

Vol III Issue I Oct 2013

ISSN No : 2249-894X

*Monthly Multidisciplinary
Research Journal*

*Review Of
Research Journal*

Chief Editors

Ashok Yakkaldevi
A R Burla College, India

Flávio de São Pedro Filho
Federal University of Rondonia, Brazil

Ecaterina Patrascu
Spiru Haret University, Bucharest

Kamani Perera
Regional Centre For Strategic Studies,
Sri Lanka

Welcome to Review Of Research

RNI MAHMUL/2011/38595

ISSN No.2249-894X

Review Of Research Journal is a multidisciplinary research journal, published monthly in English, Hindi & Marathi Language. All research papers submitted to the journal will be double - blind peer reviewed referred by members of the editorial Board readers will include investigator in universities, research institutes government and industry with research interest in the general subjects.

Advisory Board

Flávio de São Pedro Filho Federal University of Rondonia, Brazil	Horia Patrascu Spiru Haret University, Bucharest, Romania	Mabel Miao Center for China and Globalization, China
Kamani Perera Regional Centre For Strategic Studies, Sri Lanka	Delia Serbescu Spiru Haret University, Bucharest, Romania	Ruth Wolf University Walla, Israel
Ecaterina Patrascu Spiru Haret University, Bucharest	Xiaohua Yang University of San Francisco, San Francisco	Jie Hao University of Sydney, Australia
Fabricio Moraes de Almeida Federal University of Rondonia, Brazil	Karina Xavier Massachusetts Institute of Technology (MIT), USA	Pei-Shan Kao Andrea University of Essex, United Kingdom
Catalina Neculai University of Coventry, UK	May Hongmei Gao Kennesaw State University, USA	Loredana Bosca Spiru Haret University, Romania
Anna Maria Constantinovici AL. I. Cuza University, Romania	Marc Fetscherin Rollins College, USA	Ilie Pinte Spiru Haret University, Romania
Romona Mihaila Spiru Haret University, Romania	Liu Chen Beijing Foreign Studies University, China	
Mahdi Moharrampour Islamic Azad University buinzahra Branch, Qazvin, Iran	Nimita Khanna Director, Isara Institute of Management, New Delhi	Govind P. Shinde Bharati Vidyapeeth School of Distance Education Center, Navi Mumbai
Titus Pop PhD, Partium Christian University, Oradea, Romania	Salve R. N. Department of Sociology, Shivaji University, Kolhapur	Sonal Singh Vikram University, Ujjain
J. K. VIJAYAKUMAR King Abdullah University of Science & Technology, Saudi Arabia.	P. Malyadri Government Degree College, Tandur, A.P.	Jayashree Patil-Dake MBA Department of Badruka College Commerce and Arts Post Graduate Centre (BCCAPGC), Kachiguda, Hyderabad
George - Calin SERITAN Postdoctoral Researcher Faculty of Philosophy and Socio-Political Sciences Al. I. Cuza University, Iasi	S. D. Sindkhedkar PSGVP Mandal's Arts, Science and Commerce College, Shahada [M.S.]	Maj. Dr. S. Bakhtiar Choudhary Director, Hyderabad AP India.
REZA KAFIPOUR Shiraz University of Medical Sciences Shiraz, Iran	Anurag Misra DBS College, Kanpur	AR. SARAVANAKUMARALAGAPPA UNIVERSITY, KARAIKUDI, TN
Rajendra Shendge Director, B.C.U.D. Solapur University, Solapur	C. D. Balaji Panimalar Engineering College, Chennai	V.MAHALAKSHMI Dean, Panimalar Engineering College
	Bhavana vivek patole PhD, Elphinstone college mumbai-32	S.KANNAN Ph.D , Annamalai University
	Awadhesh Kumar Shirotriya Secretary, Play India Play (Trust), Meerut (U.P.)	Kanwar Dinesh Singh Dept.English, Government Postgraduate College , solan

More.....

Address:-Ashok Yakkaldevi 258/34, Raviwar Peth, Solapur - 413 005 Maharashtra, India
Cell : 9595 359 435, Ph No: 02172372010 Email: ayisrj@yahoo.in Website: www.isrj.net



ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS IN THE *JUSTA TRAMA* AGROECOLOGICAL COTTON PRODUCTION CHAIN-NETWORK

Mariluce Paes-de-Souza¹
Tania N. Silva²

^{1,2} The Foundation Federal University of Rondônia, Brazil.

