

SCANCOR ANNUAL REPORT 2002

The Scandinavian Consortium for Organizational Research was founded on September 15, 1988. The basic idea behind SCANCOR is to create a foundation for internationalizing research and education in organization and leadership. Through cooperation among Scandinavian business schools and universities, SCANCOR hopes to promote an international perspective in research and education, as well as to strengthen ties among Scandinavian researchers and encourage joint research projects.

On March 10, 1989, SCANCOR established a permanent research base at Stanford University in California, providing Scandinavian researchers with the facilities to work in an international research environment. SCANCOR is governed by an executive board, consisting of Professor Kristian Kreiner, Copenhagen Business School, Professor Risto Tainio, Helsinki School of Economics, Professor Per Lægheid, Bergen University, and Professor Rolf Wolff, School of Economics and Commercial Law, Göteborg. The SCANCOR Center at Stanford is managed by Professor Walter W. Powell and administrative assistant Barbara Beuche. The Scandinavian SCANCOR Secretariat in Copenhagen is managed by Professor Kristian Kreiner and administrative assistant Marianne Risberg.

The Annual Report 2002 covers primarily the research activities of SCANCOR. We report on the Scandinavian scholars who visited the Stanford facility in 2002, and on publications SCANCOR scholars believe were a direct product of their stay at SCANCOR, Stanford.

On the SCANCOR website (www.scancor.uib.no) you will find information on SCANCOR, scholar policies, visiting scholars, addresses and links, planned conferences and workshops, etc.

Year 2002 According to the Board

SCANCOR serves a function in facilitating international collaboration in social science and management research focusing on organizations, innovation, and public and private sector reforms. It provides young scholars, primarily from Scandinavia, with an opportunity to study and to conduct research in the truly international research community at Stanford University. It provides an infrastructure for more seasoned researchers to maintain networks of collaboration. It provides a venue for academic meetings, seminars and conferences with attendance from many universities and from many countries.

SCANCOR functions primarily as a “research hotel”. In allocating desks we continue to give priority to senior researchers, and yet the Ph.D. students continue to be a significant and visible part of SCANCOR – as they should. Of the 27 scholars visiting SCANCOR this year, 11 (41%) were Ph.D. students. The average duration was the same for this group of visiting scholars and for more senior visitors. 60% of the scholars

were males, and with a slightly longer average stay female visiting scholars represented 37% of the visitor months during 2002.

The SCANCOR family has expanded to include also Iceland, and two Icelandic scholars went to SCANCOR during the year. It is the policy of the board to accept a limited number of visitors from other countries, and 2002 saw visiting scholars from Germany and France.

From year to year, the distribution of visiting scholars on member-countries varies quite a bit. 2002 saw an over-representation of Swedish and Norwegian scholars, both in terms of number of scholars and number of visitor-months. It continues to be the policy of the board to select the best individual applicants and to assemble a balanced group of visiting scholars, with only a secondary interest in achieving a long-term evenness in the distribution on member states.

In implementing the policy of becoming a “center of excellence” the SCANCOR seminars continue to play a major role. They attract the participation of a large number of scholars at Stanford University. See the list of seminars in the report. The list is impressive and testifies to the fact that Scancor has established a high status as an academic site. In addition to the listed seminars, informal seminars amongst the visiting scholars are conducted on a weekly basis. This allows fellows less established in their research career to present to a wider audience and to get feedback on their ongoing projects and theses. That also helps build a community of the visiting scholars of Scancor and their academic networks at Stanford. The overall rationale for these activities is to increase the awareness of current organizational research issues and to establish SCANCOR as an academic site that facilitates collaborative ties between Scandinavians, US researchers (not exclusively Stanford University), and European scholars.

In the continued efforts to offer excellent facilities for the visiting scholars at SCANCOR new carpet and new office chairs were put in during 2002. Desks and other office furniture will gradually be renewed and upgraded

In accordance with the scheduled replacement of board members, Kari Lilja left the board in 2002 and was replaced by Risto Tainio. The board extends its sincere thanks to Kari for long and dedicated services.

The contracts with executive director, Walter W. Powell, was renewed for a three-year period. Also the contract with Mannheim University for affiliated membership was renewed for a three-year period. The contract with the School of Education at Stanford University will be renewed by the end of year 2003.

Kristian Kreiner
Chairman

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Insert Visiting Scholars 2002

PROGRAM
“GREAT SCOTT” CONFERENCE
March 22 – 23, 2002
Center for Educational Research, Stanford University, Room 112

FRIDAY, MARCH 22

1:00-2:30 Registration, CERAS Lobby

2:30-4:30 Session 1: Organizational Theory, CERAS 112
Marc Ventresca, Presider

Mie Augier and Jim March (Stanford University): "The Changing Nature of Organizations"

Jeff Pfeffer (Stanford University) : “The Power of ‘Power’: Interests and Identity in Organizational Analysis”

Mayer Zald (University of Michigan): “Historical Context and Sociological Theory: Periodization Issues in Organizational and Social Movement Research”

Jerry Davis (University of Michigan): "The globalization of stock markets and convergence in corporate governance"

Dinner – Faculty Club, 7 pm

SATURDAY, MARCH 23

8:30: Breakfast, CERAS Lobby

9:00 –11:00: Session 2: Multilevel Sectors
Doug McAdam, Presider

Francisco Ramirez (Stanford University): “Purity and Danger: The Scientization of Oxford”

Tom Christensen (University of Oslo): “The Institutional Context of Public Reform”

John Meyer (Stanford University): “The Expansion and Routinization of the Concept of ‘Organization’”

Patricia Thornton (Duke University): “Institutional Change and Organization Decisions”

11:00 – 11:30: Break

11:30 –1:00 Session 3: Health Care

Kerstin Sahlin-Andersson, Presider

Jeffrey Alexander (University of Michigan): “Living in Interesting Times: Mechanisms of Institutional Transformation in the Health Care Sector”

Finn Borum (Copenhagen Business School): "Means-end frames and the reproduction and evolution of a hospital field"

Mary Fennell (Brown University): “The Transformation of Professional Work in the Health Sector”

Tom D'Aunno (University of Chicago): "The role of institutional and market forces in divergent organizational change"

Lunch on your own: 1 – 2:30 (on campus, TreeHouse behind Tressider is open)

2:30 –4:15 Session 4: Institutional Theory

Royston Greenwood, Presider

Frank Dobbin (Princeton University): "Due Process Redux: The Spread of Sexual Harassment Grievance Mechanisms."

Woody Powell (Stanford University): “Accounting for Institutional Change”

Steve Mezias (New York University): "It takes a village to pass a regulation: Networks of influence over financial reporting rules in the US."

Mark Suchman (University of Wisconsin): "Neither Pros nor Cons: Toward a Neo-Institutional Sociology of the Professions”

4:15 Dick Scott, concluding remarks

Informal reception, CERAS Lobby, immediately following closing remarks

Sponsored by: Center for Work, Technology & Organizations, Stanford University, Copenhagen Business School, Department of Sociology, Stanford University, Former students of Dick Scott and Scandinavian Consortium for Organizational Research

SCANCOR Seminars, 2002

4 February: **Gili S. Drori, Lecturer in the IPS/IR Program at Stanford.**

Washing off those greased palms, cutting the tangles of red tape: On the worldwide move towards rational administrative culture, 1985-1995

The theme of the presentation is global rationalization processes; specifically worldwide changes in the nature of administrative culture. Cross-national and longitudinal data is used to assess the state of administrative rationalization worldwide during 1980s and 1990s. Also investigated are the factors - economic, political and cultural; national and international - that contribute to the worldwide change towards greater administrative rationalization. Defining administrative rationalization as involving more ordered and predictable, and less corrupt, systems of public and private management, available sources are used that provide ratings of countries on such (rather highly inter-correlated) dimensions. Based on the results from a series of empirical analyses, the worldwide trend toward more rationalized organizational arrangements is attributed to the pressures and culture of globalization: to trends of cross-national standardization and to adherence to the dominant global model of governance - the liberal world polity - according to which rational bureaucracy is the preferred mode of management and control.

11 February: **Erhard Friedberg of the Center for the Sociology of Organizations, Paris.**

Power and Domination: The Construction of Local Orders

The fate of the concept of power in organization-studies is indeed the story of an encounter that went wrong. It made a first and rather short appearance on the research agenda in the early sixties (particularly in Burns, 1961; Burns and Stalker 1961; Cyert and March 1963 and of course Crozier 1961 and 1964), as a reaction against the consensual and conservative biases of the organicist paradigm which had dominated organization studies in the 1940s and 1950s. But with the notable exception of France, where it became a central dimension of organizational analysis (Crozier, 1971; Friedberg 1972; Crozier and Friedberg 1977; Sainsaulieu 1977 and 1987, Friedberg 1993), it disappeared almost as quickly as it had emerged. From the mid-sixties on, it had indeed no significant place on the intellectual agenda of main-stream organizational research and organization theory.

