (2010), “Reforma y Gobernanza en Salud: El Atractivo del Gerenciamiento en la Acción Pública”, *Revista de Salud Pública (Colombia)*, Vol. 12, No. 1, pp. 105-122.

Homborg, F. / **Osterloh, M.** (2010) (forthcoming) “Fusionen und Übernahmen im Licht der Hybris - Überblick über den Forschungsstand”, *Journal für Betriebswirtschaft*.

Inauen, E. / Frey B. S. (2010) (forthcoming), “Benediktinerabteien aus ökonomischer Sicht. Über die ausserordentliche Stabilität einer besonderen Institution”, *Erbe und Auftrag*.

Inauen, E. / **Rost, K.** / Frey, B.S. / **Homborg, F.** / **Osterloh, M.** (2010) (forthcoming), “Monastic Governance: Forgotten Prospects for Public Institutions”, *American Review of Public Administration*.

Inauen, E. / **Rost, K.** / **Osterloh, M.**, Frey, B.S. (2010), “Back to the Future: A Monastic Perspective on Corporate Governance”, *Management Revue*, Vol. 21, No. 10, pp. 38-59.

Kaufmann, I. M. / Rühli, F. (2010), “Without ‘Informed Consent’? Ethics and Ancient Mummy Research”, *Journal of Medical Ethics*, August 2010.

Frost, J. / **Osterloh, M.** / Weibel, A. (2010), “Governing Knowledge Work: Transactional and Transformational Solutions”, *Organizational Dynamics*, Vol. 39, No. 2, pp. 126-136.

Weibel, A. / **Osterloh, M.** / **Rost, K.** (2010), “Pay for Performance in the Public Sector: Benefits and (Hidden) Costs”, *Journal of Public Administration Research and Theory*, Vol. 20, No. 2, pp. 387-412.

Osterloh, M. / Frost, J. (2009), “Bad for Practice – Good for Practice from Economic Imperialism to Multidisciplinary Mapping”, *Journal of International Business Ethics*, Vol. 2, No. 1, pp. 36-45.

Rost, K. / **Osterloh, M.** (2010), “Opening the Black Box of Upper Echelons: Expertise and Gender as Drivers of Poor Information Processing”, *Corporate Governance. An International Review*, Vol. 18, No. 3, pp. 212-233.

Rost, K. / Weibel, A. / **Osterloh, M.** (2010), “Good organizational design for bad motivational dispositions?”, *Die Unternehmung*, 2/2010, pp. 107-136.

Heugens, P. / **Scherer, A. G.** (2010) (forthcoming), “When Organization Theory Met Business Ethics. Towards Further Symbiosis”, *Business Ethics Quarterly*, Vol. 20, No. 4, pp. 643-672.

Jarzabkowski, P. / Mohrman, S. / **Scherer, A. G.** (2010) (forthcoming), “Organization Studies as Applied Science. The Generation and Use of Academic Knowledge about Organizations”, *Organization Studies*, Vol. 31 (September/October).

Scherer, A. G. / **Butz, A.** (2010) (forthcoming), “Unternehmensethik und CSR in betriebswirtschaftlichen Teildisziplinen: Eine Einführung”, *Die Unternehmung*, Vol. 64.



Scherer, A. G. / Palazzo, G. (2011) (forthcoming), "The New Political Role of Business in a Globalized World – A Review of a New Perspective on CSR and its Implications for the Firm, Governance, and Democracy", *Journal of Management Studies*, Vol. 48.

Schoeneborn, D. / **Scherer A. G.** (2010), "Communication as Constitutive of Terrorist Organizations", *Academy of Management Best Paper Proceedings 2010*.

Braun, T. / Bergstrom, C. T. / Frey, B. S. / **Osterloh, M.** / West, J. D. / Pendlebury D. / Rohn, J. (2010), "How to Improve the Use of Metrics", *Nature*, Vol. 465, No. 7300, pp. 870-872.

Mohe, M / **Seidl, D.** (2010), "Theorizing the Client-Consultant Relationship from the Perspective of Social-Systems Theory", *Organization*, Vol. 17.

Nicolai, A. / **Seidl, D.** (2010), "That's Relevant! Towards a Taxonomy of Practical Relevance", *Organization Studies*, Vol. 31.

Ortmann, G. / **Seidl, D.** (2010), "Strategy Research in the German Context: The Influence of Economic, Sociological, and Philosophical Traditions", *Advances in Strategic Management*, Vol. 27, pp.353-387.

Seidl, D. (2009), "Kollektive Entscheidungen und soziale Komplexität. Ein Kommentar vor dem Hintergrund der Entscheidungsforschung in der Betriebswirtschaftslehre", *Soziale Systeme*, Vol. 15, pp. 46-53.

Zeitoun, H. / Pamini, P. (2010), "CEOs as Temp Workers? The Influence of Corporate Governance on Leadership Continuity", *EURAM 2010 SIG Corporate Governance, Best Paper Proceedings*, pp. 1-38.

CONTRIBUTIONS TO BOOKS

Baumann, D. / **Scherer, A. G.** (2010), "The Organizational Implementation of Corporate Citizenship", in: Lenzen, E. (Ed.): *UN Global Compact International Yearbook 2010*, Münster: macondo Media Group, pp. 52-56.

Kaufmann, I. M. (2010) (forthcoming), "Neuroökonomie", in: Assländer, M. S. (Ed.): *Handbuch Wirtschaftsethik*, Metzler: Stuttgart/Weimar.

Matusall, S. / **Kaufmann, I. M.** / Christen, M. (2010) (forthcoming), "The Emergence of Social Neuroscience as an Academic Discipline", in: Decety, J. / Cacioppo, J. (Eds.), *The Handbook of Social Neuroscience*, Oxford: Oxford University Press.

Palazzo, G. / **Scherer, A. G.** (2010), "The UN Global Compact as a Learning Approach", in: Rasche, A. / Kell, G. (Eds.), *The United Nations Global Compact. Achievements, Trends and Challenges*, Cambridge (UK): Cambridge University Press, pp. 234-247.

