Lea Stadtler / Achim Schmitt Patricia Klarner / Thomas Straub

More than Bricks in the Wall: Organizational Perspectives for Sustainable Success

A Tribute to Prof. Dr. Gilbert Probst



Table of Contents

	Endorsement Markus Sulzberger and Robert Zaugg (Swiss Association for Organization and Management, Switzerland)	7
	Foreword Peter Gomez (University of St. Gallen, Switzerland)	9
	Foreword Klaus Schwab (Founder and Executive Chairman World Economic Forum, Switzerland)	10
C	hapter 1: Corporate Growth	15
	Graduation Day: How New Growth Initiatives Turn into Sizable Businesses Sebastian Raisch (HEC, University of Geneva, Switzerland)	16
	Adoption of Strategic Initiatives: The Role of Global Teams during Piloting Bettina Biichel and Rhoda Davidson (IMD, Lausanne, Switzerland)	25
	Major Challenges in Doing M&A – A Theoretical Approach Thomas Straub (School of Business Administration Fribourg, University of Applied Sciences Western Switzerland)	33
	Leading Development Markus Sulzberger (President of the Swiss Association for Organization and Management, Switzerland)	43
C.	hapter 2: Constant Development through Organizational Change	51
	Managing the Pace of Strategic Change: The Rhythm of Change as a Means of Balancing Patricia Klarner (University of Munich, Germany)	52
	Structuring Ambidextrous Organizations: Exploitation and Exploration as a Key for Long-Term Success	!
	Gaetan Devins and Caroline Kaehr (HEC, University of Geneva, Switzerland)	60
	Intangibles as Enablers – Key Success Factors and/or Inhibitors Giinter Fleischer (HR Director, Hewlett Packard, Europe) and Bettina Sollberger (School of Applied Psychology, University of Applied Sciences Northwestern Switzerland)	68
C	hapter 3: Maneuvering through Organizational Crisis	77
	When Crises Represent an Opportunity: Insights into Corporate Turnarounds Achim Schmitt (Audencia Nantes School of Management, France).	78
	Employment Downsizing: Causes, Costs, and Consequences Wayne Cascio (University of Colorado, USA)	87
	Restructuring in a Crisis and in a Position of Strength: Practical Illustrations from the Tourism Industry	^-
	Peter Fankhauser (Chief Executive Officer, Thomas Cook AG, Germany)	97
	Strategic Management in Turbulent Times Henrik Naujoks (Partner, Bain & Company, Germany)	104

Chapter 4: The Knowledge Perspective of the Firm	113
Successfully Maintaining Participation in Virtual Communities of Practice Stefano Borzillo (SKEMA, France)	114
The Development of Social Capital: On Managing Game-Players, Trade-off Makers and Low-Keys Claudia Jonczyk (ESCP-EAP, Insead, Great Britain)	124
Enhancing Knowledge Management at Holcim	124
Walter Baumgartner (Holcim Group Support Ltd, Holderbank, Switzerland)	131
Is This the Essence of Knowledge Management? ' Heinz Fischer (University of Applied Science Pforzheim, former Head of HR Deutsche Bank) and Heiko Fischer (Head of Resourceful Humans, Crytek, Germany)	138
Chapter 5: Managing Inside and Outside the Firm	147
Proactive Work Orientation Steffen Raub (Ecole Hôtelière de Lausanne, Switzerland).	148
International Ambidexterity: An Extant Challenge for Business Professors? Christiane Prange (Business School EM Lyon, France)	157
Managing Across Corporate Boundaries: Public-Private Partnerships Lea Stadtler (HEC, University of Geneva, Switzerland)	166
Internal Complexities: Managerial Challenges in a Corporate Holding Arne Deussen (Managing Director, Asia Mankiewicz Inc., China)	176
Blessed Are the Poor in Spirit: For Theirs Is the Kingdom of Heaven Patrick Eichenberger (HWZ - University of Applied Sciences in Business Administration Zurio Switzerland).	c h , 181
It's more than just Bricks in the Wall: Three Decades of Organizational Studies, Continue Learning, and Leadership	d
Patricia Klarner (University of Munich, Germany) and Achim Schmitt (Audencia Nantes School of Management, France)	198
Author profiles	201