Index

absorptive capacity 27, 47–50, 66–7, 137, 207
accountability 228
acquisitions 2–3, 30, 32, 35–6, 38, 46, 49, 86, 88, 155, 181, 209, 218
the acquisition illusion 22–3
partner acquisition 79–87
when collaborative strategy turns into 79–87
Adegbesan, J Adetunji 41
Adner, Ron 126, 215–19
Agarwal, Shiva 220
agency theory 47
Aghion, Philippe 109–10
Ahlstrom, David 69
Alchian, Armen A 107–8
alliance capitalism 66, 76–7
alliances
agents of competitive change 13–19
alliance performance 245–51
alliance portfolios see portfolios
capability of a firm 269–75
changes in purpose of 14–15
collaboration in 53–61 see also collaborative ventures; cooperation; coordination
contractual design of 99–106 see also contracts
within corporate development portfolio 36–7
culture of 165–7 see also culture
definition of 1, 79
and exogenous shocks 88–95
exploration and exploitation through see exploration–exploitation framework
and international expansion 72–8 see also international market entry
inter-partner learning in 20–29
and markets for technology 39–45
as necessity 17–19
network perspective of 179–86
partner selection 3, 65–71, 181–2, 202
pre-acquisition alliances 82–6
relationship to organizational status 252–9
stakeholder perspective of 6, 168–75
as strategic tools for reconfiguration 30–38
Amazon 53, 104
Anand, Jaideep 126
Anderson, Erin 74, 158
Anderson, S W 112
appropriation 33–4
Ariño, Africa 5, 115, 117, 121, 138–40, 156–7, 173
Arora, Ashish 39, 44
Arregle, Jean-Luc 69
Arslan, Birgul 5
Asgari, Navid 4
At-Twaijri, Mohammed I 164
audits 116
Aulakh, Preet S 184
automotive industry 126, 129, 189, 194, 218, 220, 235
Baker, George P 112
Balakrishnan, Srinivasan 35
balance theory 257
bargaining power 2, 28, 42, 44, 109–11, 139, 260, 275
Baum, Joel A C 182, 190, 262
Beamish, Paul W 138, 238
Beckman, Christine M 68
behavioral alliance strategy 152–60
Benjamin, Beth A 253
Bhanji, Zahra 231–2
Bierly, Paul E 68
biotechnology firms 13, 16, 67, 69–70, 109–10, 189, 208, 262
Blair, Margaret M 168
Boeing 54
Bolton, Patrick 107
Borza, Anca 69
Bosch 22
Bose 131
Bothner, Matthew S 254
bottlenecks 216–23
Bouchikhi, Hamid 140
Boudreau, Kevin 217
bounded rationality 57, 100, 102
brands 118, 130 see also intellectual property
Bremner Robert P 7
Collaborative strategy: critical issues for alliances and networks

Brouthers, Keith D 66
Bruhs, Sarah Maria 6
Brush, Thomas H 126
business-to-business (B2B) exchanges 144–51
Butter, Caren 8
buyouts 4
  joint venture buyouts 80–81, 84–7

Cabral, Sandro 7–8
Calabrese, Tony 262
Calantone, Roger J 143
Cannella, Albert A 66
capability building 9, 274–5
Capron, Laurence 2, 30, 36
Carnegie school 54, 56–7
Caterpillar 25
Chandler, Alfred D 15
Chang, Sea-Jin 266
Chi, Tailan 3, 47–50
Choi, Jeongho 4–5, 117
Chu, Johan 190
Chung, Jaiho 266
Cisco 18, 22
clan networks 189–90
Clegg, Stewart 165
Coca-Cola 130
collaborative ventures 46–7, 49–52 see also alliances, collaborative in
corporate culture see organizational culture
copyrights 118 see also intellectual property
distribution channels 65
divestures 2, 30, 32, 35, 37–8, 48
dynamic capabilities perspective 198