Palazzo, G. / **Scherer, A. G.** (2009), "Entfesselung und Eingrenzung - Konsequenzen einer global entfesselten ökonomischen Vernunft für die soziale Verantwortung der Unternehmung", in: Breuer, M. / Mastronardi, P. / Waxenberger, B. (Eds.), *Markt, Mensch und Freiheit. Wirtschaftsethik in der Auseinandersetzung*, Bern: Haupt, pp. 81-95.

Scherer, A. G. (2010), "Die Multinationale Unternehmung als politischer Akteur in der globalisierten Welt", in: *Unternehmensethik. Forschungsperspektiven zur Verhältnisbestimmung von Unternehmen und Gesellschaft*, Olaf Schumann, Alexander Brink und Thomas Beschorner (Eds.), Marburg: Metropolis Verlag, pp. 149-163.

Scherer, A. G. / **Marti, E.** (2010) (forthcoming), "The Normative Foundation of Finance: How Misunderstanding the Role of Financial Theories Distorts the Way We Think about the Responsibility of Financial Economists", in: Shrivastava, P. / Statler, M. (Eds.), *Learning from Global Financial Crisis: Creatively, Reliably and Sustainably*, Stanford: Stanford University Press.

Scherer, A. G. / Palazzo, G. / **Butz, A.** (2009), "Die neue politische Rolle von Unternehmen in einer globalisierten Welt – Ein Überblick über die Forschungslandschaft", in: Moser, R. (Ed.), *Internationale Unternehmensführung. Entscheidungsfindung und politische Aspekte*, Wiesbaden: Gabler Edition Wissenschaft, pp. 1-31.

Scherer A. G. / **Patzer, M.** (2010) (forthcoming), "Where is the Theory in Stakeholder Theory? – A Multi-paradigm Analysis of Contributions to Stakeholder Literature", in: Phillips, R. (Ed.), *Stakeholder Theory @ 25*, Cheltenham (UK): Edward Elgar.



Schoeneborn, D. / Haack, P. / Wickert, C. (forthcoming), "Fallstudie MNUs: Der „Equator-Principles“-Standard in der Finanzindustrie", in: Raupp, J. / Jarolimek, S. / Schultz, F. (Eds.), *Handbuch Corporate Social Responsibility. Kommunikationswissenschaftliche Grundlagen und methodische Zugänge. Mit Lexikon*, Wiesbaden: VS.

Golsorkhi, D. / Rouleau, L. / **Seidl, D.** / Vaara, E. (2010), "What is Strategy-as-Practice", in: Golsorkhi, D. / Rouleau, L. / Seidl, D. / Vaara, E. (Eds.), *Cambridge Handbook of Strategy as Practice*, Cambridge: Cambridge University Press, pp. 1-20.

MacIntosh, R. / MacLean, D. / **Seidl, D.** (2010), "Unpacking the Effectivity Paradox of Strategy Workshops: Do Strategy Workshops Produce Strategic Change?", in: Golsorkhi, D. / Rouleau, L. / Seidl, D. / Vaara, E. (Eds.), *Cambridge Handbook of Strategy as Practice*, Cambridge: Cambridge University Press, pp. 291-307.

Mohe, M. / **Seidl, D.** (2009), "Systemic Concepts of Intervention", in: Buono, A. / Poufelt, F. (Eds.), *Client-Consultant Collaboration*, Greenwich: Information Age Publishing.

Seidl, D. (2009), "Productive Misunderstandings between Organisation Science and Organisation Practice: The Science-Practice Relation from the Perspective of Niklas Luhmann's Theory of Autopoietic Systems"; in: Magalhaes, R. / Sanchez, R. (Eds.), *Autopoiesis in Organization Theory and Practice*, Advanced Series in Management. Amsterdam: Elsevier, pp. 133-148.

Seidl, D. / Schoeneborn, D. (in print), "La Théorie Autopoïétique des Organisations de Niklas Luhmann". In: Germain; O. (Ed.), *Les Grands Inspirateurs de la Théorie des Organisations*, Vol. 2, Caen: Editions Management et Société.

MAGAZINES AND OTHER MEDIA

Haack, P. (2010), "Private Akteure in der Global Governance - Kommunikative Grundlage von Legitimität: Ein Forschungsprojekt in Kooperation mit dem UN Global Compact", *Forum Wirtschaftsethik*, Vol. 18, No. 1, pp. 62-63.

Inauen, E. / Frey, B. S. (2009), "Klöster als Pioniere der Corporate Governance", *Neue Zürcher Zeitung*, Dezember 31, 2009, p. 31.

Osterloh, M. (2010), "Unternehmen Universität? Wie die Suche nach Effizienz, Output-Messung und das Ranking-Fieber in der Wissenschaft zu Opportunismus und Ideenarmut führen können", *Neue Zürcher Zeitung*, May 19, 2010, p. 31.

Osterloh, M. (2010), "Bitte keine Boni mehr", *Focus*, No. 15, April 12, 2010, pp. 130-132.

Osterloh, M. (2010), "Akquisitionen: Synergien, Abzockerei oder Selbstüberschätzung", *io new management*, No. 6, p. 66.

Osterloh, M. (2010), "Rankings – die Kultur der Einfeld.", *io new management*, No. 1-2, p. 66.

Osterloh, M. (2009), "Der Rankingwahn greift um sich" (editorial), *ESNA Bulletin No. 042*, December 2, 2009.

Osterloh, M. (2009), "Wir brauchen Fixlöhne und Gewinnbeteiligungen", *SKO Leader*, No. 4, pp. 6-7.

Osterloh, M. / Luethi, R. (2010), "Open Innovation oder die Kunst, die Kontrolle zu kontrollieren", *Industrie Management*, 3/2010.

Osterloh, M. / Rost, K. (2009), "Variable Entlohnung als Motivationsinstrument für den Verkauf: Pro und Kontra", *index Management mit gesundem Menschenverstand*, Vol. 3 No. 4, pp. 90-93.

Osterloh, M. / Rost, K. / Homberg, F. / Heller, S. (2009), "Diversität im Top-Management", Bericht für das Bundesministerium für Forschung und Bildung.