The quantitativist turn taken by organization studies in the sixties has certainly contributed a great deal to this conceptual reversal : as J. March in his brilliant but also very unfortunate article has argued so convincingly, power as a process variable is resistant to measurement and quantitative treatment and therefore did not attract much attention. This quantitativist domination, however, was itself a consequence of a more profound paradigmatical change which brought to the fore paradigms more concerned with the explanation of organizational forms and of the laws governing their emergence and their evolution, than with the analysis of action in organizations and organized contexts, paradigms in other words which quite logically had no use of a concept irreducibly linked to human agency.

25 February: **Misiek Piskorski, Assistant Professor, Graduate School of Business, Stanford University**

Money Can't Buy me Love: Financial Resources and Network Positions in the Formation of Venture Capitalist Syndicates.

Two different theories purport to explain the dynamics of interorganizational networks. Resource dependence theory argues that firm opportunities to establish ties are determined by the resources that the firm possesses. In contrast, the social structural view argues that organization's position in the exchange network determines its opportunities to form interorganizational ties. To integrate the two perspectives we propose a model of tie formation which includes both network and non-network characteristics. There are three main predictions from our model. First, the effect of possessing resources on a firm's opportunities to form ties is greatest when the firm occupies a central network position. Second, the possession of resources can substitute for the lack of network position. Third, under certain conditions resources cannot be substitutes for network position and only involvement in past exchanges allows a firm to enter into future transactions. We analyze the formation of venture capital syndicates between 1984 and 1998. We find that possession of financial resources can substitute for the lack of past ties. Peripheral firms with substantial financial resources can syndicate with central venture capitalists, but only with those that do not have financial resources. In contrast, peripheral firms with financial resources find it difficult syndicate with a central venture capitalist with substantial monetary resources. However, the effect is not symmetric. Venture capitalists which possess only limited financial resources, but occupy a central position in the network, are not excluded from frequent syndication with central VCs with substantial resources. As a consequence, central venture capitalists maintain their privileged position, even if they do not possess financial resources. This process also contributes to the reproduction of core-periphery network structure

4 March: **Richard Swedberg, Professor of Sociology, Stockholm University, and visiting fellow, Center for Advanced Study in the Behavioral Sciences, Stanford University.**

The Economic Sociology of Capitalism: Weber and Schumpeter

This article has two purposes: to point to a distinct puzzle in the analyses of capitalism that can be found in the works of Weber and Schumpeter, and to give a new introduction to the sociology of capitalism that can be found in the works of these two scholars. The puzzle is as follows. Weber and Schumpeter both argue that certain economic and non-economic institutions are needed for there to be a vigorous and healthy capitalism, but also that this is not enough. Something else is needed - but what? In situations where this "something else" is needed, but where otherwise perfectly adequate institutions are present, Weber and Schumpeter agree that capitalism may either petrify or become so weak that may fall pray to counterforces. Let me also note on this particular point Weber and Schumpeter go directly counter to today's standard wisdom, in economic sociology as well as in New Institutional Economics, according to which all you need is the right type of institutions, and economic growth will follow more or less automatically.

Task number two of this article - to give a new introduction to Weber's and Schumpeter's economic sociology of capitalism - may seem presumptuous and uninteresting for a number of reasons. One of these is that we already have a sociology of capitalism; the other that we already know the economic sociology of Weber and Schumpeter. We indeed already have a sociology of capitalism, or at least the beginnings of one; and I am here referring to recent attempts to look at "varieties of capitalism", different "governance regimes" and so on (for an overview, see e.g. Hall 1999:141-46, cf. 136-40). This literature, however, draws very little on Weber and not at all on Schumpeter. Whatever potential there may be for helpful hints in Weber and Schumpeter for what a solid sociology of contemporary capitalism shall look like, has *not* been fully explored. Instead of drawing on the heritage of Weber-Schumpeter and economic sociology, the current sociology of capitalism draws mainly on political economy, in particular on Marx, Polanyi and some concepts it has developed on its own (e.g. Hollingsworth and Boyer 1997).

11 March: **Professor Tom Burns, Sociology, Uppsala University, and Visiting Scholar, Department of Sociology, Stanford University.**
Sour Grapes, Illusions and Fabrications in the Maintenance of Social Order: A Theory of Socio-Cognitive Dissonance Reduction (with Nora Machado)

Human judgment and action is characterized as much by disorder, incomplete information, ambiguity, contradiction, and rationality as their opposites. For instance, human predictions are radically off, performances fail to accomplish what was intended; the right and proper way of doing things, for instance in professional performances, may contradict demands for efficiency; organizational rules (as articulated in, for instance, roles may contradict one another). Discrepancy and dissonance are commonplace experiences. Nonetheless, actors in an established group or organization strive for order, unambiguity, and consonance. The avoidance or reduction of dissonance is a basic mechanism in group behavior. The prevention or reduction of dissonance is accomplished in established groups and organizations in patterned ways so as to maintain particular models of reality and normative complexes to which actors in groups or organizations are committed as well as to maintain the related social order in which they have material and ideal interests. Their commitments with respect to core cognitive-normative frameworks together with particular, reinforcing group processes - often lead the members of a group or organization into biased, distorting, or prejudicial judgments and actions that minimize dissonance or discrepancy with respect to the core frameworks, the latter are privileged with respect to other cognitive elements and "facts.". They tend to select the information to which they attend and operate with; they make attributions of causality and goodness and badness; they maintain illusions, and fabricate in ways to maintain the core, associated with group and organizational identity and status.

18 March: **Lee Fleming, Assistant Professor, Harvard Business School.**
Technological Diversity and Inventive Creativity

Whether diversity helps or hurts remains a controversial question across many fields. If invention is a process of boundedly rational recombinant search, then technological

diversity within a firm should increase inventiveness because it increases combinatoric potential. Physical collocation and its interaction with diversity should also increase inventiveness, by enabling the development of dense social networks that facilitate empirical iteration. Awareness of scientific knowledge should enhance a firm's inventiveness, by enabling more directed and efficient search for the optimal combination. Scientific knowledge also decreases the benefits of diversity and collocation, however, because it decreases the need for blind variation and empirical iteration. Count models of patent data support these arguments. The results demonstrate how invention can benefit from diversity. They also support the idea that technological novelty results from recombinant search processes and provide insight into the influence of scientific knowledge upon the process of inventive search.

1 April: **Thomas Armbruster, Assistant Professor, University of Mannheim and visiting scholar at Scancor**
Bridging Uncertainty in Management Consulting: the Mechanisms of Trust and Networked Reputation

This article analyzes the market of management consulting and identifies institutional and transactional uncertainty as its principal features. Based on these uncertainties, we argue that competition in this market takes place on entirely different grounds than in other business sectors. We suggest that the main drivers of competitiveness are neither price nor quality, but rather experience-based trust and a mechanism we label as 'networked reputation.' An embeddedness perspective is employed to develop the concept of networked reputation as an intermediate mechanism that complements the duality of system versus personal trust and accounts for firm growth. We reinterpret secondary data on the German consulting market, illustrate the significance of these mechanisms, and demonstrate that management consulting is situated in structures of social relations.

8 April: **Ivar Bleiklie, Rokkan Center for Social Research, Bergen.**
Changing Knowledge Regimes and Public Support of Higher Education (with Haldor Byrkjeflot)

There is a general consensus that 'knowledge' has acquired a more all-encompassing meaning today. Although this might be expected to imply strong support for and confidence in higher education institutions, this does not seem to be the case. On the contrary, it is often claimed that they have outlived their usefulness. This apparent *knowledge paradox* may be explained by considering the more utility-oriented conception of knowledge that is gaining ground. In trying to understand the development behind this paradox, the paper shall deal with three issues. It discusses first *the widening concept of knowledge* and its implications. We discuss the claim that there is emerging a new mode of knowledge production and ask to what extent the new concept of knowledge is new, whether it is universal and to what aspect of knowledge production it applies. Secondly the widening concept of knowledge is put into a social and political context, where massification and its social implications are discussed. Higher education growth makes also an important backdrop for a more forceful and active presence of the state in higher education policy and management of the higher education system. Thirdly the paper develops a theoretical framework based on the

concept of *knowledge regimes*. The development described initially, can be seen as the outcome of the struggle to define the true nature of knowledge between actors such as states and politicians, institutional leaders and students, researchers and intellectuals, consultants and business leaders. *Knowledge interests* are therefore the key, together with the linked concepts of *knowledge alliances* and *knowledge regimes*. The paper discusses how these concepts may be helpful in understanding the complexities and ambiguity of higher education development. The paper finally discusses some implications regarding knowledge's role in social development. It questions the assumption that there is a necessary relationship between a widening concept of knowledge and a given form of knowledge development.