eco-systems 7, 215–23
economic crises 89–90, 93–5
economies of scale 66, 71–2
electronic media 7, 215–23
End, Lorraine 68
ego-network perspective 187–8, 190, 194–5
Eisenhardt, Kathleen M 7, 142, 155, 216, 218, 221
Elfenbein, Daniel W 4, 110
Eli Lilly 271–2
embeddedness logic 180
endogeneity issues 260–68
capital 31–2
capital rights 107–13, 227
cooperation 3, 53–61, 88, 157, 168, 200, 206–7, 230,
  234, 239–40
  process of 134–43
coordination 3, 30, 34–5, 53–61, 88
Index

entrepreneurship 18, 22, 35, 44, 162, 220–21, 225, 229, 231–2
entry barriers 18, 72–3
entry fees 18
equity joint ventures 14, 73–7, 79–80, 115–16, 119
equity sharing 1
Ertug, Gokhan 162
Estrada, Isabel 49
ethical behavior 180
Ethiraj, Sendil K 217, 220
evolutionary models 136–40, 198, 270, 272
exit barriers 15
exogenous shocks 47–9, 51, 83, 88–95, 143
explicit option clauses 49–50
exploration–exploitation framework 198, 205–11, 247
Exponential Random Graph Models (ERGM) 186
Paems, Dries 141, 148
failure rate 99
fairness 150, 157
feedback loops 139
Feinberg, Susan E 112
Ferraro, Fabrizio 220
Fixson, Sebastian K 220
Fladmoe-Lindquist, Karin 76
Folta, Timothy B 49
foreign direct investment 73
foreign markets 72, 162 see also international market entry
Fortune 100 firms 36
Fox, Craig R 152
framing of contracts 104–5
Fréchet, Marc 141
free-riding 59–61
Fujitsu 24

Galasso, Alberto 44
Gallagher, Scott 68
Gambardella, Alfonso 2, 41–4, 112
game theory 54–5, 57, 186
Gao, Shanxing 140
Garcia-Canal, Esteban 238
Gargiulo, Martin 142
Gatignon, Hubert 74, 167
Gawer, Annabelle 217
General Motors 26, 28
Geringer, J Michael 68
Gibbons, Robert 112
Gimeno, Javier 66
Giovannetti, GT 70
global networks 187–95
globalization 76, 144 see also international market entry
Goerzen, Anthony 132
Gomes-Casseres, Benjamin 66, 266
Gong, Yaping 239
Google 18
governance structures 34–5
governmental actors 38
Granovetter, Mark 180
Greve, Henrich R 142
Griffith, David A 143, 236, 238
Grossman, Sanford J 108–9
Gulati, Ranjay 24, 33–4, 58, 142, 179, 185, 190
Gurnani, Haresh 141
Gurses, Kerem 220–21
Habasche, Ferry 7
Haeussler, Carolin 112
Hagedoorn, John 8, 85, 266
Hambrick, Donald C 157
Hamel, Gary 24–5, 27, 158, 260
Hannah, Douglas P 7, 218, 221
Harrigan, Kathrynd Rudie 2
Hart, Oliver D 108–9
Hatch, Nile W 126–7
Heath, Chip 58
Hedström, Peter 185
Heider, Fritz 257
Heidl, Ralph A 238
Henderson, James E 149
Henderson, Rebecca 217
Hennart, Jean-Francois 25, 73–4, 238
Hesterly, William 5
Hewlett-Packard 271–2
hierarchy 34, 73, 168, 174, 226–8, 253 see also governance structures
Higgins, Matthew J 41, 111–12
Hitt, Michael A 3, 68–9
Hoang, HA 37, 253–4
Hofmann, Werner H 7, 203
Hofstede, Geert 161–2
Honda 24
Hoskisson, R E 184
host countries 66, 72
Huff, Lenard 162
human capital 119
Hybels, Ralph C 253–4
hybridity 229–30

individualism 149, 162, 183–4
industrial organization perspective 186
industry structure view (IS) 125, 127
information asymmetries 35–6, 40, 67–8, 82, 107, 225
information leakage 30
information technology 18, 21, 27–8, 32
initial public offerings (IPOs) 110, 253–4
Inkpen, Andrew C 138–9
innovation 21, 39–40, 94, 109, 114, 126, 152, 180–83,
187, 217–20, 222, 225, 247, 274
Intel 217, 219
intellectual property 31, 43–4, 109, 112, 116, 118, 120
see also patents
internal development 23
international joint ventures 35, 50, 140
international market entry 3, 14, 35, 72–8
Internet 16, 18
inter-partner learning 20–29
interpersonal dynamics 156–7
investment barriers 3
Ireland, R Duane 68