Schoeneborn, D. (2009) "Unternehmen mögen Ökologie: Lieber grün kleiden als Greenpeace auf dem Dach", review of the book of Curbach, J. (2009), "Die Corporate-Social-Responsibility-Bewegung" published in the *Frankfurter Allgemeine Zeitung (FAZ)*, November 30, 2009.

Schoeneborn, D. / Wickert, C. (2010), "Zwischen Vertrauen und Kontrolle", *Denaris, Zeitschrift des Verbands Schweizerischer Vermögensverwalter*, Vol. 2.



Wickert, C. (2009), "Private Akteure in der Global Governance - die Rolle der KMU", *Forum Wirtschaftsethik*, Vol. 17, No. 4, pp. 53-55.

NEW WORKING PAPER SERIES

The Institute started a **working paper series**. All papers can be found on our homepage (<http://www.iou.uzh.ch/wp.php>) as well as on the SSRN-pages of the respective authors. Current papers in the series are:

Guérard, S. / Langley, A. (2009), "Struggles for Meaning and Struggles for Control: The Diffusion of Bandwagon Technology in two Institutional Contexts", IOU Working Paper No. 101, November 2009.

Scherer, A. G. / Palazzo, G. (2010), "The New Political Role of Business in a Globalized World – A Review of a New Perspective on CSR and its Implications for the Firm, Governance, and Democracy", *Journal of Management Studies*, Vol. 48, 2011, forthcoming, IOU Working Paper No. 109, May 2010.

Scherer, A. G. / Marti, E. (2010), "The Normative Foundation of Finance: How Misunderstanding the Role of Financial Theories Distorts the Way We Think About the Responsibility of Financial Economists". In: Learning from the Global Financial Crises: Building the Future Creatively, Reliably, and Sustainably, P. Shrivastava/M. Statler (Eds.), Stanford University Press, 2010, IOU Working Paper No. 108, May 2010.

Schoeneborn, D. (2010), "Organization as paradox communication: Luhmannian contributions to 'communication constitutes organization' (CCO)", IOU Working Paper No. 110, July 2010.

Schoeneborn, D. / Scherer, A. G. (2010), "Communication as Constitutive of Terrorist Organizations", IOU Working Paper No. 104, February 2010.

Schoeneborn, D. / Blaschke, S. / Kaufmann, I. (2009), "The Organization that Never Sleeps: A Metaphorical Pathology of Organizational Insomnia", IOU Working Paper No. 103, November 2009.

Blaschke, S. / **Schoeneborn, D. / Seidl D.** (2009), "Organizations as Networks of Communications: A Methodological Proposal", IOU Working Paper No. 102, November 2009.

Seidl, D. / Schoeneborn, D. (2010), "Niklas Luhmann's Autopoietic Theory of Organisations: Contributions, Limitations, and Future Prospects", IOU Working Paper No. 105, February 2010.

Splitter, V. / Seidl, D. (2010), "Are Practice-Based Approaches to Strategy Relevant to Practitioners? Implications of a Bourdieusian Perspective on the Relation between Management Research and Management Practice", IOU Working Paper No. 107, April 2010.

Voegtlin, C. / Patzer, M. / Scherer, A. G. (2010), "Responsible Leadership in Global Business: A Contingency Approach", IOU Working Paper No. 106, March 2010.

STAFF NEWS

NEW STAFF

We would like to welcome to the new staff members joining Prof. Dr. Dr. h.c. Margit Osterloh:

Martina Lauener, Office Manager, August 3, 2010.

We would like to welcome to the new staff members joining the department of Prof. Dr. Andreas Georg Scherer:

Dr. Dorothee Baumann, SNF Project Assistant, September 1, 2010 (office at Univ. of Lausanne & Zurich).

Maximiliane Haut, Research and Teaching Assistant, January 1, 2010.

Emilio Marti, Research Assistant, September 1, 2010.



University of Zurich

IOU – Institute of Organization and Administrative Science

Anselm Schneider, Adjunct Research Assistant (CCRS), January 1, 2010.

We would like to welcome to the new staff members joining the department of Prof. David Seidl, PhD:

Katharina Dittrich, Research and Teaching Assistant, September 1, 2010.

STAFF LEAVING THE INSTITUTE

We wish the following staff members leaving the department of Prof. Dr. Dr. h.c. Margit Osterloh all the best and continued success with their careers:

Lisa Elsasser, Office Manager, July 14, 2010.

Katja Rost will leave the IOU in September, 2010. She will go to the University of Mannheim and will work as a Junior Professor for Organizational Sociology in the Faculty of Social Science.

Fabian Homberg will leave the IOU in September, 2010. He assumes a position as Lecturer in Human Resources & Organizational Behavior at Bournemouth University, UK.

We wish the following staff members leaving the department of Prof. Dr. Andreas Georg Scherer all the best and continued success with their careers:

Moritz Patzer, Research and Teaching Assistant, left the IOU on December 31, 2009. He is working now in an executive management position at Patzer Verlag in Berlin.

We wish the following staff members leaving the department of Prof. David Seidl, PhD, all the best and continued success with their careers:

Fabienne Liechti, Office Manager, August 31, 2010. She continues her professional dance career in Los Angeles.

Ivana Leiseder, Student Assistant, August 31, 2010.

PROMOTIONS, HABILITATIONS, CALLS

Moritz Patzer passed his doctorate exam in 2009 at the University of Zurich. The title of his dissertation: "Führung und ihre Verantwortung unter den Bedingungen der Globalisierung: Ein Beitrag zu einer Neufassung vor dem Hintergrund einer republikanischen Theorie der Multinationalen Unternehmung".

Fabian Homberg passed his doctorate exam in the spring term 2010 at the University of Zurich. The title of his dissertation is: "Auslöser für Akquisitionen: Synergien oder Hybris?".

AWARDS, HONOURS, APPOINTMENTS

Haack, P. has been *invited by Walter W. Powell to become an affiliated Visiting Scholar at the Scandinavian Consortium for Organizational Research at Stanford University, United States.* The *Swiss National Science Foundation (SNF)* funds this research stay for the full year of 2011.