15 April: **James Moody, Assistant Professor of Sociology, Ohio State University**
The Structure of a Social Science Collaboration Network: Disciplinary
Cohesion from 1963 to 1999

Two ideas motivate this work. First, Durkheim argued that a functional division of labor generates social solidarity, though he claimed that rapid (and hence unregulated) expansion limits this effect for modern science. Scientific collaboration provides a direct indicator of the division of labor, allowing us to directly measure the network trace of organic solidarity. Second, research on the small-world properties of large-scale social networks has proposed a number of generalized network patterns, but has limited empirical work to large-volume networks and failed to examine the internal structure of observed small-world networks. I describe social science collaboration patterns between 1963 and 1999, both cumulatively and dynamically. I find that the sociology collaboration graph does not have a small-world structure, but instead is characterized by a large, structurally cohesive core. Relations within the core are relatively evenly distributed, with few group divisions. Implications are two-fold: For the sociology of science, the development of a structurally cohesive core suggests that scientific norms may be solidifying among connected members while a potential gulf exists between those who are active in the core and those who are not embedded in this community. For research on large-scale social networks, the observed cohesive core structure suggests a topological alternative to small-world models that may be more applicable in low-volume settings.

22 April: **Claus Rerup, postdoctoral fellow at the Wharton School, University of Pennsylvania**
Calder and the Network: Towards Movement and Aesthetic Consideration in
Network Theorizing

This paper explores and extends social and organizational network theory using the constructivist art movement as an analytical vehicle; particular attention is given to the 'network' art of Alexander Calder. After discussing the emergence of network-related thinking in constructivist art, we show how the questions, experiments, and solutions developed by the constructivists might be applied to theorizing about social and organizational networks. Questions about network arrangement, movement, and representation are addressed through constructivist concepts of constellational arrangement, status inversion, and play.

Keywords: Networks, Organizational Aesthetics, Metaphor

29 April: **Simon Rodan, of INSEAD, Paris and Scancor.**

Knowledge Heterogeneity, Network Structure and Individual Managerial Performance

Prior work has demonstrated a relationship between network structure and managerial performance. However, these studies did not include any measurement of the content of the network. We propose an alternative interpretation of these earlier findings by considering both the content and structure of intra-firm managerial networks. In our explanation, innovation rather than information arbitrage between colleagues becomes the pivotal mechanism. If value creating innovations are the eventual product of novel combinations of existing elements of knowledge residing within the firm, having contacts who are heterogeneous in their knowledge may act as a catalyst for managerial innovative idea generation. We investigate the link between the heterogeneity of knowledge in managers' social networks and two aspects of their performance using a sample of 106 middle managers in a European telecommunications company. Our findings suggest that while network structure matters, it is the joint effect of having both heterogeneous knowledge in ones key contacts and a sparse network structure that drives managerial innovativeness and consequently overall managerial performance.

7 May: **Thomas Armbruster, Assistant Professor, University of Mannheim and visiting scholar at Scancor.**

Political Liberalism, Management, and Organization Theory

A number of management ideas and concepts refer to 'liberalism' as a goal or point of departure sometimes explicitly, but more often in an implicit manner. The most obvious cases are those which openly plead for de-bureaucratization, privatization, and anti-interventionism. In many cases, this economic-liberal rationale is represented as politically liberal in orientation, in that it privileges autonomy and self-governance through a liberation from constraining rules, lack of belonging and emotion at work, or through actively responsabilizing individuals, e.g., holding them to personal account for their own conduct (organizational culture, the excellence movement, business re-engineering, 'liberation management', etc.). However, if this is political liberalism then it is a peculiar form and a far cry from a political liberalism in which, among many other things, the necessity of institutions and rules, the ethos of an impersonal order, or the idea of procedural justice are allotted a crucial role. Hence, this paper explores prominent management concepts and selected organization theories with respect to their position to political liberalism. It concludes that some supposedly liberationist movements of management possess clear traits of authoritarian, moralist, collectivist, religious-transcendental and thus anti-liberal thinking, and thus resemble the intellectual underpinnings of totalitarian rather than liberal-democratic orders. By drawing the attention to these points, this paper attempts to establish a link between managerial ideas and organization theory on the one hand, and the political culture and liberal-democratic order at a national or international level on the other.

13 May: **Patricia Gumpert, Associate Professor, Stanford and Stu Snyderman, Doctoral Candidate, School of Education, Stanford.**
Higher Education: Fading Distinctions, Emerging Markets, and Evolving Forms

This chapter examines the nature and distribution of forms across the U.S. postsecondary landscape. We begin by providing the historical context necessary to understand how wider forces created a changing array of constraints and opportunities for colleges and universities during the second half of the 20th century. We then examine the extent to which there have been differences between public and private nonprofit higher education, also noting the importance of an increasingly visible for-profit sector. Organizational differences are discussed along three dimensions: finance, mission, and governance. We then examine the hybridization of institutional forms -- the emergence of new organizations that display features of both public and private institutions. We describe commercial influences on both administrative and academic activities, and the new research and instructional arrangements that result from for-profit spin-offs and industry-university collaborations. In the final section of the chapter, we offer concluding remarks about the emerging consequences of these shifts and their implications for the distribution of forms with higher education.

22 May: **Trond Petersen, Professor of Sociology and Organizational Behavior, University of California, Berkeley .**
The Past, Present, and Future of Hiring Discrimination.

30 Sept.: **Ole Jacob Sending, Research Fellow, Norwegian Institute of International Affairs.**
Constitution, Choice and Change: Problems with the 'Logic of Appropriateness' and Its Use in Constructivist Theory

The debate between a moderate version of constructivist theory and rationalist theory centres primarily on the rationality of individual action. The article consists of an in-depth analysis of the 'logic of appropriateness' (LoA) invoked in constructivist theory. The analysis reveals that the LoA is a structural explanation and understanding of individual action. As such, it is untenable as a theory of individual action. The implications of this structural bias are discussed in relation to three core claims of constructivist theory. Moderate constructivist theory claims, first, that norms are constitutive for actors' identities. Second, it claims that agents and structures are mutually constitutive. Third, it claims that changes in ideational structures do occur and lead to changes in political practice. I conclude that the LoA is *able* to account for the first of these claims, but that by virtue of being able to account for this claim, it is, at the level of a theory of individual action, *inconsistent* with the second, and *unable* to effectively account for the third.

Keywords: choice, constructivism, identity, 'logic of appropriateness', 'logic of consequences', norms, rationalism, theory of individual action.

7 October: **Frank Dobbin, Professor, Department of Sociology, Princeton University.**

A Tale of Two Sectors: The Spread of Anti-harassment Remedies Among Public and Private Employers.

By the late 1990s, virtually all employers of any size had adopted a formal anti-harassment program. While the law did not require these programs, the courts had sent signals that employers should go on record forbidding harassment. Employers went substantially further, establishment harassment grievance procedures and anti-harassment training programs. In an analysis of data on the adoption of anti-harassment policies, among 389 employers between 1965 and 1997, we explore why employers jumped on these particular bandwagons. First, personnel professionals touted two new ideas that the Civil Rights grievance procedure and the anti-discrimination training program could be retooled, and adopted as legal remedies for harassment. The legal journals emphasized that these policies had not been vetted by the courts. In consequence, employers who depended on personnel experts for advice were more likely to adopt these; those who depended on lawyers were less. Second, harassment policies were shaped by organizational demography in the public sector feminization increased adoptions. Not in the private sector, where the incentive was pecuniary, and in particular the passage of legislation allowing punitive damages in harassment cases. Third, employers were highly responsive to well-publicized legal landmarks. In the end, personnel professionals won the day, to the extent that the Supreme Court in 1998 held that both grievance procedures and anti-harassment training could insulate employers from liability. Here the legal remedy to harassment was clearly fashioned by a group with a professional interest in promoting that remedy.

