



## Call for Proposals

*Advances and International Management, Volume 27, 2014*

Torben Pedersen, Markus Venzin, Timothy M. Devinney & Laszlo Tihanyi, eds.

The 2014 issue of *Advances in International Management* will focus on the theme

### ***Orchestration of the Global Network Organization***

*The organizational design of the Multinational Corporation (MNC) was a vibrant area of research in the field of International Business and Management during the 1970-1990 period. However, since that time this area has largely faded from our scholarship. Our intention with this volume is to spark new life into the research on the organizational design of the MNC. MNCs are meeting new challenges in the forms of focusing on core activities, value chain disaggregation, relocation of activities to emerging markets, industry consolidation, technological change, and market volatility. In this volume we will scrutinize different models for how MNCs can cope with these challenges and orchestrate a global network organization that is able to structure, coordinate, and integrate activities across the globe.*

For the study of the MNC as an organization, the 1980s was a particular fertile period. The formulation of the integration-responsiveness framework by C.K. Prahalad, Y. Doz, and C. Bartlett spurred research on the organizational design of MNCs. The basic argument of this framework is that MNCs are facing two orthogonal sets of environmental forces that create a need for an organizational design that fit with the environmental forces. However, this line of research seemed to fall out of favor in the subsequent decades. The pendulum appeared to swing towards a focus on the individual activities (e.g., choice of entry-mode, location, knowledge transfer, subsidiary mandate etc.) and away from the organizational design view that focus on the organizational architecture and configuration. In the organizational design view the attention is not on the optimization of each individual activity, but rather on how the total global configuration can be optimized.

The world – and environmental forces – has changed substantially in the last decades placing new constraints on the MNCs. External shocks have increased and MNCs need to learn how to live with this increased market volatility. Integrating value chains makes MNCs more efficient but vulnerable at the same time. So, what are the organizational mechanisms that make MNCs more resilient – better able to successfully adjust and thrive in conditions of adversity? The relentless forces of competition and globalization are forcing MNCs to divide their activities and reach for foreign inputs, markets and partners. By dividing their value chain into discrete pieces – some to be performed in-house, while others to be outsourced to partner organizations – MNCs hope to reduce their overall costs and risks, while possibly also reaping the benefits of ideas from their contractors or alliance partners worldwide. These forces for more division and relocation of the value chain activities infuse new organizational complexity and a need for developing organizational design mechanism in the forms of standardized interfaces, network structures, modularization, delegation etc. The bottom line is that these challenges call for new research on the organizational design of the MNC. It is our intention with this AIM volume to motivate new research on the proper organizational design mechanisms of MNCs as of today.

This is an initial call aimed at scholars interested in contributing to the volume. The timeline is tight but we believe that having authors concentrate on a focused paper (around 20-30 pages of text) this is doable.

If you are interested in being involved in this volume, please submit an email to **Adv.Intl.Mgt@gmail.com**. The email should include a two-page abstract plus a title page with all author details as attachments. The abstract should clearly (using the underlined headings) state: (a) what the basic idea is, (b) what the structure of the logic of your argument will be, and (c) how you will provide evidence to support of that argument.

**The deadline for this submission is 30 August 2013.**

Based on the proposals that we receive we will invite participants for a **two-day workshop to be held in Milan, Italy in November**. The purpose of this workshop is to bring the manuscripts up to the state of the art, create coherence among the papers, and make sure that the papers in the final volume speak to one another as well as to the general IB/IM community. Those asked to participate in the workshop will need to submit a ten-page draft of their paper by **October 20, 2013**. Although attendance at this workshop is not mandatory, it is strongly recommended. We will be examining the possibility of broadcasting the presentations at the workshop.

The deadlines for contributions to this volume are as follows:

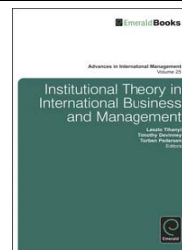
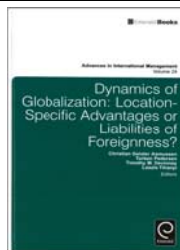
<b>Deadline for abstracts (2 pages)</b>	<b>August, 30 2013</b>
<b>Deadline for draft manuscripts for the Milan Workshop</b>	<b>October, 20 2013</b>
<b>Workshop in Milan</b>	<b>November 2013</b>
<b>Submission of full papers</b>	<b>December 15, 2013</b>

Please note that these are “hard” deadlines, given AIM annual publication schedule.

We look forward to your proposals (by email to: **Adv.Intl.Mgt@gmail.com**).

*The Editors: Torben Pedersen, Markus Venzin, Timothy M. Devinney & Laszlo Tihanyi*

**The *Advances in International Management* (AIM)** is a research annual devoted to advancing the cross-border study of organizations and management practices from a global, regional, or comparative perspective, with emphasis on interdisciplinary inquiry. Currently AIM is one of the most-downloaded annual scholarly publications in business and management.



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