TOWARD PERMEABLE BOUNDARIES OF ORGANIZATIONS?

RESEARCH IN THE SOCIOLOGY OF ORGANIZATIONS

Series Editor: Michael Lounsbury

Recent Volumes:

Volume 43:	Elites on Trial
Volume 44:	Institutions and Ideals: Philip Selznick's Legacy for Organizational Studies
Volume 45:	Towards a Comparative Institutionalism: Forms, Dynamics and Logics Across the Organizational Fields of Health and Higher Education
Volume 46:	The University Under Pressure
Volume 47:	The Structuring of Work in Organizations
Volume 48A:	How Institutions Matter!
Volume 48B:	How Institutions Matter!
Volume 49:	Multinational Corporations and Organization Theory: Post Millennium Perspectives
Volume 50:	Emergence
Volume 51:	Categories, Categorization and Categorizing: Category Studies in Sociology, Organizations and Strategy at the Crossroads
Volume 52:	Justification, Evaluation and Critique in the Study of Organizations: Contributions from French Pragmatist Sociology
Volume 53:	Structure, Content and Meaning of Organizational Networks: Extending Network Thinking
Volume 54A:	Multimodality, Meaning, and Institutions
Volume 54B:	Multimodality, Meaning, and Institutions
Volume 55:	Frontiers of Creative Industries: Exploring Structural and Categorical Dynamics
Volume 56:	Social Movements, Stakeholders and Non-Market Strategy

RESEARCH IN THE SOCIOLOGY OF ORGANIZATIONS VOLUME 57

TOWARD PERMEABLE BOUNDARIES OF ORGANIZATIONS?

EDITED BY

LEOPOLD RINGEL

Bielefeld University, Germany

PETRA HILLER

University of Applied Sciences Nordhausen, Germany

CHARLENE ZIETSMA

Pennsylvania State University, USA



United Kingdom – North America – Japan India – Malaysia – China Emerald Publishing Limited Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2018

Copyright © 2018 Emerald Publishing Limited

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-78743-829-3 (Print) ISBN: 978-1-78743-828-6 (Online) ISBN: 978-1-78743-991-7 (Epub)

ISSN: 0733-558X (Series)



ISOQAR certified Management System, awarded to Emerald for adherence to Environmental standard ISO 14001:2004.

Certificate Number 1985 ISO 14001



CONTENTS

ABOUT THE AUTHORS	ix
INTRODUCTION	
TOWARD PERMEABLE BOUNDARIES OF ORGANIZATIONS?	
Leopold Ringel, Petra Hiller and Charlene Zietsma	3
SECTION 1	
CONCEPTUALIZING ORGANIZATIONAL BOUNDARIES	
ACCOUNTING, BOUNDARY-MAKING, AND ORGANIZATIONAL PERMEABILITY	2.1
Michael Power	31
BOUNDARIES OF VISIBILITY IN THE AGE OF TRANSPARENCY: AN INTEGRATIVE CONCEPTUALIZATION	
Leopold Ringel	55
COLLABORATION AS AN ORGANIZATION DESIGN FOR SHARED PURPOSE	
Paul S. Adler and Charles Heckscher	81
PLATFORM ORGANIZING IN THE NEW DIGITAL ECONOMY: REVISITING ONLINE COMMUNITIES	
AND STRATEGIC RESPONSES Georg Reischauer and Johanna Mair	113

vi CONTENTS

SECTION 2 BOUNDARIES AND ORGANIZATIONAL DYNAMICS ORGANIZATIONAL BOUNDARIES IN FLUID FORMS OF PRODUCTION: THE CASE OF APACHE OPEN-SOURCE SOFTWARE Vitaliano Barberio, Markus A. Höllerer, Renate E. Meyer 139 and Dennis Jancsary REDESIGNING ORGANIZATIONAL BOUNDARIES AND INTERNAL STRUCTURES: A SOCIOLOGICAL INTERPRETATION OF ACTIVATION POLICIES Martin Heidenreich, Petra Hiller and Steffen Dörhöfer 169 WORKING FOR AN APP: ORGANIZATIONAL BOUNDARIES, ROLES, AND MEANING OF WORK IN THE "ON-DEMAND" ECONOMY Anna Roberts and Charlene Zietsma 195 THE PERILS OF ORGANIZATIONAL TRANSPARENCY: CONSISTENCY, SURVEILLANCE, AND AUTHORITY **NEGOTIATIONS** Oana Brindusa Albu and Leopold Ringel 227 SECTION 3 EXTENDING BOUNDARIES: META-ORGANIZATION AND ORGANIZATIONAL NETWORKS HOW DO META-ORGANIZATIONS AFFECT EXTRA-ORGANIZATIONAL BOUNDARIES? THE CASE OF UNIVERSITY ASSOCIATIONS Jelena Brankovic 259 THE EFFECT OF SPACE ON BOUNDARIES WITHIN ORGANIZATIONAL NETWORKS