14 October: **Martin Ruef, Assistant Professor, Graduate School of Business, Stanford.**

Don't Go to Strangers: Homophily, Strong Ties, and Isolation in the Formation of Organizational Founding Teams" (co-authored with Howard Aldrich and Nancy Carter)

The mechanisms governing the composition of formal social groups (e.g. task groups, organizational founding teams) remain poorly understood, owing to (1) a lack of representative sampling from groups found in the general population; (2) a "success" bias among researchers that leads them to consider only those groups that actually emerge and survive; and (3) a restrictive focus on some theorized mechanisms of group composition (e.g. homophily) to the exclusion of others. In this paper, we address these shortcomings by analyzing a unique, representative data set of organizational founding teams sampled from the U.S. population. Rather than simply analyze the properties of those founding teams that are empirically observed, we employ a novel quantitative methodology to generate the distribution of all *possible* teams, based on combinations of individual and relational characteristics. This methodology allows us to explore five mechanisms of group composition, including those based on homophily, functionality, status expectations, network constraint, and ecological constraint. Findings suggest that homophily and network constraints based on strong ties have the most pronounced effect on group composition. Social isolation (i.e. exclusion from a group) is more

likely to occur as a result of ecological constraints on the availability of similar alters in a locality than as a result of status-based membership choices.

21 October: **Misiek Piskorski, Assistant Professor, Graduate School of Business, Stanford and Kaisa Snellman, Swedish School of Economics, Helsinki, and Scancor.**

Network Structure of Exploitation: Venture Capital Syndicate Structure and Start-Up Time to IPO.

Abstract: In this paper we suggest an extension of the resource dependence theory that yields an additional mechanism explaining the performance difference between central and peripheral actors. We argue that central actors can be better off not only because the network structure allows them to exploit peripheral actors, but also because they can be more selective in terms of the resources they share with others. The inequality mechanism we propose is complementary to the embeddedness and the power dependence explanation of the performance difference between central and peripheral actor. However, this mechanism yields a distinct hypothesis, which we test using data on venture capital investments in the U.S. Using the time a start-up reaches the initial public offering as the measure of venture quality, we find support for the embeddedness and the power dependence explanations of inequality between central and peripheral venture capitalists. However, consistent with the mechanism proposed here, we also find that central venture capitalists keep the best deals to themselves. Start-ups with one central investor have the shortest time to IPO, while start-ups financed by only one peripheral investor take the longest the go public. We discuss the significance of this finding for our understanding of the role of networks in generating inequality between actors.

28 October: **Liisa Uusitalo of the Helsinki School of Economics and Scancor**
Motivation and Social Contingency of Environmental Consumer Choices.

This article is an overview of two basic theoretical approaches to environmental problems in consumption. First, we will describe the traditional consumer psychology-oriented view that emphasizes individual consumers' personal motives and attitudes as determinants of environmental choices. We argue that the motivational base and behavioral dimensions of pro-environmental consumption are more complex than usually assumed, and therefore it is difficult to plan consumer policy measures that could appeal to all consumers. Environmental concern, normative pressure, green identity, and feelings of moral obligation are discussed as motives for pro-environmental behavior. In addition, attention is paid to consumers' abilities and opportunities to act in a pro-environmental way.

The social contingency of consumer behavior is elaborated further in the second, alternative approach to environmental behavior. Environment is here treated as a public or collective good that requires cooperative action from each consumer. Consumers are perceived as game players, when they decide whether they should contribute in favor of the common good or whether act as free riders. We argue that, to improve willingness to

co-operation, also strategic information is necessary for consumers. For example, they need to know the impact of individual behaviors on the common good, and how likely it is that also other consumers contribute. The common good approach suggests that social norms and communities that uphold them are very important when trying to create pro-environmental behavior. To attract consumers towards a more sustainable life style, the fair share argument, reciprocity principle, feelings of sympathy, and responsibility towards the community should be used parallel to arguments appealing to individual utility and motivations.

4 November: **Dan McFarland, Assistant Professor of Education.**

The Micro-Politics of Self and Relations with Others: A Frame Analysis of Adolescents' Interpersonal Notes.

When an author believes he and his audience are aligned, he will adopt textual maneuvers that revitalize the agreed upon sentiments and intentions. When misaligned, the writer will establish definitional claims in light of the recipient's distinct perspective. As such, they will try to dislodge the recipient's perspective and establish their own in a convincing way. Thus, one can imagine different sets of textual maneuvers that actors use to negotiate breakups with unfaithful girlfriends or maneuvers used to commence a dating relation with an acquaintance. Relational transitions do not just happen, but arise from the relational-work and identity-work of intentional actors. The contribution of this work is that it takes into account multiple networks, identities, and strategic actors, and describes how they live and negotiate changes in their ties. As such, it affords insights into processes and interpretive maneuvers that are used to weave the social fabric

11 November: **Greta Hsu, PhD Candidate, Graduate School of Business, Stanford.**

The Structure of Quality in Market Contexts.

This study develops a framework for understanding the structure of cultural schemas and relates this to constraints on the behavior of market actors. Cognitive psychologists have demonstrated that the structure of schemas impacts on judgment processes at the individual level. I extend this idea to schemas that exist at a cultural level and suggest that differences in the structural properties of cultural schemas shape evaluative processes in the market. I suggest four idealized types of structural configurations. I then explore the implications of different structural configurations for the behavior of market actors by focusing, in particular, on the schemas used to interpret and evaluate the quality of product offerings. In this chapter, I demonstrate that the structural properties of quality-based schemas affect the sorting of producers into product segments. I study this proposition using data from the Hollywood feature film industry. Data for U.S.-produced feature films released from 1992 to 2001 has been gathered through the *Internet Movie Database*. Critical reviews for these films have been gathered through *Lexis-Nexis*, and semantic analysis of these reviews has been used to uncover the structure of conceptualizations of quality for different film genres.

18 November: **Lars-Gunnar Mattsson, Professor, Stockholm School of Economics.**
Collective Competition and the Dynamics of Market Reconfiguration

The phenomenon "collective competition" is argued to be of increasing importance in contemporary markets. Firms strategically act to establish, to develop and to break cooperative relationships in order to become more effective in "collective competition". Such actions also leads to changes in the market structure in terms of who cooperates with whom and who competes with whom. Such market reconfiguration is an on-going process. The market structure is, in this sense, never fully stabilized. In this article we apply a markets-as-networks perspective to understand how cooperation and competition between firms drive such market reconfiguration when interdependence between firms in the market is non-negligible. The phenomenon of international strategic alliances is used to illustrate market reconfiguration. More specifically we analyse two cases in the freight forwarder market. The cases support the markets-as-networks view that the outcome of a focal alliance process is strongly interdependent with how the alliance is embedded in its wider network context. We identify and analytically discuss a number of such interdependent network processes and summarize how the interdependence influences strategic actions, the stability of strategic alliances and more generally market dynamics

25 November: **Ozgecan Kocak, PhD Candidate, Graduate School of Business.**
Social Orders of Exchange: Problems of Valuation and the Emergence of Social Order in Markets.

Among the most fundamental problems that any market actor faces are those linked to valuation; buyers must somehow discriminate between the worth of goods or services that confront them in the market, and sellers must find some way of reliably demonstrating the value of the goods that they bring to the market. In this dissertation, I focus on two distinct problems of valuation: (1) the interdependence of value problem, where the value of a commodity to one trader depends on the value of that commodity to others, and (2) the nonstandard valuation problem, where differences in the qualities of objects within a broad category of goods makes it difficult for buyers and sellers to establish and communicate some standard designation of relevant qualities and thereby establish a reliable link between those qualities and price. I argue that actors respond to both of these valuation problems by pursuing strategies that give rise to social groups and a system of order within these groups. However, the different types of valuation problems imply different types of strategies and accordingly different social structures. The interdependence of value problem leads market participants to adopt strategies that result in processes of integration, which in turn create a bounded market structure with a common group identity for all participants. Because of the common group identity pervading such markets, I label these markets "identity markets". In contrast, the nonstandard valuation problem leads market participants to adopt strategies that give rise to processes of differentiation, which manifest themselves as role differentiation between sellers and buyers and a hierarchical ordering among sellers and buyers.

2 December: **Filipe Santos, PhD Candidate in the Management Science and Engineering Department, Stanford University.**

Towards an Integrated Understanding of Organizational Boundaries: A Grounded Study of Entrepreneurial Firms in New Markets."

Organizational boundaries are a central interest within organizational studies and related social sciences. Yet, the existing literature offers a confusing, albeit rich, picture of this phenomenon. Our purpose is to provide a framework for conceptualizing organizational boundaries. We attempt to do so by combining the principal theories of boundaries into more parsimonious conceptions, and sketching their distinctive features including assumptions, theoretical arguments, empirical validity, organizational and environmental contingencies, contributions, and limitations. We conclude that, despite the fragmented nature of the literature, four robust theoretical conceptions can be observed: efficiency, power, competence, and identity. Second, each conception not only makes its own boundary predictions, but also adds a unique conceptual perspective on boundaries beyond the legal ownership of assets. Third, there are intriguing interactions among the conceptions including complementary and competing predictions, coevolutionary relationships, and synergistic interrelationships. Finally, longitudinal processes of boundary change, the tension between normative and descriptive views, and the interaction of multiple boundary conceptions in ambiguous settings form a compelling agenda for future research.