Haack, P. / Schoeneborn, D. / Wickert, C., "Exploring an Unexpected Love Story of Business and Society Logics: A Case Study on the Equator Principles' Standard in International Project Finance", *paper was awarded Best Student Paper* in the Sub-theme 13 "The Social Dynamics of Standardization", 25th EGOS Colloquium 2009, Barcelona (Spain), July 2-4, 2009.

Schoeneborn, D. / Scherer, A. G., "Communication as Constitutive of Terrorist Organizations", paper was selected to be published in the *Best Paper Proceedings of the 2010 Academy of Management Meeting*.



University of Zurich

IOU – Institute of Organization and Administrative Science

Seidl, D. has been elected *Division Chair of the Academy of Management Interest Group* “Strategizing Activities and Practice (SAP)”.

Seidl, D. has been appointed *Senior Editor of Organization Studies*.

Zeitoun, H. / Pamini, P., “CEOs as Temp Workers? The Influence of Corporate Governance on Leadership Continuity”, paper was selected to be published in *EURAM 2010 SIG Corporate Governance, Best Paper Proceedings*.

RESEARCH GRANTS

Guérard, S. received a project grant from the *Swiss National Science Foundation (SNF)* for the publication of his doctoral thesis.

Haack, P. has been invited by Walter W. Powell to become an affiliated Visiting Scholar at the Scandinavian Consortium for Organizational Research at Stanford University, United States. The *Swiss National Science Foundation (SNF)* funds this research stay for the full year of 2011.

Inauen, E. received an additional project grant from the *Ecoscientia Foundation* for the project “Corporate Governance: What Can Stock Corporations Learn from Monasteries?”.

Osterloh, M. / **Homberg, F.** received a project grant from the *Swiss National Science Foundation (SNF)* for the project: “Why M&A decisions fail. The impact of Diversity on managerial hubris”.

Scherer, A. G. / **Palazzo, G.** / **Baumann, D.** / **Schoeneborn, D.** received a research grant from the *Swiss National Science Foundation (SNF)* for the project: “Corporate Legitimacy and Corporate Communication - A Meso Level Analysis of Organizational Structures within Global Business Firms”.

Seidl, D. / **Guérard, S.** received a research grant from the *Swiss National Science Foundation (SNF)* for the project: “The Role of Meetings in Strategy Process”. This research project explores how series of meetings influence different phases of the strategy process, and aims at developing a theory to explain this phenomenon.

SUMMER SCHOOLS AND WORKSHOP PARTICIPATION

Ger, B. participated at *doctoral seminar “Organisationsforschung und Organisationsökonomik”* in Roggenburg (Germany), March 2010.

Ger, B. participated at the *seminar of the RUCOLA research group “Does body matter in organizational life?”*, International Doctoral School on Materiality in Practice-based Studies, Trento (Italy), December 2009.

Haack, P. was invited for a research stay at the *UN Global Compact Leaders Summit*, New York (United States), June 2010.

Haack, P. participated at the second *seminar of the Transnational Doctoral on Corporate Responsibility* in Kassel and Berlin (Germany), October 12-19, 2009.

Haack, P. / **Schoeneborn, D.** / **Wickert, C.** participated at the *Social Issues in Management (SIM) Paper Development Workshop* at the 2010 Annual Meeting of the Academy of Management, Montreal (Canada), August 6-10, 2010.

Homberg, F. participated at the *workshop “META-Analysis of Economics Research”*, Workshop & Colloquium (MAER), University Oregon, US.

Rost, K. participated at the *workshop “The Art of Academic Reviewing”* at the 26th EGOS Colloquium 2010, Lisbon (Portugal), July 1-3, 2010.

Schoeneborn, D. participated at the *Habilitanden/Post-Doc-Workshop* at the *Annual Meeting of the VHB WK ORG (Wissenschaftliche Kommission Organisation)*, Berlin (Germany), February 24, 2010.

Schoeneborn, D. participated at the *workshop “The Art of Academic Reviewing”* at the 26th EGOS Colloquium 2010, Lisbon (Portugal), July 1-3, 2010.



Schoeneborn, D. participated at the *PDW on "Materiality in Organization Studies"* at the 2010 Annual Meeting of the Academy of Management, Montreal (Canada), August 6-10, 2010.

Schoeneborn, D. participated at the *OMT Jr. Faculty Paper Development Workshop* at the 2010 Annual Meeting of the Academy of Management, Montreal (Canada), August 6-10, 2010.

Splitter, V. participated at the *PhD-Workshop* at the 26th EGOS Colloquium 2010, Lisbon (Portugal), July 1-3, 2010.

Voegtlin, C. participated at the *Social Issues in Management (SIM) Paper Development Workshop* at the 2010 Annual Meeting of the Academy of Management, Montreal (Canada), August 6-10, 2010.

GUEST LECTURERS

Prof. Paula Jarzabkowski, PhD, is a Professor of Strategic Management at Aston Business School and an Advanced Institute of Management (AIM) Ghoshal Fellow. She is experienced in qualitative methods, having conducted several qualitative studies in private and public organizations, using a range of qualitative methods, including cross-sectional and longitudinal case studies, and drawing on multiple qualitative data sources including interviews, observation, ethnographic techniques and documentary and archival sources. Her research is published in leading academic journals.

During his visit in Zurich, she gave a doctoral **Seminar on "Qualitative Methodology"**. The students learned from her rich experience as a qualitative research how to design and conduct qualitative research studies.

Prof. Haridimos Tsoukas, PhD, is the George D. Mavros Research Professor of Organization Theory at the Athens Laboratory of Business Administration (ALBA), Greece and a Professor of Organization Studies at Warwick Business School, University of Warwick, UK. He obtained his PhD at the Manchester Business School (MBS), University of Manchester. He has published widely in several leading academic journals, including the *Academy of Management Review*, *Strategic Management Journal*, *Organization* or *Journal of Management Studies*. He was the Editor-in-Chief of *Organization Studies* from 2003 until 2008 and has been serving on the Editorial Board of several journals. His research interests include: knowledge-based perspectives on organizations; the management of organizational change and social reforms; the epistemology of practice; and epistemological issues in organization theory.