283

Maja Apelt and Jana Hunnius

Contents

SECTION 4	
BOUNDARIES AND ORGANIZATIONAL FIELDS	
BIG DATA, BIGGER QUESTIONS: DATA-BASED BUSINESS MODELS AND THEIR IMPLICATIONS FOR ORGANIZATIONAL BOUNDARIES, DATA GOVERNANCE, AND SOCIETY Angelique Slade Shantz	305
DISCIPLINE-MAKING AND ORGANIZATIONAL PERMEABILITY OF THE UNIVERSITY: DISCUSSING THE NOTION OF ORGANIZATIONAL FIELD	

331

INDEX 361

Kari Kantasalmi and Juha Tuunainen

ABOUT THE AUTHORS

Paul S. Adler is currently Harold Quinton Chair in Business Policy at the Marshall School of Business, University of Southern California, USA. His research and teaching focus on organization theory and design, most particularly in R&D, engineering, software, healthcare, and manufacturing operations.

Oana Brindusa Albu is Associate Professor in the Department of Marketing and Management at the University of Southern Denmark, Odense. Her research focuses on organizational transparency, organizational communication, and information and communication technologies use in the Middle East and North Africa country contexts.

Maja Apelt is Professor of Organizational and Administrative Sociology at the University of Potsdam, Germany. Her main research interests are organizational theories, the relationships between gender and organizations, violent organizations, and qualitative organizational studies. She was the Principal Investigator of a project on the organization of airport security. Currently, she investigates male alliances of military and fire departments.

Vitaliano Barberio is Postdoctoral Researcher at the Research Institute for Urban Management and Governance at WU Vienna, Austria. His research interests include the causes and consequences of social and organizational identities, European integration and policies, institutional organization theory, new organizational forms, meaning making in social media, the relationship between rhetorical strategies, vocabularies and legitimacy, text analysis, and social and semantic network analysis.

Jelena Brankovic is Postdoctoral Researcher and Lecturer at the Faculty of Sociology, Bielefeld University, Germany. She holds a PhD in Sociology from Ghent University. Her research interests are in globalization, forms of interaction between organizations, and competition. She specifically focuses on universities and the ways in which they interact with the broader environment.

Steffen Dörhöfer is Professor of Business Administration, in particular, Personnel Management and Organization at the University of Applied Sciences Nordhausen, Germany. His publications cover organizational theory and organizational behavior, human resource management, and systemic change management. Steffen's current research focuses on dialogic organization development, solution-focused coaching, and new management systems.

Charles Heckscher is a Distinguished Professor at Rutgers University, USA, and Co-Director of the Center for the Study of Collaboration. His research interests include societal trust, the design of collaborative organization, and the changing nature of employee representation. He has also worked as a practitioner and consultant on processes of organizational development, primarily in telecommunications and K-12 education.

Martin Heidenreich is Jean-Monnet Professor of European Studies in the Social Sciences and Director of the Jean Monnet Centre for Europeanization and Transnational Regulations at the University of Oldenburg, Germany. His publications cover the Europeanization of national societies, social inequalities in the EU, regional and national employment trends, and regional innovation systems.

Petra Hiller is Professor of Organization and Governance at the University of Applied Sciences Nordhausen, Germany. Her research interests center on cognitive theories of organization and public governance. Related publications cover articles and books on systems theory, the sociology of risk, and cognitive theories of organizations.

Markus A. Höllerer is Professor of Public Management and Governance at WU Vienna, Austria, and Professor of Organization Theory at UNSW Sydney Business School, Australia. His research focuses on the study of institutions, meaning, and novel forms of organization and governance.

