



University of Zurich

IOU – Institute of Organization and Administrative Science

IOU NEWSLETTER No. 7, DECEMBER 2010 - LATEST NEWS

- THE IOU WILL BE MERGED INTO THE NEW DEPARTMENT OF BUSINESS ADMINISTRATION -

Dear Friends and Colleagues of the IOU:

In the course of the restructuring of the Faculty of Economics, Business Administration and IT of the University of Zurich (UZH), the Institute of Organization and Administrative Science (IOU) will be merged into the newly established Department of Business Administration (IBW – Institut für Betriebswirtschaftslehre) by January 1, 2011. By the end of the year the IOU will no longer exist as a separate institution. Therefore, we wanted to take this opportunity to present you a summary of the main achievements. In the following, we highlight the milestones of the past seven years of its existence.

The Institute: The IOU was founded in 2004, consisting of the chair of Prof. Dr. Andreas Georg Scherer and the chair of Prof. Dr. h.c. Margit Osterloh. In 2008, Prof. David Seidl, PhD joined the Institute by becoming the new chair of Organization and Management. By the end of July this year, Prof. Osterloh became professor emerita at the UZH. She continues her research through funded research programs and – among others – as a Professor of Management Science at the University of Warwick.

Research and publications: During the seven years of the IOU, its members successfully contributed to international research in their respective fields of interest. Journal articles have been published in the *Academy of Management Review*, *Business Ethics Quarterly*, *Human Relations*, *Journal of Business Ethics*, *Journal of Management Studies*, *Nature*, *Organization*, *Organization Studies*, and *Research Policy*, among others.

At the end of 2009, the IOU started a working paper series to make the research of its members more visible. The papers can be downloaded from our homepage as well as on the respective SSRN pages of a paper's main author. In 2010 we will continue publishing our working papers on the SSRN website.

Teaching: The IOU has hosted renowned scholars as guest lecturers, research collaborators or workshop convenors. Among others, Prof. Ann Huff, PhD; Prof. Paula Jarzabkowski, PhD; Prof. Bill McKinley, PhD; Prof. Michael Santoro, PhD; Prof. Gary Weaver, PhD; Prof. Paul Shrivastava, PhD, who joined the IOU team for a period of time.

In its course offerings the IOU presented a variety of up-to-date topics of management and organization studies that are of theoretical and practical relevance, with an awareness of the ethical aspects of doing business. We were able to establish interesting contacts with practitioners for the students, e.g. by providing seminars where students could interact with company officials, or by launching the fellowship program Champions League, offering students extracurricular workshops and seminars with leading professional service firms.

Professional Services: The Professors of the IOU are on the editorial boards of various international journals, e.g., *Business Research*, *Business and Society*, *Journal of Management Studies*, *Organization*, *Organization Studies*, *Scandinavian Journal of Management*, *Strategic Management Journal*. Prof. Dr. Andreas Georg Scherer is associate editor of *Business Ethics Quarterly*. Prof. David Seidl, PhD was appointed senior editor of *Organization Studies*.

Prof. Dr. Dr. h.c. Margit Osterloh is a member of the German Wissenschaftsrat (science council) (since 2005) and research director of CREMA (Center for Research in Economics, Management and the Arts, since 2007). In 2007 she received an Honorary Doctorate from the Leuphana University Lüneburg and is Visiting Professor Curtin University of Technology, Perth, Australia since 2010.

Prof. Dr. Andreas Georg Scherer was president of the commission "Philosophy of Science" of the German Academic Association for Business Research (Kommission Wissenschaftstheorie) from 2006 to 2008. He served as Professional Development Chair and Co-chair of the Social Issues in Management Division (SIM) of the Academy of Management (from 2006 to 2008).

Prof. David Seidl, PhD, has been elected as a member of the EGOS board and as Division Chair of the Academy of Management Interest Group "Strategizing Activities and Practice" (SAP). He is Coordinator of



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the Standing Working Group “Strategizing: Activity and Practice” at the EGOS Colloquium.

Developing PhD and Junior Faculty: The Institute offered its PhD students and the junior faculty many opportunities to prepare themselves for their academic careers by promoting their participation in summer schools, PhD or junior faculty workshops, and international conferences.

