

<b>School/Department:</b>	Rotterdam School of Management
<b>Project Title:</b>	Cooperatives: Two Worlds in One Organization
<b>Abstract:</b>	<p>The global financial crisis, and various corporate scandals preceding it, have raised the question about alternative organizational forms. Cooperatives provide such an alternative and are a worldwide phenomenon. They are enterprises collectively owned by many independent sellers or buyers. These organizations are usually not publicly-listed, provide benefits to members, have democratic procedures for goal setting and decision-making, and have special rules for dealing with capitalization and profit.</p> <p>Owners of a cooperative are usually referred to as members. Members have two roles. On the one hand, they have a transaction relationship with the enterprise by providing inputs or buying outputs. On the other hand, they are owners collectively possessing the residual rights over the cooperative and take decisions regarding it. The main challenge of a cooperative is that it has to address two audiences. A cooperative has to serve member interests and to generate value at the joint enterprise. Given that the organizational structures required for these two tasks are different, and the cooperative is designed for the former task, the downstream party does not always perform the latter task well. The organizational design challenge is to accommodate these two worlds in one organization by an appropriate structuring of the decision rights (formal versus real authority, board structure, asset partitioning, collective decision making, voice, one member one vote, ...) and income rights (quality and quantity differentiation, delivery and purchasing agreements, closed versus membership policy, ...).</p>
<b>Requirements of candidate:</b>	<p>Background: Business, Economics, Engineering</p> <p>Master degree: Yes</p> <p>GMAT/GRE: 85%</p> <p>IELTS: 7.5</p> <p>TOEFL: 100 (Internet) or 600 (Paper)</p>
<b>Supervisor information:</b>	<p>Prof. dr. George Hendrikse</p> <p>Email address: <a href="mailto:ghendrikse@rsm.nl">ghendrikse@rsm.nl</a></p> <p>Homepage: <a href="http://www.rsm.nl/ghendrikse">http://www.rsm.nl/ghendrikse</a></p> <p>ECC (Erasmus Centre for Cooperatives): <a href="http://www.erim.nl/cooperatives">www.erim.nl/cooperatives</a></p>

	<p>Professor Hendrikse has supervised the PhD thesis of 7 Chinese students.</p> <p>Hendrikse, G.W.J., P. Hippmann, and J. Windsperger, Trust, Transaction Costs and Contractual Incompleteness in Franchising, <i>Small Business Economics: An Entrepreneurship Journal</i>, 2015, 44, 867-888. DOI: 10.1007/s11187-014-9626-9</p> <p>Windsperger, J., G. Cliquet, T. Ehrmann, and G.W.J. Hendrikse, Interfirm Networks: An Introduction, in Windsperger, J., G. Cliquet, T. Ehrmann, and G.W.J. Hendrikse (Eds.), <i>Interfirm Networks: Franchising, Cooperatives and Strategic Alliances</i>, Springer, 2015, 1-8.</p> <p>Liang, Q., G.W.J. Hendrikse, Z. Huang, and X. Xuchu, Governance Structure of Chinese Farmer Cooperatives: Evidence from Zhejiang Province, <i>Agribusiness</i>, 2015, 31(2), 198-214.</p> <p>Deng, W. and G.W.J. Hendrikse, Managerial Vision Bias and Cooperative Governance, <i>European Review of Agricultural Economics</i>, 2015, 42(5), 797-828, doi: 10.1093/erae/jbv017</p> <p>Windsperger, J., G. Cliquet, T. Ehrmann, and G.W.J. Hendrikse, <i>Interfirm Networks: Cooperatives, Franchising and Strategic Alliances</i>, Springer, Heidelberg, 2015, 320 pages, ISBN 978-3-319-10183-5, doi 10.1007/978-3-319-10184-2.</p> <p>Liang, Q. and G.W.J. Hendrikse, Pooling and the Yardstick Effect of Cooperatives, <i>Agricultural Systems</i>, 2016, 143, 97-105, doi: <a href="http://dx.doi.org/10.1016/j.agsy.2015.12.004">http://dx.doi.org/10.1016/j.agsy.2015.12.004</a></p> <p>Jia, X., Y. Hu, and G.W.J. Hendrikse, Centralized versus Individual: Governance of Farmer Professional Cooperatives in China, in Bijman, J., R. Muradian, and J. Schuurman, <i>Cooperatives, Economic Democratization and Rural Development</i>, Edward Elgar, 2016, p203-225, ISBN: 9781784719371, doi: 10.4337/9781784719388.</p> <p>Letizia, P. and G.W.J. Hendrikse, Supply Chain Structure Incentives for Corporate Social responsibility: An Incomplete Contracting Analysis, <i>Production and Operations Management</i>, 2016, 25(11), 1919-1941, doi: 10.1111/poms.12585.</p>
--	--

	<p>Peng, X., G.W.J. Hendrikse, and W. Deng, Communication and Innovation in Cooperatives, <i>Journal of the Knowledge Economy</i>, 2016, 1-26, doi:10.1007/s13132-016-0401-9</p> <p>Hendrikse, G., G. Cliquet, T., Ehrmann, J. Windsperger, Management and Governance of Networks: Franchising, Cooperatives and Strategic Alliances, Springer, Heidelberg, 2017, ISBN: 978-3-319-57275-8, doi 10.1007/978-3-319-57276-5.</p> <p>Hendrikse, G.W.J., G. Cliquet, T. Ehrmann, and J. Windsperger, Management and Governance of Networks: An Introduction, in Hendrikse, G.W.J., G. Cliquet, T., Ehrmann, J. Windsperger, Management and Governance of Networks: Franchising, Cooperatives and Strategic Alliances, Springer, Heidelberg, 2017, p1-7, ISBN: 978-3-319-57275-8, doi 10.1007/978-3-319-57276-5.</p> <p>Xu, Y., G.W.J. Hendrikse, H. Guo, and Q. Liang, Characterizing Cooperatives in China, in Hendrikse, G.W.J., G. Cliquet, T., Ehrmann, J. Windsperger, Management and Governance of Networks: Franchising, Cooperatives and Strategic Alliances, Springer, Heidelberg, 2017, p213-231, ISBN: 978-3-319-57275-8, doi 10.1007/978-3-319-57276-5.</p> <p>Morales de Queiroz, S., G. Fowler de Avila Monteiro, and G.W.J. Hendrikse, Sustainable Food Chains: The Role of Collective Action and Government Incentives, <i>Organizações &amp; Sociedade</i>, 2017, 24(83), 618-632, doi: 10.1590/1984-9240834.</p> <p>Windsperger, J., G. Cliquet, T. Ehrmann, G.W.J. Hendrikse, Governance and Strategy of Entrepreneurial Networks: an Introduction, <i>Small Business Economics Journal</i>, 2018, 50, 671-676, doi 10.1007/s11187-017-9888-0.</p> <p>Deng, W. and G.W.J. Hendrikse, Social Interactions and Product Quality: The Value of Pooling in Cooperative Entrepreneurial Networks, <i>Small Business Economics Journal</i>, 2018, 50, 749-761, doi 10.1007/s11187-017-9893-3.</p>
--	--