SCANCOR Visiting Scholar Reports, 2002

Per Andersson, Department of Marketing, Distribution and Industry Dynamics, Stockholm School of Economics

During my three months stay at Scancor (April-June 2002) I worked mainly on two separate books: 1) "M&A Processes in Business Networks – Managing Connectedness." As editor of the book, I spent some of my time at Scancor editing the chapters from the six participating authors. (The book analyses mergers and acquisitions from a network perspective, discussing the managerial challenges of connectedness, i.e the customer and supplier relations of the merging companies.), 2) "Book in honour of Lars-Gunnar Mattsson" (no title has yet been given to the book). The book summarizes some of the academic work and importance of Lars-Gunnar Mattsson, and adds a set of around ten newly written chapters from some of his colleagues, building on his work. A lot of time at Stanford was devoted to editing the contributions and writing the first chapter of the book.

In addition, time was spent on finalising a set of articles in progress, eg. an article on methodology ("Where Is The Action? The Reconstruction of Action in Business Narratives"), later accepted for publication in the *Advances in Business Marketing and Purchasing* series.

Thomas Armbruster, School of Business Administration, University of Mannheim, Germany

During my stay at Scancor from January to May 2002 I pursued two independent projects: researching the management-consulting sector and developing a liberalist approach to management and organization theory. Regarding my research on management consulting, I gathered data on the consulting industry in the U.S. and conducted interviews with a number of consultants in the Silicon Valley. These efforts resulted in a paper on management consulting that is currently under review at a journal. With respect to developing a liberalist approach to management and organization theory, I made myself familiar with contemporary North-American political philosophy and wrote a first draft of a manuscript on 'Political Liberalism, Management, and Organization Theory', a revised version of which is also currently under review. Moreover, I had the opportunity to present papers on management consulting and on the liberalist approach at the weekly Scancor seminar, and I very much enjoyed the constructive input of Stanford academics and fellow Scancor scholars. Last but not least, I very much benefited from individual conversations with Stanford academics on my research projects.

Maria Blomgren, Department of Business Studies, Uppsala University.

During my three months stay at Scancor in the winter 2002-2003 I worked on two projects. One was a book project with Kerstin Sahlin-Andersson about politicians acting at a distance in Swedish health care. The book has the preliminary title: *Leda på distans: översätta kunskap i sjukvårdens nätverk (Manage at a Distance: Translating Knowledge in Health Care Networks)* and will be published during the spring 2003. I also benefited from Stanford libraries and databases in my search for literature and material for a new research project called "The Quest for Transparency: Accountability, Organization and Control in Health Care Networks. Lastly, I am deeply grateful for the

thoughtful and useful comments on my research provided by Professor Jim March and Professor Richard Scott.

Iver Bragelien, Department of Finance and Management Science, Norwegian School of Economics and Business Administration (NHH)

During my period at Scancor I revised two papers: One on the role of central managers in a company's pursuit of opportunities across business units and one on relational contracts and asset ownership. I also enjoyed attending a large number of very interesting seminars organized by different departments and schools at Stanford

Kristin Dale, Agder University College, Kristiansand, Norway.

At Scancor, I revised essays in my doctoral thesis. Particularly, I reformulated the formal model in the essay "In-the-home training, household skills and low wages". The access to facilities, libraries and library data resources like JSTOR was of great help at this stage of my research. While at Stanford, I enjoyed attending the Scancor Seminars, the "Great Scott" conference in honor of Stanford professor emeritus W. Richard Scott, and seminars at the Graduate School of Business and the Economics Department. In October 2002 I submitted my doctoral theses "Spillovers from household production to wage and profit formation" to the Norwegian School of Economics and Business Administration, Bergen. It has been approved for public defence on April 8, 2003

Ágúst Einarsson, Faculty of Economics and Business Administration, University of Iceland

During my stay in Stanford I worked on five papers. 1) "Global Cultural Economics" was presented at a conference of globalization held by the University of Iceland on the 18th and 19th of October 2002 and will be published in a book in 2003. 2) "Health Economics in Iceland" was presented in a seminar at the Faculty of Economics and Business Administration in November 2002 and was published in Iceland in the *Journal of Business and Economic Affairs*. 3) "Microfinance and the New Institutional Economics. Some Remarks on Methodology" will be presented in a seminar 2003. 4) "Fishing and Fishing Industry in Iceland. Changes and Operational Results" will be presented at a conference of social sciences at the University of Iceland in February 2003 and will be published in a book that year. 5) "The Economic Contribution of Cultural Activities. The Icelandic Example" will be presented at a conference of International Council of Small Business (ICSB) in Belfast, N-Ireland, 15th to 18th of June 2003

Truls Erikson, Norwegian University of Science and Technology, Department of Industrial Economics & Technology Management

My goal for my Scancor visit was to complete some papers which had emerged during the year.

While at Scancor I completed these papers and most of them are now in review. Moreover, a new paper was conceived with other SCANCOR fellows. This paper is also in review.

Karin Fernler, Department of Public Management, Stockholm School of Economics

I spent three months at Scancor in the spring of 2002, mainly working on my project on the establishment of new medical practices. During my stay I finished a chapter on public leadership and the ambiguity of knowledge (Offentligt ledarskap och kunskapens osäkerhet. In Henning, R och Holmberg, I, 2002, Ledarskap i offentlig sektor. Lund: Studentlitteratur). I also began my work on a chapter to a volume on the construction of markets, as well as my work on a book on the ambiguity of knowledge in decisions about health care development and priorities. In this work I was much inspired and helped by Stanford's excellent library facilities. Apart from working at my desk I also took the opportunity to meet and discuss my work with some Stanford scholars, and to take part in seminars arranged by Stanford professors John W. Meyer and Francisco Ramirez.

Erhard Friedberg, Department of Sociology, Sciences-Po Paris.

During my stay at SCANCOR in February 2002, I held a seminar on "Power and Domination : the Construction of Local Orders" and profited greatly from the comments received. This paper will eventually find its way into a book I am presently preparing on "Organizational Dynamics in Post-modern Society". I also attended several very stimulating seminars organized by Stanford professors John Meyer and Marc Granovetter. My main occupation, however, was the preparation and realization of two videotaped interviews with John Meyer and W. Richard Scott, Stanford professor emeritus. These interviews are part of my ongoing project of constituting the "**Living Archives of Organization Theory**", consisting of videotaped interviews with all the founding fathers of organizational thought still alive. They will be used in a multimedia project on the history of organizational thought, the first version of which has already been brought out, as well as in other multimedia productions around the history of Organization Theory.

Martin Grieger, Department of Operations Management, Supply Chain Management Group, Copenhagen Business School, Denmark

During my stay at Scancor I wrote a first draft of my dissertation "Supply Chain Management beyond Electronic Marketplaces". In addition, I attended three conferences and one doctoral symposium:

- 5th International Conference on Electronic Commerce Research, Montreal, Quebec, Canada, Oct. 23-27, 2002 (Co-author of the paper "The use of electronic marketplaces for managing supply chains in the chemical industry - Results from a case study analysis")
- The 2002 Annual Conference of the Council of Logistics Management in San Francisco Sept. 29 – Oct. 3, 2002.
- 2002 Conference of the German Academic Exchange Service, Berkeley, CA Sept. 2002.
- 12th Annual Doctoral Symposium of the Council of Logistics Management, Sept. 27.-28. at the Hilton San Francisco.

I also finished two papers at Scancor, one which will be published in the *Business Process Management Journal* ("An empirical study of business processes across Internet-based electronic marketplaces: A supply chain management perspective"), and

one which will be published by the International Federation for Information Processing (IFIP). A third paper was submitted to the *Electronic Commerce Research Journal* and has already been through one round of reviews. I also interviewed SAP Palo Alto for my dissertation and attended various seminars and lectures at Stanford.

Astrid Hedin, department of government, Uppsala University, Sweden

During the second half of my 12 month stay at Scancor I made more contacts with researchers on campus, wrote three shorter texts, held two conference presentations and started up the work on my new research project.

I wrote a reply to professor Johan P. Olsen's review of my thesis: "Teorikonkurrens eller olika analysnivåer?", *Statsvetenskaplig tidskrift* (forthcoming). I wrote a review of the book *Making Social Science Matter* by Bent Flyvbjerg: "Debates on Truth and Method, and the Power of Example", *Statsvetenskaplig tidskrift* (forthcoming).