Jacobides, Michael G 215–16, 219–20
Jaffe, Adam B 266
Janssens, Maddy 148
Jap, Sandy D 158
Jiang, Xu 140
joint steering committees 121
joint ventures 1, 3–4, 24–6, 38, 46–50, 73, 86, 144, 157,
162, 164, 238–9, 241, 246, 262, 275
equity joint ventures 14, 73–7, 79–80, 115–16, 119
international joint ventures 35, 50, 140
joint venture buyouts 80–81, 84–7
Jonard, Nicolas 182

Kachra, Ariff 238
Kale, Prashant 9, 32, 40, 141, 158, 203, 273
Kang, Jingyu 3
Kapoor, Rahul 126, 215, 217–20
Karimy, Frigyes 188
Keil, Thomas 156
Keller, Arne 6
Kelley, Lane 162
Kilduff, Martin 183
Killing, J Peter 75
Kim, Young-Kyu 254

Kivleniece, Ilze 7–8, 230
Klein, Benjamin 107–8
Kloker, Martin 112
knowledge acquisition 114–21, 146, 158, 247
knowledge clusters 114
knowledge sharing 129–32, 272, 274
knowledge spillovers 2, 127–8, 169–70
knowledge transfer 17, 26–7, 33–4, 67, 75, 108,
118–20, 136, 206, 247, 262, 267
knowledge-based theory 34–5, 38, 119, 198
Kogut, Bruce 49, 73–5, 162
Koka, Balaji R 182
Koput, Kenneth W 185
Koza, Mitchell P 35, 142
Krackhardt, David 183
Kretschmer, Tobias 3
Kumar, Rajesh 139–40
Kwak, Young Hoon 229
Kwan, Ang Yee 162

Lampel, Joseph 156
Larsson, Rickard 138
Lavie, Dovev 7, 127, 185, 206, 209
Lawrence, Paul R 34
Lazzarini, Sergio 7–8
learning alliances 2, 20–29, 54–5
inter-partner learning 20–29
Lee, Joon Mahn 219
Lee, Woonjae 254
Leiblein, Michael J 50
Lerner, Josh 40–41, 109–11
Levinthal, Daniel A 159
Levitas, Edward 69
Lewin, Arie Y 142, 182–3
Li, Dan 3, 68
Li, Haiyang 75
Li, Jiatao 157
Li, Jingyu 3
Li, Julie Juan 148
Li, Peter Ping 148
Li, Sali 50
Li, Stan Xiao 184
Li, Yuan 140, 148
licensing 2, 17, 21, 31, 37–9, 46, 116–17, 183
life-cycle models 135–6, 138, 140, 143, 159
liquidity constraints 109
litigation 53, 91, 104, 145
Liou, Yi 148
Lojacono, G 76
Index

Lorange, Peter 72
Lovallo, Dan 152
Lumineau, Fabrice 141, 149
Lungeanu, Razvan 30
Luo, Yadong 75, 141
Lyles, Marjorie A 75