Jana Hunnius studied Sociology at the universities of Bielefeld and Hamburg, Germany. Between 2014 and 2016, she was a Research Associate working on the project "Soft Parts — Social Factors of Airport Security." Since 2016, Jana has been a Doctoral Researcher and Lecturer at the Chair of Organizational and Administrative Sociology at the University of Potsdam, Germany.

Dennis Jancsary is Assistant Professor at the Institute for Organization Studies at WU Vienna, Austria. His research draws on institutional approaches in organization theory with a focus on the roles of verbal, visual, and multimodal forms of rhetoric, narrative, and symbolism. Empirically, he explores these issues mainly in the context of the institutionalization of management knowledge. He is interested in methodology that captures meaning structures from a variety of communicative traces.

Kari Kantasalmi is Sociologist of education focusing on boundary issues in the organization of education and schooling. He has studied popular adult education and university adult education arrangements, indigenous education issues, topics in professions, and doctoral education. He is docent in politics of education at the University of Helsinki, Finland, currently teaching in the Faculty of Educational Sciences. He is currently Vice-President for Europe in

About the Authors xi

the International Sociological Association's Research Committee on Sociology of Education.

Johanna Mair is Professor of Organization, Strategy, and Leadership at the Hertie School of Governance in Berlin, Germany. She is also the Co-Director of the Global Innovation for Impact Lab at the Stanford Center on Philanthropy and Civil Society, USA. Her research focuses on how organizational and institutional arrangements affect social and economic development, and the role of innovation in this process. She received her PhD from INSEAD.

Renate E. Meyer is Professor of Organization Studies at WU Vienna, Austria. She is also part-time Professor in the Department of Organization at CBS and Co-director of the Research Institute for Urban Management and Governance at WU. She focuses on meaning structures and has recently studied structural forms of institutional pluralism, institutions as multimodal accomplishments, novel organizational forms, and patterns of management ideas mostly in areas of urban governance challenges.

Michael Power is Professor of Accounting at the London School of Economics and Political Science, UK, and a Fellow of the British Academy. He was formerly Co-Founder and Director of the Centre for Analysis of Risk and Regulation at LSE. His research and teaching address problems in auditing and evaluation, risk management, corporate governance, and organization theory.

Georg Reischauer is Local Project Manager and Senior Research Associate at the Hertie School of Governance in Berlin, Germany. His research focuses on collaborative innovation and collaborative organization in digital and interstitial contexts. He received his PhD from the Technical University of Vienna, Austria.

Leopold Ringel is Lecturer at the Faculty of Sociology at Bielefeld University, Germany. His scholarly work focuses on the emergence of transparency as a global norm and its impact on organizations, with a special focus on unintended consequences. Currently, he investigates the production, institutionalization, and organizational effects of rankings.

Anna Roberts is a Doctoral Student at the Smeal College of Business, Pennsylvania State University, USA. Anna studies the future of work, new organizational forms, and the microfoundations of institutions. She earned her BA from Rice University (magna cum laude) and received the Muhammad Yunus Commencement Award for Humanitarian Leadership.

Angelique Slade Shantz is Assistant Professor of Strategic Management and Organization at the Alberta School of Business, Canada. Her research focuses on the role of business in addressing grand challenges, predominantly occurring at the intersection of entrepreneurship and poverty alleviation but also

including other social issues such as environmental and data governance challenges. Angelique's current research explores institutional, cultural, and cognitive barriers to entrepreneurship in contexts of resource scarcity. Her methodological approach is experimental, complemented by qualitative data, often in partnership with organizations.

Juha Tuunainen is Associate Professor of Management and Organization in the University of Oulu, Finland. His research has covered a range of topics stretching from science and technology studies to organizational sociology and innovation studies. Tuunainen's research has included innovation policy, processes, networks, university organization and commercialization of science. Presently, he is involved in studies that focus on university—society interaction and distributed leadership in university entrepreneurship hubs.

Charlene Zietsma is Associate Professor, Smeal College of Business, Pennsylvania State University, USA. She studies emotions and institutions, institutional change, field theory, and entrepreneurship. In 2016, she received the ASQ Scholarly Contribution Award for the paper published in 2010 that had the most significant impact on the field of Organization Studies.