During his visit in Zurich, he gave the doctoral **Seminar "Epistemological and Methodological Issues in Management Research: Process, Practice and Small-N Research Designs"**. The students learned about the underlying assumptions of research and their methodological implications.

Prof. William McKinley, PhD, is the Rehn Professor of Management at the Southern Illinois University at Carbondale, Illinois. His current research interests are, among others, in organization theory, restructuring and downsizing, and innovation. He is senior editor of *Organization Studies* and published articles for example in the *Academy of Management Review* and *Administrative Science Quarterly*.

During his visit in Zurich, he gave a **Seminar in Business Policy and Strategy** where he taught Students from the University of Zurich how to analyse various industries and to develop a corporate business strategy. He encouraged them to conduct research for their thesis on important Swiss industries. They had to combine the insights gained from their practical investigations with the theoretical concepts of the course and to present their research findings in class.

Prof. Michael A. Santoro, PhD, is a Professor of Management and Global Business at the Rutgers Business School, Newark and New Brunswick, New Jersey. He holds his PhD from Harvard University. His areas of research and interest are business ethics, business and government, and business and human rights in developing nations, particularly China and Southeast Asia. He is a member of the Editorial Board of *Business Ethics Quarterly* and the *Journal of Human Rights*.

During his visit in Zurich, he gave a **Seminar in Business Ethics in China** where he taught Students from the University of Zurich how to deal with the challenges of an emerging economy. The students had to identify several issues of economic reforms in China and how these reforms give rise to many complexities in the areas of politics and human rights. The students had to present their research findings in class.



RESEARCH AND TEACHING INVITATIONS

Jan Borkowski, Leuphana-Universität Lüneburg, "Respectful Leadership", March 9, 2010.

Frank de Bakker, VU University Amsterdam, "Social Movement Organizations and Corporate Social Change", March 29, 2010.

Ron Popper, ABB Schweiz, "Ethical Challenges in Global Business", May 3, 2010.

Michael Santoro, Rutgers University, "Business Ethics in China", May 26, 2010.

PRESENTATIONS, LECTURES, AND CONVENORSHIPS

TEACHING INITIATIVES FOR STUDENTS

PLEON C-Matrix

Seminar in Corporate Communication Public relations agency Pleon C-Matrix AG (Zurich), represented by CEO Mr Alexander Fink, organized a practice case study on the "Challenges of Crisis Communication: From the Financial Industry to the Catholic

Church" for the seminar "Corporate Communication". Seminar lecturer Dr Dennis Schoeneborn and the participating bachelor students are very grateful for this exciting learning experience!



Champions League Program, March 2010 The fellowship program of the Chair of Organization and Management, the Champions League, which started in March 2010, offers a range of extracurricular workshops and seminars for engaged, performance-oriented students. We collaborate with top-notch consultancies and organizations from the industry to provide our members with personalized knowledge and skills for career development. Furthermore, we aim to encourage dialogue between theory and praxis, as well as create opportunities for

partnerships between academics and practitioners.

Admittance to the Champions League program enables individuals to join an exclusive network and meet potential future employers. We are also able to offer students the opportunity to learn how research is performed at the Chair of Organization and Management.

CONGRESSES, CONFERENCES, LECTURES (FOR EACH MEMBER OF THE IOU IN CHRONOLOGICAL ORDER)

Baumann, D. / Scherer, A. G., "The Organizational Implementation of Corporate Citizenship at Five Swiss MNEs: An Empirical Analysis of the UN Global Compact", paper presented at the *VHB WK International Management Workshop 2010*, Berlin (Germany), February 19-20, 2010.

Guérard, S. / Langley, A., "Struggles for Meaning and Struggles for Control: The Diffusion of High-end Technology in Two Institutional Environments", paper presented at the *2010 Annual Meeting of the Academy of Management*, Montreal (Canada), August 8-10, 2010.

Guérard, S. / Gustafsson, R. / Bode, C., "Institutional Change through Field Interaction: The Case of the Environmental Movement and the Automotive Industry in Germany", paper presented at the *26th EGOS Colloquium 2010*, Lisbon (Portugal), July 1-3, 2010.

Haack, P. / Scherer, A. G., "Assessing the Communicative Legitimation of Private Governance: A Note on Conceptual and Methodological Issues", paper presented at the *5th European Consortium of Political Research (ECPR) General Conference*, Potsdam (Germany), September 10-12, 2009.

Haack, P. / Scherer, A. G., "Vertical Legitimacy Spillovers in Transnational Governance: The UN Global Compact and its Members", paper presented at the *2010 Annual Meeting of the Academy of Management*, Montreal (Canada), August 8-10, 2010.



Haack, P. / Schoeneborn, D., “First Contagion, then Negotiation? Exploring the Communicative Underpinnings of Corporate Responsibility Standardization”, paper presented at the *Annual Meeting of the Society for Business Ethics*, Montreal (Canada), August 7-10, 2010.

Haack, P. / Prasad, A., “Beyond Text Analysis: The Unmet Promise of Methodology in Micro-Institutional Research”, paper presented at *26th EGOS Colloquium 2010*, Lisbon (Portugal), July 1-3, 2010.

Haack, P. / Prasad, A., “Beyond Text Analysis: The Unmet Promise of Methodology in Analysis of Institutional Entrepreneurship”, paper presented at the *Doctoral Student Consortium of the International Conference on Institutions at Work*, Vancouver (Canada), June 17-19, 2010.

Haack, P., “Arguing Away the Legitimacy Deficit in Global Governance? The Communicative Legitimation of Transnational Proto-Institutions”, paper presented at the *6th New Institutionalism Workshop*, Lyon (France) March, 2010.

Inauen, E. / Rost, K. / Osterloh, M. / Frey, B.S., “A Monastic Perspective on Corporate Governance”, paper presented at the *Annual Meeting of the Society for Business Ethics*, Montreal (Canada), August 7-10, 2010.