MacDuffie, John Paul 220
Macneil, Ian R 145
Madhavan, Ravi 6, 182, 185, 190
Madhok, Anoop 75, 148, 184
Magelssen, Catherine 112
Malter, Daniel 254
marketing 112, 114, 144, 205
markets for technology 39–45
Marquis, Christopher 185
Martin, Xavier 3–4
Martin-Cruz, Natalia 49
Martinez, Octavio J 9
Marx, Matt 219
Mason, Richard 69
Matsushita 24
Maula, Markku 156
Mayer, Kyle J 4
McCart, Matthew W 141
McDonald’s 130
McGahan, Anita M 32, 36
McGuire, Donald J 48–9
McLaren 22
Mellewigt, Thomas 6
mergers 2, 32, 82, 86, 88, 155, 181
Merges, Robert P 41, 109
Mesquita, Luiz F 126, 184
Meyer, Klaus E 74–5
Michelin 218
Microsoft 219
Milgram, Stanley 188, 195
Milliken, Frances J 90
Misani, N 76
Mitchell, Will 2, 30, 32, 36–7, 91–2
Mitsubishi 25
Mizruchi, Mark S 190
Möllering, Guido 148
Moon, Jon Jungbi 266
Moore, John 108, 215
moral hazard 40–42
Morrison, SW 70
Moschieri, Caterina 85–6
motion picture industry 209
Motorola 24
Mowery, David C 262, 266
Mulotte, Louis 37
multinational corporations 34, 72–7 see also
international market entry
multi-party technology alliances (MPTAs) 234–41
Murphy, Kevin J 112
Music Corporation of America 220
nascent ecosystems 217, 220–23
National Council for Public–Private Partnerships
224
Nerkar, Atul 119
network communities 191–3
network perspective 179–86
Neumann, Kerstin 6
New Union Motor Manufacturing Inc. (NUMMI) 26, 28
Newline Cinema 216
Nguyen, Truc 5–6
Nissan 167
Nitin, Nohira 24
non-equity alliances (NEAs) 80
non-governmental organizations (NGOs) 170, 228, 232
non-profits 38, 71, 165, 232
Noorderhaven, Niels 85
Northcraft, Gregory B 141
Nt, Kofi O 139
offshoring 144
Ofori, George 162
Oliver, Christine 68
Olsen, Cyrus P 75
mitigating 100–101
options theory 35–6
organizational culture 6, 74, 161, 163–7, 255
organizational status 252–9
organizational theory 88, 270
Ostrom, E 174
outsourcing 17, 144
Owen-Smith, Jason 185
Oxley, Joanne E 9, 33, 231–2, 262, 265–8
Ozcan, Pinar 142, 216, 221–2

Luiz F. Mesquita, Roberto Ragozzino and Jeffrey J. Reuer - 9781783479573
Downloaded from Elgar Online at 12/04/2018 04:46:28AM
via free access
Padula, Giovanna 66, 69, 182
Pangarkar, Nitin 93
Panico, Claudio 2, 41–4, 112
Park, Jin-Kyu 220
Park, Seung Ho 238
Parkhe, Arvind 117, 121
partner acquisition 79–87
partner selection 3, 65–71, 181–2, 202
patents 17, 116, 118, 189, 220, 247 see also intellectual property
Pay TV 221
penalty clauses 104–5, 148
Peng, Mike W 35, 50, 68–9
Petkova, Antoaneta P 254
Phelps, Corey C 189
Philips Electronics 271–2
Pierce, Lamar 126
Pinkham, Brian C 68
Podolny, Joel M 253
Poppo, Laura 5–6, 148
Porter, Michael E 66, 127
post-alliance acquisition 83–6
Powell, Thomas C 152
Powell, Walter W 185
pre-acquisition alliances 82–6
Prescott, John 6, 182
Prisoner's dilemma 59–60
Procter & Gamble 167
profitability 208, 219–20, 260
property rights 2, 6, 41–4, 47, 107–13, 230
Pruthi, Sarika 74–5
public–private collaboration 8, 172, 224–33
Puranam, Phanish 34
Puthod, Dominique 141
Qualcomm 216
qualitative investigation 186
Quelin, Bertrand V 7–8, 230

