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PAPER PRESENTATION

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Management of inter-organizational networks: a case study

Workshop: Organizational network and employee issues

Type of paper: Empirical

Abstract:

Hoang and Antoncic (2003) who state that networks are characterized by: the content of the relationships between the members in the network, their structure or pattern of ties and the governance of those relationships but can occur in many different forms. However, not every network is successful. The success of the network depends on its characteristics. It can thus be argued that the network effectiveness depends among others on the governance of the network. The governance of the network refers to the coordination of network exchanges (Hoang and Antoncic, 2003) and is generally supported by social mechanisms such as power and influence (Brass, 1984; Thorelli, 1986; Krackhardt, 1990).

Agranoff and McGuire (2001b) defined four tasks of the network manager: activation, framing, mobilizing and synthesizing. These management tasks were defined for public networks but we argue that they could also be applied for private inter-organizational networks. In this paper we are interested in the activities performed in the network that could be linked to each of the manager's tasks defined by Agranoff and McGuire (2001b). More specifically, the research question we develop in this paper is the following: "How are the management tasks, defined by Agranoff and McGuire (2001b), applied in a specific inter-organizational network? To answer this question we will use a case study approach based on a Belgian inter-organizational network for R&D intensive firms, called the GRD Network Group.