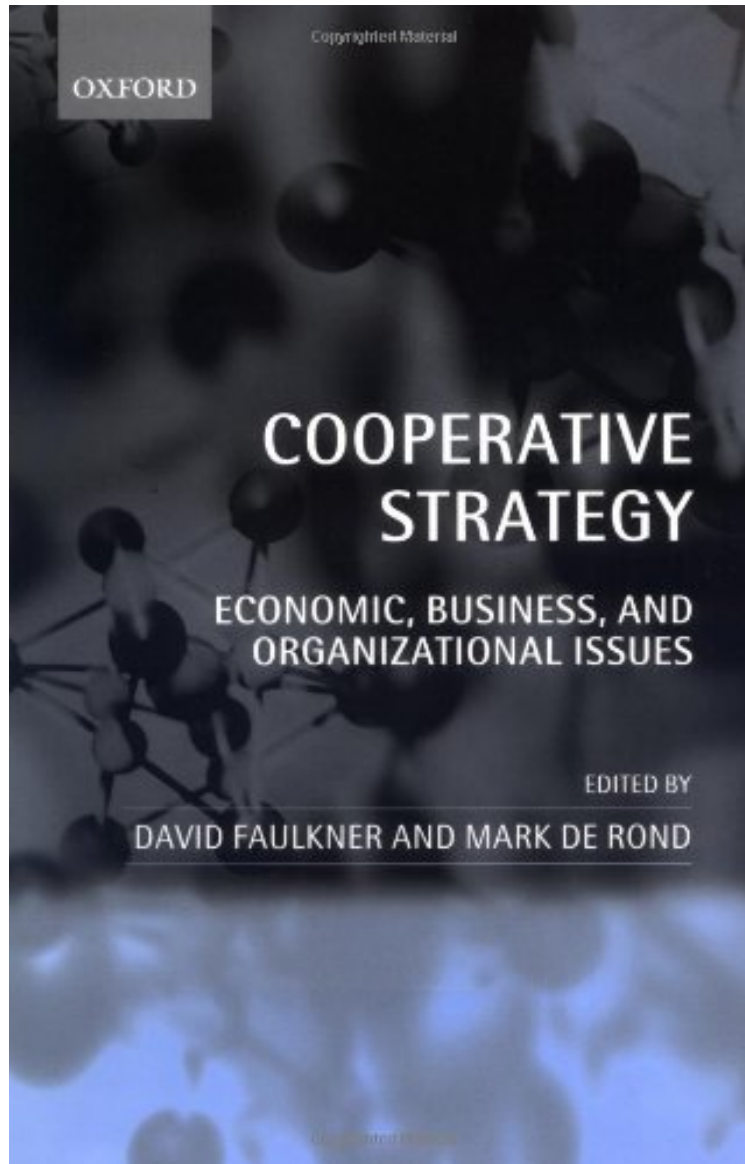


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# Cooperative Strategy: Economic, Business, and Organizational Issues

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**From Oxford University Press : Cooperative Strategy: Economic, Business, and Organizational Issues** before purchasing it in order to gage whether or not it would be worth my time, and all praised Cooperative Strategy: Economic, Business, and Organizational Issues:

0 of 0 people found the following review helpful. Just what I needed when I needed itBy Jan HusdalCooperative strategy is the attempt by organizations to realize their objectives through cooperation rather than in competition with

them, focusing on the benefits of cooperation. I used Cooperative Strategy in preparing for a book chapter on risks in virtual enterprise networks, where two chapters in this book were particularly useful: Networks (Chapter 8) and Virtual Corporations (Chapter 9). My review focuses on these two chapters. I did browse the other chapters in the book, although I did not read them as intensively as chapter 8 and 9. Cooperative strategy Traditional enterprises can enter into various forms of cooperation without this book describes six reasons why firms seek to establish cooperative networks: 1) certainty - by developing relationships, 2) flexibility - by being able to quickly allocate a range of resources, 3) capacity - by "outsourcing" work to other network members, 4) speed - by being able to quickly respond to a wide range of business opportunities, 5) skills and competence - by gaining access to resources other than one's own, and 6) intelligence - by sharing market information. Networks Placing cooperative networks on a scale, going from independent to integrated, five degrees of networks can be discerned: 1) Equal-partner network, 2) Unilateral agreements, 3) Dominated network, 4) Virtual corporation, and 5) Strategic alliance. The virtual corporation is described as "a loosely coupled enterprise in which the parts are held together through the medium of sophisticated information technology packages". Interestingly, and somewhat contradictory to Ken Thompson's *The Networked Enterprise: Competing for the Future Through Virtual Enterprise Networks*, they consider virtual corporations as "a transitional stage of company development on the path to complete hierarchy". Virtual corporations The chapter on virtual corporations focuses not so much on the virtual corporation itself, as *The Networked Enterprise* does. Instead it focuses on management. They state that a virtual corporation needs a brain and a central nervous system, because a virtual organization too requires strategic direction. In their appraisal of the virtual corporation they do not see it as a solution to all solutions, and in most circumstances, the integrated corporation outperforms the virtual corporation. However, so they say, virtual and integrated corporations are likely to exist side-by-side, with one becoming the selected winner in certain markets, but not in others. Conclusion For my part, and for what I needed, the book was very useful. It gave me an insight into different kinds of cooperative networks, what distinguishes them, benefits, disadvantages and pitfalls. Five stars.

No single approach has dominated the study of cooperative strategy. This book brings together the latest thinking and research from a variety of theoretical perspectives and addresses key issues through a number of different lenses.

'thought-provoking and challenging'*Journal of International Business Studies* 'this volume accomplishes a remarkable task of presenting important thinking on firms' cooperative strategies - all in a four-hundred-page book'*Academy of Management* 'Cooperative Strategy has much to offer, both in terms of the diversity of intellectual perspectives on firms' cooperative arrangements and the forms in which these arrangements manifest themselves'*Academy of Management* 'The list of contributors to the collection is formidable ... and ... would catch the eye of anyone who has even a passing interest in international business and cooperative strategy research.'*Andrew Delios, Journal of International Business Studies, March 2001* About the Author David Faulkner Mark de Rond is a lecturer in Management Studies, University of Oxford and Visiting Professor at ESSEC, Paris. He was previously a Visiting Professor in Strategic Management at Andrews University, Michigan, USA. He has presented papers at Academy of Management meetings, Strategic Management Society conferences, World Conference of Sociology meeting, and other international conferences.