Inauen E., “Internalizing Motivation: Motivation in Religious Orders”, paper presented at *26th EGOS Colloquium 2010*, Lisbon (Portugal), July 1-3, 2010.

Frey, B. S. / Inauen E. / Rost, K. / Osterloh, M., “A Monastic Perspective on Governance”, keynote speech, *The Charismatic Principle in Economic and Civil Life: History, Theory and Good Practice*, Sophia University, Loppiano (Italy), May 28-29, 2010.

Inauen E. / Rost, K. / Osterloh, M. / Frey, B. S., “A Monastic Perspective on Corporate Governance”, paper presented at the *EURAM Annual Conference*, Rome (Italy), May 19-22, 2010.

Käser, P. / Fischbacher, U., “Collaborative Production of Knowledge: Why Knowledge Sharing May Be a Zero-Sum Game”, paper presented at the *Conference on Knowledge in Organizations*, Monte Verità, Ascona (Switzerland), May 30 - June 3, 2010.

Frey, B.S. / Osterloh, M. / Homberg, F., “Pay for Performance. Does it Really Motivate Public Officials?”, paper presented at the *EURAM Annual Conference*, Rome (Italy), May 19-22, 2010.

Patzer, M. / Scherer, A. G., “Global Responsible Leadership: Towards a Political Conception”, paper presented at *26th EGOS Colloquium 2010*, Lisbon (Portugal), July 1-3, 2010.

Rost, K. / Osterloh, M., “Opening the Black Box of Upper Echelons: Expertise and Gender as Drivers of Poor Information Processing During the Financial Crisis”, paper presented at the *2010 Annual Meeting of the Academy of Management*, Montreal (Canada), August 8-10, 2010.

Rost, K. / Osterloh, M., “Does Variable Pay-for-Performance Really Work?”, Key-Note speech at the *Führungskonferenz der Helaba*, Landesbank Hessen-Thüringen, Frankfurt a.M. (Germany), November 6, 2009.

Rost, K. / Inauen, E. / Osterloh, M. / Frey, B.S., “Corporate Governance: What Can Stock Corporations Learn from Monasteries?”, paper presented at *Governing Good and Governing Well - The First Global Dialogue on Ethical and Effective Governance*, Amsterdam (Netherlands), May 28-30, 2009.

Rost, K. / Osterloh, M., “Opening the Black Box of Upper Echelons: Expertise and Gender as Drivers of Poor Information Processing During the Financial Crisis”, *Workshop on Top Management Teams & Business Strategy Research: Responses and Adaptability in Turbulent Times*.

Gainet, C. / Scherer, A. G., “A European Perspective on Social Issues in Management”, caucus at the *2010 Annual Meeting of the Academy of Management* (organizers: Gainet, C. / Scherer, A. G., participants: Mat-ten, D. / Mele, D. / Moon, J. / Van Oosterhout, H. / Gond, J.-P. / Wasieleski, D. M.), SIM Division, Montreal (Canada), August 7-10, 2010.

Scherer, A. G. / Marti, E., “The Normative Foundation of Finance: Two Views of Problems and what they Mean for Financial Theory”, paper presented at the *third Critical Finance Studies Conference*, Panel on: Finance and Ethics, Amsterdam (Netherlands), August 18-20, 2010.

Scherer, A. G. / Marti, E., “The Normative Foundation of Finance: How Misunderstanding the Role of Financial Theories Distorts the Way We Think about the Responsibility of Financial Economists”, paper presented at the *Annual Meeting of the Society for Business Ethics*, panel on: Varieties of Political-Economic Systems



and Trickle Down vs. Bottom-Up Stimulus/Bailout Approaches (organizer Nielsen, R. P., participants: Bevan, D. / Duska, R. / Scherer, A. G.), Montreal (Canada), August 7-10, 2010.

Bartley, T. / Djelic, M.-L. / **Scherer, A. G.**, Moderator: Lounsbury, M., "Showcase Panel: Dialogue and Research Traditions in Organizations, Movements, and Civil Society", panel discussion at the *5th Organization Studies Summer Workshop 2010: "Social Movements, Civil Societies and Corporations"*, Margaux (France), May 26-28, 2010.

Scherer, A. G. / Palazzo, G., "The Political Role of Global Business and Civil Society Actors – A Paradigm Shift in Business and Society and its Implications for CSR, Governance, and Democracy", paper presented at the *5th Organization Studies Summer Workshop 2010: "Social Movements, Civil Societies and Corporations"*, Margaux (France), May 26-28, 2010.

Scherer, A. G. / **Baumann, D.** / **Schneider, A.**, "Corporate Citizenship and Corporate Governance – Compensating for the Democratic Deficit of Corporate Political Activity", paper presented at the *Fourth International Colloquium on Corporate Political Activity: "The Governance Challenges of Corporate Political Activity"*, Long Island University (USA), May 20-22, 2010.

Scherer, A. G., "Corporate Social Responsibility Put to the Test. What Are the Responsibilities at Local, National & Global Levels? Lessons Learnt for International Business Ethics", presentation at the *Lasalle Ethik Forum 2010 Ethics in Business and the Economy in the Face of the Crisis*, Lasalle House Bad Schönbunn (Switzerland), March 25-26, 2010.

Scherer, A. G. / Palazzo, G., "The New Political Role of Business in a Globalized World – A Paradigm Shift in CSR and its Implications for the Firm, Governance, and Democracy", paper presented at the *VHB WK Organization Workshop 2010*, TU Berlin (Germany), February 24-26, 2010.

Scherer, A. G., "Organizing for Legitimacy: Challenges for MNCs in a Globalized World", presentation at the *2010 Transatlantic Doctoral Academy in Corporate Responsibility (Politics and Rights: Theoretical Perspectives in Business Ethics)*, York University, Toronto (Canada), February 12, 2010.

Scherer, A. G., "Teaching Business Ethics in Switzerland", podium discussion of *EBEN Switzerland (Swiss chapter of the European Business Ethics Network)*, HWZ Zurich University of the Applied Sciences, December 11, 2009.