Ragozzino, Roberto 82, 85–6
Rajagopalan, Nandini 67, 69–70, 184
real option perspective 3, 46–52
Recombinant Capital 109
reconfiguration 30–38
relational governance 144–51, 198
relational rents 5, 125–32
relational view 125–33
Renault 167
reputation loss 238, 241
research alliances 39–45
research and development (R&D) 30, 35, 37, 74, 76, 85, 108–9, 112, 114–16, 129, 169, 205, 209–10, 217, 220, 222, 236, 247, 249, 267
resource allocation 121, 204
resource dependence 54–5
resource-based view 74–5, 125–8, 198
Reuer, Jeffrey J 35–7, 50, 82, 115, 117, 121, 173
Rindova, Violina P 254
Ring, Peter Smith 138, 140, 156–7, 168
risk reduction 3, 72
risk sharing 17, 66, 71
Rivera-Santos, Miguel 8
Robins, James A 76
Roeder, A 112
Rosenkopf, Lori 66, 69, 119, 143, 182, 206, 209
Rotheaermel, Frank T 37
Rover 24
Roy, Jean-Paul 68
Russo, Michael V 238
Sadowski, Bert 85
Salk, Jane E 75
Sampson, Rachelle C 33, 262, 265, 267
Santos, Filippe M 221–2
Sarkar, Mitabbarun 184
Schilling, Melissa A 143, 182, 189
Schoonhoven, Claudia Bird 155
Schwens, Christian 120
selection tools 32
self-interest 57, 100–101, 230
Seth, Anju 3, 47
Sever, Joy Marie 254
Shah, Reshma H 68
Shane, Hilary 110–11
Shapira, Zur 156
Shenkar, Oded 74, 141
Shi, Weilei Stone 68–9
Shimano 220
Shipilov, Andrew V 184
Silicon Valley 162
Silverman, Brian S 9, 262, 267
Simulation Investigation for Empirical Network Analysis (SIENA) 186
Singh, Harbir 5, 9, 32, 40, 91–2, 125, 141, 158, 162, 195, 273
Singh, Kulwatt 4
small-world network 188–90
smartphone ecosystem 215
social network theory 198, 200
social relationships 54–5
soft-power tactics 221–2
software industry 210, 216–17
Spencer, Jennifer W 68–9
Spiro, Jarrett 189
Stag hunt 59–60
stakeholder-based view (SBV) 6, 168–75
status see organizational status
Staudenmayer, Nancy 58
Steensma, H Kevin 75, 155, 162
Stern, Ithai 8, 30, 257
Stienstra, Miranda 3–4
Stout, Lynn A 168
strategic fit 67–8, 271
Strategic Management Journal (SMJ) 144, 160, 246, 260, 264
Strogatz, Steven H 188
structural analysis 183–4
structure exploration 207
Stuart, Toby E 253–4
Subramaniam, Mohan 66
substitutes 147–9
Sun, Sunny Li 68–9
supply chain management 76–7, 144, 172
Svobodina, Lilja 69
Swaminathan, Vanitha 68
Svedberg, Richard 185
Sydow, Joerg 165
Sytch, Maxim 6, 190, 193
Tae, C Jennifer 219–20
takeover bids 83
Tallman, Stephen 76
Tallman, Stephen B 3, 74
Tarun, Khanna 24
task complexity 114–21
Tatarynowicz, Adam 189–90, 193
technological discontinuities 89–90, 92–5
technology alliances see multi-party technology alliances
technology transfers 19, 21, 66, 108, 234
Teece, David J 40
Teegen, Hildy J 68–9
telecommunications firms 30, 36, 189, 194, 222
Teng, Bing-Sheng 140, 157
termination clauses 173, 202, 249–51
Thompson, James D 117, 130
Thomson 24
Tihanyi, Laszlo 75
Tirole, Jean 107, 109–10