Aside from the Scancor seminars, I participated in a course at the department of history: "Modernity, Revolution and Totalitarianism" with professor Amir Weiner, where I also had the opportunity to meet some of the authors of the course readings. Based on some of the course work and other readings, I wrote a longer literature review on "Stalinism as Civilization. New Directions in (American) Research on Communist Regimes", *Statsvetenskaplig tidskrift* (forthcoming). This gave me the theoretical starting point for my new research project on the academic exchange of the GDR with Sweden 1968-1989. I also invited Professor Weiner to the conference of the Swedish Research Council's research program on Communist Regimes in Sigtuna, Sweden, where he held an appreciated keynote lecture.

In early spring I briefly assisted with the gathering of some materials for the collections on Communist regimes of the Hoover Institution Archives at Stanford University. I then made a short presentation of some of the collection materials to a class of Stanford history students. In late spring, I gave three conference presentations: 1) at the Pacific Coast East European Historian's Workshop at Stanford University, I presented my dissertation, *The Politics of Social Networks. Interpersonal Trust and Institutional Change in Postcommunist East Germany* (Lund, 2001). 2) at the conference of the Swedish Research Council's programme on Communist Regimes, I presented my research project "Colleague, Comrade or Cadre? The University Exchange of the GDR with Sweden, 1968-1989". 3) at the same conference, I also held a short talk about the collections on Communist regimes at the Hoover Institution Archives at Stanford University.

Mikael Holmqvist, Uppsala University

I stayed at SCANCOR from January through December, 2002. During that period I made an extensive literature review in psychology and sociology pertinent to my research project on learning in organisations and benefited greatly from Stanford's excellent libraries. This work has laid the ground to the empirical studies that I am currently undertaking in Sweden. The project is due to be completed in 2004-2005 and will result in a book, conference papers, and articles. Overall, I made numerous contacts with scholars at Stanford that helped me to move my project forward. I regularly participated in seminars at the Graduate School of Business, the School of Engineering,

the School of Education, and at SCANCOR. I held several presentations of my research, both at SCANCOR and at other departments. I completed three papers that are presently under review, and two papers that are to be published in 2003. In general the time at SCANCOR enabled me to concentrate on some ideas that I was interested in before arriving there, and to broaden my perspective and thus enter into new lines of inquiry. Thanks to the generous time given to me by Stanford faculty, and the overall inspiring campus environment, my year at Stanford was a most rewarding one professionally.

Arnt Lykke Jakobsen, Copenhagen Business School

The main purpose of my one-month stay at Stanford was to interact with visiting professor K.A. Ericsson (at the Center for the Advanced Study in the Behavioral Sciences at Stanford) about ways of developing a methodology for eliciting and analysing data about cognitive processes in writing, based on a combination of think-aloud protocol analysis (Ericsson & Simon, 1984; 1993) and analysis of computer-logged keystroke data. We had several fruitful meetings. During my stay my paper ‘Think-aloud effects on translation speed, revision, and segmentation’ was refereed and accepted for publication in a volume in the Benjamins Translation Library (due to appear in 2003). A smaller companion article on ‘Translation drafting by expert translators and translation students’ has also been published. The discussions I had with Ericsson led to the formulation of two new research projects based on ideas from expert-performance theory, one on peak performance by expert translators and one on professional language translation. Publication expected late 2003 or 2004. Working in the Scancor office with organisational theory all around has added lasting cross-disciplinary inspiration to my thinking about cognitive language processes.

Kent Wickstrøm Jensen, Institute of Management and Organization, University of Southern Denmark.

During my stay at Scancor I have had the pleasure of auditing two doctoral courses. At the School of Education I audited “Organization Theory” with Woody Powell, and at the Civil Engineering School I audited “Organization Knowledge and Learning” with Mark Nissen. At the Civil Engineering Department I have attended the weekly meetings of Ray Levitt’s research group, and I have presented the paper “Information Exchange Networks”. Further, I have participated in the weekly seminars organized by Management Science and Engineering and the Graduate School of Business. Besides these activities on campus, I have participated in a two-day seminar on “Structural Equation Modelling” held at the Naval Postgraduate School in Monterey, and I have presented the paper “Information Exchange Networks in Product Development” at the SUNBELT Conference in Cancun, Mexico. Finally, my work on my Ph.D. thesis during the period includes the literature review and the development of two theoretical models for empirical testing knowledge flows in product development projects.

Nina Kivinen, Department of Business Administration, Åbo Akademi University, Finland

The main purpose of my visit at Scancor was to write on my PhD thesis manuscript, an aim that was successfully fulfilled. I also wrote drafts on two papers to be presented at conferences in the summer of 2003; a paper titled Global Images – Spatial Considerations of Corporate WebPages for the Nordic Management Conference and

another titled In(between) Virtual Spaces – Expressions of Nomadic Organisations for the EGOS conference. I also audited Professor Mark Granovetter's course Economic Sociology.

Ola Kvaløy, Norwegian School of Economics and Business Administration, Bergen

I visited Scancor from July 15 to October 1, 2002. I mainly worked with an article called "Team Incentives in Relational Contracts". A game theoretic model was developed in order to analyze different kinds of incentive schemes designed to motivate teams of employees. The incentive schemes I compared were based on relative performance evaluation, joint performance evaluation and/or individual performance evaluation. The paper is now ready for submission. I also collaborated with a fellow Scancor Scholar, Truls Erikson, on a paper called "Commercialization Incentives in Universities: Motivating Scientists to Commercialize Knowledge" where we analyze efficient ways to organize science systems in a way that promotes commercial spin offs. This paper is also ready for submission. In addition to working with these papers, I participated in workshops and seminars both at the Economics Department at Stanford (the summer workshop on personnel economics was particularly interesting), and at the Graduate School of Business.

Tage Koed Madsen, University of Southern Denmark

During my stay at Scancor I had the opportunity to do a lot of reading and writing. After being a dean for four years at the University of Southern Denmark it was a great pleasure to be able to concentrate completely on research in a very stimulating setting, and without interruptions. I worked primarily on three papers during my stay. The topics of the papers were on the impact of the Carnegie School on research on internationalization processes of firms, on the Born Global concept, and on the results of an empirical analysis of basic economic characteristics of international new ventures. Finally, I worked on the formulation of a large research project for which the Danish Social Sciences Research Council has now been asked for economic support. I was happy to get the opportunity to meet and discuss with colleagues at Scancor and with James G. March.

Maureen McKelvey, Professor, School of Technology Management & Economics, Chalmers University of Technology, Gothenburg Sweden

During my stay at Scancor, I worked on three empirical articles. One article is called "Energy Policy Options - from the Perspective of Public Attitudes and Risk Perceptions". Based on this article, I prepared and made a speech at the Lawrence Berkeley National Lab in early February. The article has been accepted for publication in *Energy Policy*. Another article is called "Trust and Risk Perception in Western Europe: A Cross-National Study" and it has been accepted for publication in *Risk Analysis*. The third article is called "An Expectancy-Value Approach to Determinants of Trust" and will be submitted to a journal shortly. These articles formed the empirical basis of my dissertation thesis, which was presented on a public defense ceremony in Stockholm in January 2003. In the thesis - "Risk Policy: Trust, Risk Perception, and Attitudes" - I studied the role of public trust in societal institutions and commercial organizations from a risk policy perspective

During my month stay at Stanford, I also worked on the book manuscript *The Search for Innovations*. This work involved writing the argument for the whole book, based on

a series of chapters which are now (or were previously) published separately as journal articles and book chapters. The unifying book chapter 'Innovative Search Activities and Dynamic Selection Regimes' was written at Scancor. It will be presented at the Bi-Annual ASEAT conference 'Knowledge and economic and social change: new challenges to innovation studies' at the Institute of Innovation in Manchester, UK in April 2003. (See <http://les.man.ac.uk/cric/>). The book chapter 'Innovative Search Activities and Implications for Innovation Management' was also revised there, and it will be submitted for publication.

We also had discussions about collaboration between Chalmers and Stanford. As one result, Scancor Director Walter Powell is involved in co-authoring a concluding chapter for the book McKelvey, M.; Rickne, A.; Laage-Hellman, J. (eds.) (2004 forthcoming). *The Economic Dynamics of Modern Biotechnologies: Europe within Global Trends*. Cheltenham, UK: Edward Elgar Publishing. Prof. Powell is co-authoring with Prof. McKelvey and Prof. Orsenigo (Bocconi, Italy).