Scherer, A. G. / Palazzo, G., "The New Political Role of Business in a Globalized World – A Paradigm Shift in CSR and its Implications for the Firm, Governance, and Democracy", paper presented at the panel on "Transnational Integration Regimes and the Governance of Global Standards", *Academy of International Business (AIB) Research Frontiers Conference*, Charleston (USA), December 3-5, 2009.

Scherer, A. G., "The New Political Role of Business in a Globalized World – A Paradigm Shift in CSR and its Implications for the Firm, Governance, and Democracy", invited lecture at the *Rotterdam School of Management (RSM), Erasmus University of Rotterdam*, Rotterdam (Netherlands), November 11, 2009.

Scherer, A. G., "Ethics & Leadership. Understanding, Explaining and Discussing the Importance of Corporate Social Responsibility", podium contribution to the *iimt's Leaders' Lunch*, *iimt International Institute of Management in Technology*, University of Fribourg (Switzerland), October 16, 2009.

Schneider, A., "Globalization and the Political Role of the Firm: Implications for Corporate Governance", paper presented at the *2010 Annual Meeting of the Academy of Management*, Montreal (Canada), August 8-10, 2010.

Schneider, A., "Closing the Legitimacy Gap in Corporate Governance: Governing the Multinational Corporation by Means of Democratic Decision Making", paper presented at *26th EGOS Colloquium 2010*, Lisbon (Portugal), July 1-3, 2010.

Schneider, A., "Globalization and the Political Role of the Firm: Implications for Corporate Governance", paper presented at the *Brown Bag Seminar at the World Trade Institute*, Universität Bern (Switzerland), January 1, 2010.

Schoeneborn, D. / **Scherer, A. G.**, "Communication as Constitutive of Terrorist Organizations", paper presented at the *2010 Annual Meeting of the Academy of Management*, Montreal (Canada), August 8-10, 2010.



Schoeneborn, D., "Organization as Communication, Written Down in Bullet Points: PowerPoint and the De-Processualization of Strategizing", paper presented at the *1st International Strategy as Practice Workshop in North America: "Talk, Text and Tools in the Practice of Strategy"*, Montréal (Canada), August 5, 2010.

Blaschke, S. / **Schoeneborn, D.** / **Seidl, D.**, "Turning Organizations Inside Out: A Network Analysis of Organizations as Communications", paper presented at the *26th EGOS Colloquium 2010*, Lisbon (Portugal), July 1-3, 2010.

Schoeneborn, D., "Encapsulating Contingency in Temporality: A Process Perspective on Project Organization", paper presented at the *26th EGOS Colloquium 2010*, Lisbon (Portugal), July 1-3, 2010.

Schoeneborn, D., "The Client-Consultant Relationship: A Problematization from a Systems Theory Perspective" invited presentation at the "Arbeitskreis Unternehmensführung" of the *Schmalenbach Society*, hosted by Volkswagen AG, Wolfsburg (Germany), June 24-25, 2010.

Schoeneborn, D., "PowerPoint and the (In-)visibilization of Contingency in Consulting Firms", paper presented at the workshop *"The Future of Knowledge-Intensive Service Work: Theory and Practice of Managing Human and Organizational Resources"*, University of Oldenburg (Germany), June 17-18, 2010.

Schoeneborn, D., "How Does the Project Organization Survive its own Projects? Exploring Limited Organizational Awareness of Processuality", paper presented at the *Second International Symposium on Process Organization Studies*, Rhodes (Greece), June 11-13, 2010.

Seidl, D., "Meetings as Bundles of Practices Affecting the Stability/Change of Strategic Orientations", paper presented at the *2010 Annual Meeting of the Academy of Management*, Montreal (Canada), August 8-10, 2010.

Seidl, D. / **Splitter, V.**, "Is Strategy-as-Practice Relevant to Management Practice? On the Relation Between Research and Practice from the Perspective of Pierre Bourdieu", paper presented at the *26th EGOS Colloquium 2010*, Lisbon (Portugal), July 1-3, 2010.

Seidl, D. / MacIntosh, R. / MacLean, D., "A Rules-Based Approach to Strategy Workshops: A Case Study of Strategic Change and Continuity", paper presented at the *BOSS Conference Henley Business School*, University of Reading, Reading (UK), March 23, 2010.

Seidl, D. / MacIntosh, R. / MacLean, D., "A Rules-Based Approach to Strategy Workshops: A Case Study of Strategic Change and Continuity", *SMS (Strategic Management Society) Special Conference on "Intersections of Strategy Process and Strategy Practice"*, Finland, March 17-20, 2010.

Seidl, D. / Sanderson, P. / Roberts, J., "Applying the 'Comply-or-Explain' Principle: Conformance with Codes of Corporate Governance in the UK and Germany", paper presented at the *VHB WK Organization Workshop 2010*, TU Berlin (Germany), February 24-26, 2010.

Splitter, V., "Are Practice-Based Approaches to Strategy Relevant to Practitioners? Implications of a Bourdieusian Perspective on the Relation between Management Research and Management Practice", paper presented at the *26th EGOS Colloquium 2010*, Lisbon (Portugal), July 1-3, 2010.

Voegtlin, C. "Responsible Leadership: A Scale Development Approach", paper presented at the *Annual Meeting of the Society for Business Ethics*, Montreal (Canada), August 7-10, 2010.

Voegtlin, C. / **Patzer, M.** / **Scherer, A. G.**, "Responsible Leadership in Global Business: A Contingency Approach", paper presented at the *26th EGOS Colloquium 2010*, Lisbon (Portugal), July 1-3, 2010.

Waibel, P., "The Bottom Up Development Perspective in the Innovation Process of Base of the Pyramid Ventures" invited presentation for the course program "Especialización en cultura de paz" (Specialisation in Peace Culture), lecture "Cooperación Internacional" (International Cooperation), at the Pontificia Universidad Javeriana, Cali (Colombia), February 27, 2010.

Waibel, P., "The Importance of a Bottom Up Development Perspective when Serving the Base of the Pyramid", presentation at the *International Conference: "Impact of Base of the Pyramid Ventures"*, Delft (Netherlands), November 16.-18, 2009.