During this time, three junior faculty members were promoted for habilitation and subsequently received and accepted a call for a Professorship. The PhD students regularly attend international conferences like, e.g., the AOM, EGOS, or EURAM and are encouraged to send out their papers for publication in internationally renowned journals.

The members of the Institute also acted as (co-)convenors or conference organizers. Finally, the IOU was able to fund research projects and PhD positions by successfully collecting research grants from the Swiss National Science Foundation (SNF) and other institutions.

Attached you will find a short summary of important publications by the members of the Institute, as well as the papers of our working paper series.

We look forward to staying in touch with you, even though we will have a different institutional home-base. The members of the IOU will continue their work within the new IBW and contribute to its development. We will post our new websites and email-addresses soon.

Sincerely yours,

Prof. Dr. Andreas Georg Scherer

Director of the Institute

Zurich, December 2010

EXEMPLARY PUBLICATIONS OF MEMBERS OF THE INSTITUTE FROM 2004 TO 2010

BOOKS AND EDITORSHIPS

Osterloh, M. / Weibel, A. (2006), *Investition Vertrauen. Prozesse der Vertrauensentwicklung in Organisationen*, Wiesbaden: Gabler Verlag.

Scherer, A. G. / Palazzo, G., (Eds.) (2008/2010), *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. (2009) (Guest Eds.), Special Issue on “The Changing Role of Business in a Global Society: New Challenges and Responsibilities”, *Business Ethics Quarterly*, Vol. 19, No. 3.

Scherer, A. G. / Picot, A. (Guest Eds.) (2008), “Unternehmensethik und Corporate Social Responsibility: Herausforderungen für die Betriebswirtschaftslehre”, *Zeitschrift für betriebswirtschaftliche Forschung*, Sonderheft 58/08.

Scherer, A. G. / Spender, J.-C. (2007) (Guest Eds.), “Special Issue on ‘The Philosophical Foundations of Knowledge Management: Consequences for Organization Theory and Practice’”, *ORGANIZATION*, Vol. 14, No. 1.

Balogun, J. / Jarzabkowski, P. / **Seidl, D.** (2007) (Eds.), “Special Issue on ‘Strategizing: A Practice Perspective’”, *Human Relations*, Vol. 60, No. 1.

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. (2010), *Evolutionäre Organisationstheorie*, Stuttgart: Schäffer-Poeschel.

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

Kirsch, W. / **Seidl, D.** / van Aaken, D. (2007), *„Betriebswirtschaftliche Forschung: Grundlagenfragen und Anwendungsorientierung“*, Stuttgart: Schäffer-Poeschel. (Nominated for the best-textbook award of the German Academic Association for Business Research (VHB) 2008).

Seidl, D. / Becker, K. H. (Eds.) (2007), “Special Issue on ‘Niklas Luhmann and Organization Studies’”, *Organization*, Vol. 13, No. 1.

JOURNALS

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

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.

Frey, B. S. / **Osterloh, M.** (2005), “Yes, Managers Should Be Paid Like Bureaucrats”, *Journal of Management Inquiry*, Vol. 14, No. 1, pp. 96-111.

Osterloh, M. / Frey, B. S. (2009), “Are More and Better Indicators the Solution? Comment to William Starbuck”, *Scandinavian Journal of Management*, Vol. 25, No 2, pp. 225-227.

Osterloh, M. / Rota, S. (2007), “Open Source Development – Just Another Case of Collective Invention?”, *Research Policy*, Vol. 36, No. 2, pp. 157-171.

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.

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

Palazzo, G. / **Scherer, A. G.** (2006), “Corporate Legitimacy as Deliberation: A Communicative Framework”, *Journal of Business Ethics*, Vol. 66, No. 1, pp. 71-88.

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.

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.

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.

Scherer, A. G. / Spender, J. C. (2007), “The Philosophical Foundations of Knowledge Management: Editors' Introduction”, *Organization*, Vol. 14, No. 1, pp. 5-28.

Jarzabkowski, P. / Balogun, J. / **Seidl, D.** (2007), “Strategizing: The Challenges of a Practice Perspective”, *Human Relations*, Vol. 60, pp. 5-27.