Stefan Meisiek, Stockholm School of Economics

The purpose of my visit to Scancor was to prepare several articles. During the time I spent at Scancor, I finished "Leading by Doing" in cooperation with Sigal Barsade (Yale/USC). The article will be published this year in *Financial Times New Generation Business Series*. My time at Stanford helped me to develop some of the essential parts of the article. Further, I completed two conference papers on American top manager autobiographies. The first "Emotional Accounts" was accepted for presentation at the Academy of Management Meeting in August 2002, Denver. The second article "Top Managers' Autobiographies, Emotion and the Presentation of Self" is currently under review for the EMONET Conference 2002. For both papers my presence at Stanford has proven very valuable. Also, I wrote short papers for the EGOS conference 2002 (accepted for presentation), for the ISRE conference (under review) 2002 and the Business and Art conference 2002 (under review).

Anna Moehle von Hoffmannswaldau, Exist-HighTEPP, University of Bamberg, Germany

During my stay at Scancor, I focused on three aspects:

1. I worked on my doctoral dissertation, focusing on the methodological and empirical part .
2. Continued on the paper (together with Leona Achtenhagen, Jönköping Business School) "Nowhereland between entrepreneurship and organization theory explored" which is currently under revision for potential publication in *International Small Business Journal*.
3. I audited a graduate seminar on "Organization Theory" taught by Scancor Director, Professor Powell.

In addition I attended Scancor seminars and the STVP seminars on Entrepreneurship Research at the School of Engineering. I also had many discussions on my dissertation and exchanges with Scancor scholars and Stanford faculty which broadened my knowledge a great deal.

Anna Nilsson, (Medical Innovations and Organizations) Karolinska Institutet, Sweden.

During the fall/winter of 2002 I started working on my post-doctoral research project. Most of my time was spent on literature review, formulating research questions etc, methodology discussions with other researchers and creating the project plan and interview protocols. Since I work with case-studies of firms in the Bay Area, much time was also spent identifying interviewees and setting up meetings. I also participated in the course “Commercialisation of Knowledge” (taught by Scancor Director Walter Powell) and in STVP-seminars on a regular bases. Part of my time also went to planning a new cross-disciplinary course at Stanford, together with Dr Gardner at the School of Medicine, which is run during the Spring quarter of 2003

Torill Nyseth, Department of planning and local community studies, University of Tromsø

At Scancor I worked on several different projects. 1) I finished writing a book on local democracy called: “*Nærdemokrati, teori og praksis*” (Co-authored with Nils Aarsæther). 2) I also produced a review of the Keith Hoggart and Terry Nichols Clark book “Citizen responsive government, published in *Public Administration*, vol 80, nr. 4. 3) I further wrote another article for the Norwegian journal “*Søkelys på arbeidsmarkedet*”(with Nils Finstad, Nr. 2 2003:in print). 4) Another article about the subject organizational Training Programs was begun, but not finished. 5) I also worked on a paper on *Planning and Local Governance*, presented at the NOPSA- Conference in Aalborg in August. I also did a lot of reading while at Scancor, mostly about the New Institutionalism, which together with the weekly seminars lead by Director Walter Powell, enhanced my theoretical knowledge in organizational theory.

Nicola Sauer, University of Mannheim, Germany

During my summer term stay at Scancor in 2002, first of all, I did some empirical research according to my doctoral research project of conceptualizing and operationalizing the construct of consumer sophistication. Getting empirical data from a second cultural environment brought me one step further in achieving my goal of successfully completing my dissertation research. After the acquisition of the data the analysis was another major part of my work at Scancor. Additionally, I worked on several papers, e.g., a paper on developing corporate identities of universities and business schools to strengthen their strategic positioning. The data base of this research consisted of an empirical study among business school deans in the U.S. and Germany. During the stay, I also attended the 2002 Summer Marketing Educators’ Conference in San Diego, where I presented a paper on consumer decision-making styles.

The challenging and stimulating relationship with peers from different disciplines and countries at Scancor enriched my research and deepened my knowledge on the relationship between the marketing and organization discipline. Being a SCANCOR scholar enriched my research and contributed to my personal growth.

Ole Jacob Sending, University of Bergen, Norway

The purpose of my stay at SCANCOR was to work on my PhD thesis about the role of knowledge in the formation and change of international policy. It is a testament to the

excellent academic environment at SCANCOR that I was able to complete three draft chapters during my stay from August to December. I regularly attended Prof. John Meyer and Prof. Francisco Ramirez' workshop in "Comparative Sociology" and benefited greatly from presentations and discussions in this forum. I presented one chapter from the dissertation at this workshop ("The Organization of Knowledge Production and the Content of International Population Policy"). I also presented a forthcoming article on the "logic of appropriateness" to the SCANCOR seminar (*European Journal of International Relations* vol. 8. no. 4. pp. pp. 443 – 470).

Liisa Uusitalo, Professor, Helsinki School of Economics

I presented a paper at Scancor's seminar in the field of environmental management and policy. The topic of the paper was (1) 'Motivation and Social Contingency of Environmental Consumer Choices – Two Complementary Approaches to Solve Environmental problems in Consumption'.

In addition to that presentation I worked on the following papers on consumer theory: (2) 'Consumer rationality – Choice, experience or Virtue? Changes in the Concept of Consumer Rationality'. For this purpose I was doing extensive literature research and reading using the sources from Stanford libraries. This paper is part of a larger project on consumer rationality that I started during the stay at Stanford. The third paper with which I was working during my stay was about cultural analysis of the advertising content: (3) 'The differentiation of male representations in present-day advertising'. The paper contains an analysis of how social changes are reflected in the way men are portrayed in new roles and positions in advertising.

During the stay I also took part in some post-doctoral seminars organized by the Graduate School of Business at Stanford as well as taking part in the research seminar in marketing at the Haas School of Business at the University of California, Berkeley. In the bookshops at Stanford and Berkeley I spent several days looking through the recently published books of social sciences, and based on this, ordered about thirty new books to the library of my own university.

Mattias Viklund, Stockholm School of Economics.

During my stay at Scancor, I worked on three empirical articles. One article is called "Energy Policy Options - from the Perspective of Public Attitudes and Risk Perceptions". Based on this article, I prepared and made a speech at the Lawrence Berkeley National Lab in early February. The article has been accepted for publication in *Energy Policy*. Another article is called "Trust and Risk Perception in Western Europe: A Cross-National Study" and it has been accepted for publication in *Risk Analysis*. The third article is called "An Expectancy-Value Approach to Determinants of Trust" and will be submitted to a journal shortly.

These articles formed the empirical basis of my dissertation thesis, which was presented on a public defense ceremony in Stockholm in January 2003. In the thesis - "Risk Policy: Trust, Risk Perception, and Attitudes" - I studied the role of public trust in societal institutions and commercial organizations from a risk policy perspective

SCANCOR Visitors, 2002

26 February 2002

A group of executives from a program organized by the Copenhagen Business School visited Scancor during a study tour in California. This executive education tour focused on service management and development of general management skills. Walter Powell, Director of Scancor, addressed the group. Professor Powell's presentation was about knowledge management in the New Economy.

4 March 2002

The Copenhagen Business School MBA study tour visited Scancor on the morning of 4 March. Professor Walter Powell made a presentation on "Collaboration and Organization Learning in the New Economy" which was followed by questions and discussion.

29 March 2002

The Swedish American Chamber of Commerce held an event on the Stanford campus, sponsored by Professor Emeritus Stig Hagström of Stanford University. Walter Powell made a presentation to the group on Scancor and its many connections in Scandinavia.

8 April 2002

Nanna Westergård-Nielsen, development director of FUHU, the Danish Society for the Advancement of Business Education, visited Scancor. She met with visiting scholars to discuss Scancor's role in the organizations community at Stanford, as well as e-learning at Stanford.

23 May 2002

Jussi Kanerva, Director of the TAI Research Centre at the Helsinki Institute of Technology and Ms. Bethany Davis, Nokia Corporation, visited Professor Walter Powell at Scancor.

6 June 2002

A group of six Finns from PriceWaterhouseCoopers (Finland) visited Scancor. Professor Risto Tainio of the Helsinki School of Economics (and Scancor visiting scholar) made a presentation on Nokia's knowledge creation. Jason Owen-Smith, a Stanford post-doc and colleague of Walter Powell, made a presentation on university patenting.

16 October 2002

Professor Walter Powell made a presentation to a Finnish group from TEKES who were visiting Stanford in conjunction with the Finland-American Research and Technology Forum in California. His talk on university-industry relations in the life sciences was followed by questions and discussion.

