

Special Issue on the Human Side of Collaborative Partnerships

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Guest Editors:

Sir Cary L. Cooper, *Lancaster University Management School, UK,*
c.cooper1@lancaster.ac.uk

Yipeng Liu, *Birmingham Business School, University of Birmingham, UK,*
and Mannheim University, Germany, Liu@ifm.uni-mannheim.de

Riikka M. Sarala, *University of North Carolina at Greensborough, USA,*
rmsarala@uncg.edu

Yijun Xing, *Beijing Jiao Tong University, Beijing, China,*
dr.yijunxing@gmail.com

Background and Rationale for the Special Issue

The number and scale of the domestic and global collaborative partnerships—mergers and acquisitions, joint ventures, strategic alliances, entrepreneurial partnership, and other forms of corporate development—have significantly increased during the past two decades (Gomes, Weber, Brown, & Tarba, 2011). However, the relationship between collaborative partnerships and firm performance has been the topic of much debate, with many studies reporting high failure rates (e.g., Cartwright & Cooper, 1996, 2000; Weber, Tarba, & Öberg, 2014). It is increasingly argued that strategic fit between the partners is not enough but that the success or failure of collaborative partnerships ultimately depends on the individual and group-level responses to the evolutionary and planned change processes following the establishment and implementation of such partnerships (Gomes et al., 2011).

Nevertheless, our current understanding of these processes and their effects in the context of collaborative partnerships remains incomplete. Studies on collaborative partnerships from different scientific streams have generally failed to step into each other's turf, hence missing the opportunities

for cross-fertilization. For instance, several reviews of mergers and acquisitions (e.g., Gomes, Angwin, Weber, & Tarba, 2013) point out that most of the existing research has been fragmented across various disciplines, has not been systematic and linked to any comprehensive theory, and has rarely proposed models applicable across different organizations. In addition, the nature of organizational change following collaborative partnerships is very intricate, and researchers are only starting to tap into some of this complexity. For example, the impact of mergers and acquisitions on individuals and groups may differ widely depending on national and organizational cultural differences (Liu & Woywode, 2013; Vaara, Sarala, Stahl, & Björkman, 2012; Xing, Liu, Tarba, & Cooper, 2014), human resource management practices (Sarala, Junni, Cooper, & Tarba, *in press*; Weber & Tarba, 2010), knowledge transfer (Ahammad, Tarba, Liu, & Glaister, 2014; Junni & Sarala, 2013), and leadership approaches (Zhang et al., 2014). In the realm of entrepreneurship, scholars suggest that psychological theory may significantly advance the field forward (Frese & Gielnik, 2014), such as Big Five personality factors (Cogliser, Gardner, Gavin, & Broberg, 2012; Rauch & Frese, 2007) and psychological ownership in small family-owned businesses (Bernhard & O'Driscoll, 2011). Finally, more research is needed to assess individual psychological and emotional reactions to the organizational change in collaborative partnerships (Kusstatscher & Cooper, 2005), interpretations of organizational identity (He & Brown, 2013; Hodgkinson, 2013), and self-attribution biases (Vaara, Junni, Sarala, Ehrnrooth, & Kovesnikov, 2014).

Hence, the goal of this special issue is to shed light on the challenges of global and domestic collaborative partnerships from the perspective of organizational change and development. In particular, we seek to stimulate scholars to examine the individual and group-level behavioral reactions to change processes triggered by collaborative partnerships. To better understand the individual and group-level reactions in collaborative partnerships, there is a need to incorporate multidisciplinary, multi-level, and cross-cultural models and analyses. For instance, the organizational psychological perspective might significantly advance our understanding of the psychological micro-foundations of organizational change processes and competitive advantages (Ployhart & Hale, 2014) in the context of collaborative partnership. We seek to advance the conversation on collaborative partnerships by publishing manuscripts that show how the underlying concepts and methodologies in organizational behavior, international business, and other related areas could enhance our understanding of collaborative partnerships. Furthermore, we embrace both theoretical clarity and practical implications, and encourage studies that enhance the dialog between theory and practice (Bartunek & Rynes, 2014).

We encourage both conceptual and empirical contributions that may address, but are not limited to, the following topics:

- What factors affect the ability of individuals and groups to cope with and accept the changes that occur following global and domestic collaborative partnerships (M&A, strategic alliances, joint ventures, and/or entrepreneurial partnership)?
- How do individuals cope with stress, negative attitudes, and emotions during pre-merger/joint venture and post-merger/joint venture stages?
- What is the effect of culture clashes in global and domestic collaborative partnerships (M&A, strategic alliances, joint ventures, and/or entrepreneurial partnership)?
- From the organizational psychological perspective, what is the impact of leadership, such as providing psychological safety, on employees following global and domestic collaborative partnerships (M&A, strategic alliances, joint ventures, and/or entrepreneurial partnership)?
- What is the effect of global and domestic collaborative partnerships (M&A, strategic alliances, and/or joint ventures) on employee and group commitment, motivation, cooperation, burnout, and turnover?
- How are pre- and post-merger/joint venture identification, de- and re-identification of the employees determined?
- What is the role of employee and group perceptions, attributions, motivation, power, and politics in global and domestic collaborative partnerships (M&A, strategic alliances, and/or joint ventures)?
- What is the role of positive emotions, resilience, and/or emotional intelligence in global and domestic collaborative partnerships (M&A, strategic alliances, joint ventures, and/or entrepreneurial partnership)?
- What is the role of ambidexterity, agility, and flexibility in global and domestic collaborative partnerships (M&A, strategic alliances, and/or joint ventures)?

Guidelines and Submission Information

To be considered for publication, papers must be electronically submitted via GOM ScholarOne website <https://mc.manuscriptcentral.com/gom> between September 1 and October 1, 2015. The title page should include the names, titles, professional affiliations, and contact information of the authors. Authors' names should appear on the title page only. Authors should refrain from revealing their identity in the body of the manuscript.

For questions about this call or the suitability of a manuscript for the special issue, please contact the guest editor Dr. Yipeng Liu (liu@ifm.uni-mannheim.de).

Manuscripts should be prepared according to the guidelines printed on the inside back cover of any issue of the *Group & Organization Management* (GOM guidelines are also available at http://www.sagepub.com/journalsProdDesc.nav?ct_p=manuscriptSubmission&prodId=Journal200823).

All papers that satisfy initial editorial screening will be processed using the conventional GOM double blind review process. Publication is targeted for the second half of 2017.

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