Wickert, C., "Conceptualizing the Role of SMEs as Private Actors in Global Governance", paper presented at the *Annual Meeting of the Society for Business Ethics*, Montreal (Canada), August 7-10, 2010.



Zeitoun, H. / Osterloh, M., Presentation held at the Symposium on "Stakeholder Management: Taking Stock and Looking Ahead" at the *2010 Annual Meeting of the Academy of Management*, Montreal (Canada), August 8-10, 2010.

Zeitoun, H. / Pamini, P., "CEOs as Temp Workers? The Influence of Corporate Governance on Leadership Continuity", paper presented at the *EURAM Annual Conference*, Rome (Italy), May 19-22, 2010.

Zeitoun, H. was invited to give a Master course at the University of Konstanz.

CONVENORSHIPS

Deflorin, P. / **Haack, P. / Rost, K.** / Scherrer, M. / **Schneider, A. / Schoeneborn, D. / Voegtlin, C. / Wickert, C.**, hosted a Swiss Reception as a social get together for friends and colleagues at the *2010 Annual Meeting of the Academy of Management*, Montreal (Canada), Aug. 8-10, 2010. We hope you all enjoyed the party!

Gainet, C. / **Scherer, A. G.**, organizer of the caucus "A European Perspective on Social Issues in Management", at the *2010 Annual Meeting of the Academy of Management*, participants: Matten, D. / Mele, D. / Moon, J. / Van Oosterhout, H. / Gond, J.-P. / Wasieleski, D. M.), SIM Division, Montreal (Canada), August 7-10, 2010.

Scherer, A. G. / Palazzo, G. / Weaver, G., convenors of the sub-theme "The Role of Leadership, Responsibility, and Ethics in a Globalized World: Behavioral Issues of Implementing CSR", at the *26th EGOS Colloquium 2010*, Lisbon (Portugal), July 1-3, 2010.

Seidl, D., organizer of the symposium on "The Role of Meetings in the Practice of Strategy", at the *2010 Annual Meeting of the Academy of Management*, Montreal (Canada), August 6-10, 2010.

Seidl, D. / Suddaby, R. / Le, J., convenors of the subtheme "Strategy-as-Practice: Institutions, Strategizing Activities and Practices" at the *26th EGOS Colloquium 2010*, Lisbon (Portugal), July 1-3, 2010.

Seidl, D. / Roberts, J. / Hendry, J. / Al-Amoudi, I., convenors of the sub-theme "Critical Perspectives on Corporate Governance" at the *6th Critical Management Studies Conference*, Warwick (UK), July 13-15, 2009.

STUDENT RESEARCH PAPERS

BACHELOR, DIPLOMA, LICENTIATES' AND MASTER THESES, CHAIR OF PROF. DR. DR. H.C. MARGIT OSTERLOH

Selection:

Barenco, Luca, "Empirical Methods Applied to the Concept of Fit in Corporate Governance".

Baumgartner, Bruno, "Die Auswirkungen des Sozialen Kapitals von Verwaltungsräten in Banken auf individuellen und kollektiven Erfolg vor und nach Ausbruch der Finanzkrise".

Ermanni, Sabrina, "Strukturelle Merkmale der Geschäftsleitung und ihre Auswirkungen".

Fessler, Pia, "Motivation ohne finanzielle Anreize - Eine Fallstudie zur Entwicklung von Identität und Motivation in einer Ordensgemeinschaft von Frauen".

Gugg, Tobias, "Organisationaler Wandel in der Gastronomiebranche bei veränderten Kundenbedürfnissen".

Hahn, Irene, "Die Visitationen in Orden als ein alternatives Modell externer Kontrolle - Ein Ordensvergleich".

Hesse, Jonas, "Die Handlungsspielräume der Top Manager und ihre Auswirkungen".

Keller, Larissa, "Die Suche der Unternehmen nach geeigneten Top Managern und ihre Auswirkungen".

Schneeberger, David, "Crowdsourcing: Herausforderungen und Lösungen".

Tadin, Jasmina, "Diversität in Top Management Teams".



University of Zurich

IOU – Institute of Organization and Administrative Science

BACHELOR, DIPLOMA, LICENTIATES' AND MASTER THESES, CHAIR OF PROF. DR. ANDREAS GEORG SCHERER

Selection:

Alt, Arnaud, "Anthropomorphe Metaphern in der Organisationstheorie: Anbindung an neurowissenschaftliche Erkenntnisse am Beispiel der Metapher des 'Organizational Excitement'".

Chen, Jih-Ming, "Untersuchung von Procedural Justice in Non-Profit Organisationen anhand des Praxisbeispiels der Studentenorganisation AIESEC".

Elezovic, Adnan, "Korruptionsbekämpfungsmechanismen als globales öffentliches Gut".

Maranda, Piroshka, "Unternehmen als politische Akteure: Der Beitrag der Silicon Fire AG zum Klimaschutz".

Meili, Sandra, "Die Vertrauensbegriffe aus Neuroökonomie und Organisationstheorie: Ein Vergleich anhand der Prinzipal-Agenten-Theorie".

Mituseva, Frosina, "Verantwortungsvolle Führung und der Zusammenhang zur Corporate Social Responsibility".

Schwerzmann, Samuel, "Entscheidungsbaum zum Beurteilen von Managementpositionen im Hinblick auf die Eignung für Teilzeitarbeit".

Soukup, Liliane, "Innovation in Japan: Welche Rolle spielen University Spin-offs im globalen Wettbewerb? "

Specker, Evelyn, "Neuroeconomic Research on Emotions and its Implication for Economic Theory and Idea of Man".

BACHELOR, DIPLOMA, LICENTIATES' AND MASTER THESES, CHAIR OF PROF. DAVID SEIDL, PHD

Selection:

Duman, Aynur, "Einfluss von Sozialisation auf die Kompetenzentwicklung von Führungskräften".

Herrli, Martin, "Einfluss der Boarddiversität auf den Unternehmenserfolg".