**Visiting scholars who have graduated as Ph.D.
after their stay at SCANCOR**

Denmark

John Christiansen	Copenhagen Business School	1990
Lars Bo Henriksen	Aalborg University	1992
Per Dannemann Andersen	Research Center Risoe	1992
Jesper Bo Jensen	Aalborg University	1993
Peter Karnøe	Copenhagen Business School	1993
Pernille Lorenzen	Aarhus Business School	1993
Hans Laurits Thanning	Copenhagen Business School	1994
Helle Holt	Danish National Institute of Social Science	1994
Agi Csonka	Danish National Institute of Social Science	1994
Morten Vendelø	Copenhagen Business School	1995
Stig Hartman	Copenhagen Business School	1996
Eva Zeuthen Bentsen	Copenhagen Business School	1997
Morten Balle Hansen	Odense University	1997
Hubert Staudt	Copenhagen Business School	1997
Niels N. Kristensen	Aalborg University	1997
Poul Hansen	Aalborg University	1997
Kim Lynge	Aalborg University	1997
Martin Fuglsang	Copenhagen Business School	1998
Per Christensen	Aalborg University	1998
Henrik Bang	Copenhagen Business School	1998
Kristina Lee	Copenhagen Business School	1998
Rikke Berg	Odense University	1999
Peter Boye	Copenhagen Business School	1999
Kenneth M. Jørgensen	Aalborg University	2000
Hans Chr. Johnsen	Copenhagen Business School	2000
Mads Storgaard	Copenhagen Business School	2000
Christian Tangkjær	Copenhagen Business School	2000
Claus Rerup	Aarhus Business School	2001

Finland

Ingmar Björkman	Swedish School of Economics	1989
Sören Kock	Swedish School of Economics, Vasa	1991
Mika Pantzar	Helsinki School of Economics	1991
Kimmo Kuitunen	Helsinki School of Economics	1993
Kaj Hedvall	Swedish School of Economics	1994
Camilla Lohrum	Swedish School of Economics	1996
Annele Eerola	Swedish School of Economics	1997
Magnus Enckell	Swedish School of Economics	1998
Patrick Kvikant	Swedish School of Economics	1998
Tuomo Peltonen	Helsinki School of Economics	1998

Jarmo Vakkuri	University of Tampere	1998
Annele Eerola	Swedish School of Economics	1998
Eero Vaara	Helsinki School of Economics	1999
Janne Tienari	Helsinki School of Economics	1999
Päivi Oinas	Helsinki School of Economics	1999
Markku Maula	Helsinki University of Technology	2001

Norway

Bjørge Gretland	Norwegian School of Economics and Business Administration	1991
Arent Greve	Norwegian School of Business Administration	1992
Lars Sjørgard	Norwegian School of Economics and Business Administration	1992
Paul G. Roness	University of Bergen	1993
Steinar Vagstad	University of Bergen	1994
Lars Chr. Blichner	University of Bergen	1995
Terje Hagen	University of Oslo	1996
Donatalla De Palio	Norwegian School of Economics and Business Administration	1996
Gunnar Rongen	University of Oslo	1996
Bjarne Espedal	University of Bergen	1996
Kjetil Bjørnvatn	Norwegian School of Economics and Business Administration	1996
Linda Sangolt	University of Bergen	1997
Bjørnar Reitan	University of Science and Technology	1998
Hans Krogh Hvide	Norwegian School of Economics and Business Administration	1998
Svein Ole Borgen	Agricultural University of Norway	1998
Turid Moldenæs	University of Tromsø	1999
Oddvar Kaarbø	University of Bergen	2000
Ivar Bragelien,	Norwegian School of Economics and Business Administration	2000
Per Ingvar Olsen	Norwegian School of Management	2000
Torbjørn Korsvold	Norwegian University of Sc. & Tech.	2002

Sweden

Anders Forssell	Stockholm School of Economics	1992
Johan Stein	Stockholm School of Economics	1994
Mats Engwall	Stockholm School of Economics	1995
Jesper Blomberg	Stockholm School of Economics	1996
Jerker Denrell	Stockholm School of Economics	1998
Shirin Ahlbäck Öberg	Uppsala University	1999
C.F. Helgesson	Stockholm School of Economics	1999
Fredrik Tell	Linköping University	2000
Mikael Holmqvist	Stockholm University	2000
Matthias Viklund	Stockholm School of Economics	2003

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**SUMMARY TABULATION OF SCANCOR
NATIONAL CONTRIBUTIONS**

Country	1989 - 2002		2002	
	\$	%	\$	%
Denmark	685,625	29.91	37,500	22.28
Finland	393,750	17.18	37,500	22.28
Norway	631,700	27.56	37,500	22.28
Sweden	550,000	23.99	37,500	22.28
Mannheim	25,000	1.09	12,500	7.42
Iceland	6,250	0.27	6,250	3.71
Total	2,292,325	100.00	168,750	100.00

**SUMMARY TABULATION OF
SCANCOR USA UTILIZATION BY COUNTRY**

Country	1989 - December 20002			2002		
	Total 1	Total 2	Total 3	Total 1	Total 2	Total 3
Denmark	214	294	381	6	8	8
%	20	24	26	7	8	8
Finland	176	198	226	3	7	7
%	17	16	15	4	7	7
Norway	371	419	495	24	28	30
%	35	33.5	33	29	29	20
Sweden	262	207	349	37	39	39
%	25	24	24	45	41	38
Iceland	7	7	8	3	3	4
%	1	.5	.5	4	3	4
Mannheim	18	20	22	9	11	13
%	2	2	1.5	11	12	13
Total	1048	1245	1480	82	96	101
%	100	100	100	100	100	100

Total 1 = The total number of scholar months (including only regular SCANCOR Scholars at desks)

Total 2 = The total number of scholar months (including months at vacant desks by affiliated scholars)

Total 3 = The total number of scholar months (including all months spent at Stanford by affiliated scholars)

Note: A 'scholar month' is defined as a month, or any part of a month, spent at SCANCOR.

Scancor Visiting Scholar Statistics 1989-2002

Visiting Scholars at Scancor 1989-2002

Country	Female	Male	Total	% of Total
Denmark	15	53	68	26
Finland	13	27	40	15
Germany	3	3	6	2
Iceland	1	4	5	2
Norway	10	65	75	29
Sweden	23	46	69	26
Grand Total	65	198	263	100

Scholars from Denmark at Scancor 1989-2002

Institution	Female	Male	Total	Total %
Aalborg University		11	11	16
Aarhus University	1	3	4	6
Copenhagen Business School	10	32	42	62
Danish National Institute of Social Research	2	1	3	4
Management Research Institute		1	1	1
University of Copenhagen	1		1	1
University of Southern Denmark	1	5	6	9
Total	15	53	68	100

Scholars from Finland at Scancor 1989-2002

Institution	Female	Male	Total	Total %
Åbo Akademi	2	1	3	8
Helsinki School of Economics	4	13	17	43
Helsinki University of Technology		1	1	3
Swedish School of Economics, Helsinki	6	7	13	33
Swedish School of Economics, Vasa		1	1	3
Technological Research Center		1	1	3
University of Tampere	1	3	4	10
Total	13	27	40	100

Scholars from Germany at Scancor 1989-2002

Institution	Female	Male	Total	Total %
University of Bamberg	1		1	17
University of Mannheim	2	3	5	83
Total	3	3	6	100

Scholars from Iceland at Scancor 1989-2002

Institution	Female	Male	Total	Total %
Lund Iceland	1		1	20
University of Iceland		4	4	80
Total	1	4	5	100

Scholars from Norway at Scancor 1989-2002

Institution	Female	Male	Total	Total %
Agder College		2	2	3
Agricultural University of Norway		1	1	1
Hedmark College		1	1	1
Høgskolen i Bodø (Bodø Graduate School)		1	1	1
LOS Centre	1	10	11	15
Ministry of Education - Norway		1	1	1
NAVF	2		2	3
Norwegian government		1	1	1
Norwegian GradSchMarket		1	1	1
Norwegian Institute of Science & Technology		1	1	1
Norwegian Institute for Urban and Regional Research (NIBR)		2	2	3
Norwegian School of Economics and Business Administration ²		21	23	31
Norwegian School of Management	1	3	4	5
SNF		1	1	1
Statsbygg		1	1	1
The Norwegian University of Science and Technology		3	3	4
University of Bergen	2	9	11	15
University of Oslo		5	5	7
University of Tromsø	2	1	3	4
Total	10	65	75	100

Scholars from Sweden at Scancor 1989-2002

Institution	Female	Male	Total	Total %
Chalmers University	1		1	1
Göteborg University	2	7	9	13
Lund University	2	2	4	6
Royal Institute of Technology		1	1	1
Stockholm School of Economics	9	20	29	42
Stockholm University		3	3	4
University of Jönköping	2		2	3
University of Karlstad	1		1	1
University of Linköping		3	3	4
University of Umeå	3	5	8	12
Uppsala University	3	5	8	12
Total	23	46	69	100

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