

**7 Editorial****11 Contributors to this issue****17** *Evidence of democracy among associates from below. The case of local general assemblies of French cooperative banks*

Gilles Caire, Sophie Nivoix

Cooperative banks have a specific position because of their references to the democratic values of social economy. We studied the implementation of these values in the way these banks are operating, through the role played by the associates in local General Assemblies. Our results show that reality diverges significantly from what could legitimately be expected.

**31** *Inter-organizational standards: are these management tools an integral part of commercial relations?*

Aurélien Rouquet

Management Science has not so far paid a great deal of attention to inter-organisational management tools. In an attempt to understand their nature better, this article compares one of these tools, the EVALOG standard, to the main existing theory concerning intra-organisational management tools, the tool-organisation approach. The article goes on to defend the idea that if this standard supports an explicit rationalisation project it also needs to be defined in terms of the commercial relations that organise customer/supplier relations.

**51** *Careers in management research and Web: risks and ethical issues*

Pierre-Jean Benghozi, Michelle Bergadaà

The Web has changed our ways of approaching knowledge, to build an argument, to produce research output and to disseminate it. In the meantime, our research profession was deeply disrupted by it how to conduct research, regarding writing practices or methods for discussion and dissemination of results. These developments have taken place in a very short span of time: it did not give us the opportunity to establish stable and ethical standards suitable for this new context. In this paper, we will show some of the main changes that have occurred in our profession, before discussing the new markers of morality and ethics we should consider to face the challenges posed by the Web at all stages of the publication process.

**File: Corporate restructuring**

Guest Editors: Géraldine Schmidt, José Allouche,  
Pierre Bardelli, Rachel Beaujolin-Bellet

73 *Corporate restructuring*

Géraldine Schmidt, José Allouche, Pierre Bardelli, Rachel Beaujolin-Bellet

75 *Transparency in negotiating restructurings. A strategic analysis*

Rémi Bourguignon

Through the study of a downsizing occurred in an automotive supplier, this article aims to question the sources of transparency during negotiation process. The analysis shows that the managerial decision to share a transparent information with employees' representative systems from the compatibility of rationalities involved. The article concludes with a discussion of practical and theoretical implications.

87 *Contesting strategies and downsizing*

Antony Kuhn, Yves Moulin

This article focuses on the strategies of protest used by the employees in regard to corporations' downsizing. Based on the study of four companies that have implemented a social plan, the article highlights the existence of invariants in these strategies. The construction of an analytical framework based on the theories of gift and social exchange enables us to give a meaning to these invariants and to the negotiated compromises. It distinguishes in particular rhetorical and logical action of managers and of employees that are underpinned respectively by an instrumental and axiological rationality. It allows then to reinstate the role of values in the strategic motivations of employees during a corporation downsizing.

101 *Compromising on downsizing: redeployment and/or severance pay?*

Rachel Beaujolin-Bellet, Pierre Garaudel, Marie-France Khalidi,  
Florent Noël, Géraldine Schmidt

In this paper, we investigate the conditions behind the path followed by social relations through downsizing processes and the nature of the final social compromise about collective redundancy measures, in the French context. To what extent can downsizing drive to above- mandatory packages and/or redeployment services, or neither? What are the antecedents of the social compromise?

117 *Individual work identity and plant closure*

Magnus Hansson, Johanna Hansson

We provide an analysis of how individual work identity change under the process of a plant closure, and by doing so this paper contributes to both the individual work identity and closedown literatures by extending their empirical and analytical domains. We encounter a longitudinal case study of a plant closure. From our analysis we conclude that the individual work identity change consequently following a gradual intertwined process of disbanding and reconnecting. We show that the disbanding is dominant and holds a temporal dimension, intertwined with the subordinate reconnection. From our analysis we provide propositions for future research.

133 *Corporate restructurings and territorial renewal.**Towards an adaptative institutionalization*

Frédéric Naedenoen, François Pichault

The usual way of analyzing the challenges of territorial governance in a restructuring context lies on a planning vision of industrial strategies: once the announcement is operated, a series of events will occur following a sequential path. Few territorial studies refer to emergent restructuring processes or even to dramatic strategic reorientations. By comparing the evolving practices of two territorial actors, directly concerned with the strategic jolts of the restructuring process undertaken by the ArcelorMittal steel group, this paper scrutinizes the conditions under which one of them seems to answer this changing context more effectively than the other. The emphasis is put on what we propose to call a process of ‘adaptive institutionalization’, in which the actor in charge of territorial governance is able to cope with contextual variations while maintaining the stakeholders involved.

149 *Restructuring, violence at work and managerial rhetoric.**Learning from a case in the telecom industry*

Florence Palpacuer, Amélie Seigneur

The paper analyzes the structural causes of the social crisis undergone by a French telecom company following a series of employee suicides in 2008 and 2009. First, we situate these suicides in the broader context of major changes undergone in the governance and strategic orientations of the company, in line with the deep transformation of French capitalism. Second, we analyse how the managerial discourse conveying such transformations held a violent component toward the social body of the firm.

165 **Book**169 **Summary**