Tong, Tony W 35, 50
“too big to fail” firms 94
Toshiba 24
Toyota 24, 26, 28
Toys "R" Us 53, 104
trademarks 108
transactional value model 75, 77
transparency 33
and culture 162–5
definition of 157–8
inter-organizational 146–7
multi-dimensionality of 150
trustworthiness 68, 141, 147, 149–50, 248
Tsai, Alexander 110–11
Tsui-Auch, Lai Si 148
Turner, Louis 166
Tyler, Beverly B 155
uncertainty 210–11
unions 26
Usher, Abbott Payson 114
Uzzi, Brian 189
Valentini, Giovanni 112
Valeo 22
value capture 216–17, 219–20, 222–3
value chain 205–6
value creation 22, 24, 28–9, 46, 51, 67, 111–12, 130, 134, 163, 169–72, 216–19, 222–3, 229
versus value appropriation 67–8
Van de Ven, Andrew H 138, 168
Van Den Bosch, Frans AJ 141
Van Looy, Bart 148, 162
<table>
<thead>
<tr>
<th>Name</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vanhaverbeke, Wim</td>
<td>85</td>
</tr>
<tr>
<td>Vanneste, Bart S</td>
<td>3</td>
</tr>
<tr>
<td>Vassolo, Roberto S</td>
<td>36</td>
</tr>
<tr>
<td>Vasudeva, Gurneeta</td>
<td>68–9</td>
</tr>
<tr>
<td>Veloso, F</td>
<td>220</td>
</tr>
<tr>
<td>venture capitalists</td>
<td>156, 254</td>
</tr>
<tr>
<td>vertical integration</td>
<td>15, 111, 129</td>
</tr>
<tr>
<td>Vidal, Elena</td>
<td>32</td>
</tr>
<tr>
<td>video game publishers</td>
<td>216</td>
</tr>
<tr>
<td>Villalonga, Belen</td>
<td>32, 36</td>
</tr>
<tr>
<td>Vlaar, Paul WL</td>
<td>141</td>
</tr>
<tr>
<td>Volberda, Henk W</td>
<td>141, 182–3</td>
</tr>
<tr>
<td>Wada, Tetsuo</td>
<td>265–6</td>
</tr>
<tr>
<td>Walker, Gordon</td>
<td>179</td>
</tr>
<tr>
<td>Walmart</td>
<td>167</td>
</tr>
<tr>
<td>Walter, C</td>
<td>220</td>
</tr>
<tr>
<td>Wang, Lihya</td>
<td>36, 85</td>
</tr>
<tr>
<td>Wang, Yongzhi</td>
<td>184</td>
</tr>
<tr>
<td>Washington, Marvin</td>
<td>253</td>
</tr>
<tr>
<td>Watts, Duncan J</td>
<td>188</td>
</tr>
<tr>
<td>White, Douglas R</td>
<td>185</td>
</tr>
<tr>
<td>wholly owned subsidiaries</td>
<td>3</td>
</tr>
<tr>
<td>Williamson, Ian O</td>
<td>254</td>
</tr>
<tr>
<td>Winter, Sidney G</td>
<td>272</td>
</tr>
<tr>
<td>Wohlgezogen, Franz</td>
<td>6, 58, 165</td>
</tr>
<tr>
<td>World Bank</td>
<td>231</td>
</tr>
<tr>
<td>Wright, Mike</td>
<td>74–5</td>
</tr>
<tr>
<td>Xing, Zhe (Adele)</td>
<td>4</td>
</tr>
<tr>
<td>Yang, Dong</td>
<td>148</td>
</tr>
<tr>
<td>Zahra, Shaker A</td>
<td>156</td>
</tr>
<tr>
<td>Zajac, Edward J</td>
<td>30, 36, 75, 85, 253</td>
</tr>
<tr>
<td>Zander, Udo</td>
<td>75</td>
</tr>
<tr>
<td>Zeng, Ming</td>
<td>25, 238</td>
</tr>
<tr>
<td>Zhang, Yan</td>
<td>75</td>
</tr>
<tr>
<td>Zhelyazkov, Pavel</td>
<td>58</td>
</tr>
<tr>
<td>Zhou, Kevin Zheng</td>
<td>148</td>
</tr>
<tr>
<td>Zhu, Hong</td>
<td>69</td>
</tr>
<tr>
<td>Zollo, Maurizio</td>
<td>6, 36–7</td>
</tr>
<tr>
<td>Zuckerman, Howard S</td>
<td>135, 138</td>
</tr>
</tbody>
</table>