Jarzabkowski, P. / **Seidl, D.** (2008), “The Role of Meetings in the Social Practice of Strategy”, *Organization Studies* Vol. 29, pp. 1391-1426.

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.

Seidl, D. (2007) "General Strategy Concepts and the Ecology of Strategy Discourses: A Systemic-Discursive Perspective". *Organization Studies*, Vol. 28, pp. 197-218.

Seidl, D. (2007), "Standard Setting and Following in Corporate Governance: An Observation-Theoretical Study of the Effectiveness of Governance Codes", *Organization*, Vol. 14, pp. 705-727.

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.

WORKING PAPER SERIES

All papers of the working paper series can be found on our homepage (<http://www.iou.uzh.ch/wp.php>) as well as on the SSRN-pages of the respective authors. The papers are listed according to their date of admittance:

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

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

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

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

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

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

Splitter, V. / Seidl, D., "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.

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". 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.

Scherer, A. G. / Palazzo, G., "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.

Schoeneborn, D., "Organization as Paradox Communication: Luhmannian Contributions to 'Communication Constitutes Organization' (CCO)", IOU Working Paper No. 110, July 2010.

Jarzabkowski, P. / Mohrman, S. A. / **Scherer, A. G.**, "Organization Studies as Applied Science: The Generation and Use of Academic Knowledge About Organizations - Introduction to the Special Issue", IOU Working Paper No. 111, November 2010.

Heugens, P. / **Scherer, A. G.**, "When Organization Theory Met Business Ethics: Towards Further Symbiose", IOU Working Paper No. 112, November 2010.



Patzer, M. / Voegtlin, C., “Leadership Ethics and Organizational Change: Sketching the Field”. In: Ethical leadership: Enabling Sustainable Change & Continuous Improvement, Burnes, B. / By, R. T. (Eds.), Routledge, in preparation, IOU Working Paper No. 113, November 2010.

Baumann, D. / Scherer, A. G., “MNEs and the UN Global Compact: An Empirical Analysis of the Organizational Implementation of Corporate Citizenship”, IOU Working Paper No. 114, November 2010.

Haack, P. / Schoeneborn, D. / Wickert, C., “Exploring the Constitutive Conditions for a Self-Energizing Effect of CSR Standards: The Case of the ‘Equator Principles’”, IOU Working Paper No. 115, November 2010.

Scherer, A. G. / Butz, A., “Business Ethics and CSR in Business Administration Sub-Disciplines: An Introduction [Unternehmensethik und CSR in Betriebswirtschaftlichen Teildisziplinen: Eine Einführung]“, Die Unternehmung, Vol. 64, No. 4, pp. 363-390, 2010, IOU Working Paper No. 116, November 2010.

Haack, P. / Scherer, A. G., “Vertical Legitimacy Spillovers in Transnational Governance: The UN Global Compact and its Participants”, IOU Working Paper No. 117, November 2010.

Schneider, A. / Scherer, A. G., “Globalization and the Political Role of the Firm: Implications for Corporate Governance”, IOU Working Paper No. 118, November 2010.

Scherer, A. G. / Patzer, M., “Beyond Universalism and Relativism: Habermas’s Contribution to Discourse Ethics and its Implications for Intercultural Ethics and Organization Theory”. In: Philosophy and Organization Theory (Research in the Sociology of Organizations), Tsoukas, H. / Robert, C. (Eds.), Emerald Group Publishing, Bingley, UK, pp. 155-180, Forthcoming 2011, IOU Working Paper No. 119, December 2010.

Wickert, C., “Conceptualizing the Political Role of Small- and Medium-Sized Enterprises as Private Actors in Global Governance”, IOU Working Paper No. 120, December 2010.

Wickert, C., “Small- and Medium-Sized Enterprises as Political Actors in Global Governance - Evidence from the Textile Industry”, IOU Working Paper No. 121, December 2010.

Scherer, A. G. / Patzer, M., “Where is the Theory in Stakeholder Theory? A Meta-Analysis of the Pluralism in Stakeholder Theory”. In: Stakeholder Theory @ 25, R. Phillips (Ed.), Edward Elgar, 2011, IOU Working Paper No. 123, December 2010.