Abstract:

In the formation of chain-networks, the forms of organizational and inter-organizational relationships consider that all the organizations constituting a network, even the interorganizational networks, are formed of people and resources that are engaged in achieving certain goals. This study has sought to show how the actors of the Justa Trama agroecological cotton production chain-network, establish intra and inter-organizational relationships. Using qualitative methodology and an exploratory descriptive approach, the analyzes led to an understanding and interpretation of the phenomena, using a theoretical matrix to evaluate forms of organizational and inter-organizational relationships, without discarding, auxiliary contributions in developing the conceptual map, with other theories and approaches inherent to the subject. The results reveal the relationships within the Justa Trama Chain-Network, highlighting the stakeholders, stakewatchers and stakekeepers, and permit one to consider that this chain-Network, which acts in six widely dispersed Brazilian States which naturally causes difficulties in relation to transportation, logistics and arranging meetings between the members of the cooperatives. Moreover, this type of organizational arrangement can only be maintained if interorganizational relationships are valued. Thus, the union of collective entrepreneurs allows those involved to take risks that they would not take individually.

KEY WORDS:

Organizational And Inter-Organizational Relationships; Chain-network; *Justa Trama*

INTRODUCTION

Organizational and inter-organizational relationships, especially those related to the chain-network production, have only recently become the focus of academic study. The Theory of Organizations has been widely applied in research into structures and behavior in attempts to show how relationships are established between people and also in relation to governance, strategic alliances, partnerships, clusters, consortia, joint ventures and networks, considering that these types of partnerships are deemed interorganizational relationships.

Studies focused on interorganizational relationships are necessary because organizations need to interact with their external environment, since they seek resources to develop their activities and achieve their goals. However, when the organizational arrangement is a chain-network the forms of organizational and inter-organizational relationships are different. In principle, they seem to favor the achievement of individual and collective goals based on a complex array of connections, within which organizations establish interrelationships in different ways, in different contexts and considering the different cultures of the stakeholders.

This research can be seen as being of particular importance because it is based on the formation of

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

a chain-network and sets out to understand the organizational and inter-organizational relationships involved by highlighting the insights of those involved regarding the reasons for maintaining such relationships as well as the consequences of doing so, given that all organizations, even interorganizational networks, are made up of people and resources which are dedicated to achieving certain goals. Beyond this central concern, the study also shows how the actors within the *Justa Trama* agroecological cotton production chain-network have established their interorganizational relationships, in order to answer the main question guiding this research: What forms of organizational and inter-organizational relationships exist in the *Justa Trama* agroecological cotton production chain-network?

The Agroecological Cotton Solidarity Chain is a network of solidarity economy enterprises that participate in all the stages within the textile and apparel production chain, from planting cotton to the manufacture and marketing of finished articles. Solidarity production chains (SPCs) are networks formed by Solidarity Economy Enterprises - SEEs, acting together within a chain, whose activities comprise the main production links. Thus, the commercial relations established by each SEE can be aligned with the internal logic based on cooperation, since the other links in the chain also operate under the same principles. This article aims to reveal how the actors involved in the *Justa Trama* Agroecological Cotton Production Chain-Network establish intra and interorganizational relationships

The gaps in the literature on the subject and the contribution it provides towards a better understanding of the subject justify this research. It is part of the project funded by CAPES –(the Brazilian Federal Agency for the Support and Evaluation of Graduate Education), in response to the call for research made by PROCAD –(Teacher Training Program), entitled “Sustainable Cooperation Network in the Agroecological Cotton Production Chain: connecting the local to the global,” which involves three universities, one in southern Brazil, the Federal University of Rio Grande do Sul (UFRGS), the general coordinator of the project, one in the Northeast, the University of Fortaleza (UNIFOR) and another in the North, the Federal University Foundation of Rondônia – (UNIR).

2. Theoretical References

The theoretical framework is organized into the following sub-items sustainability, sustainability in agro-systems, cooperation networks in the sustainability of small organizations and the effectiveness of interorganizational networks, which make up the central references for the research, it can be seen that these provide the understanding and interpretation of the phenomena studied.

2.1. Theoretical Focus on Sustainability

Debates on environmental issues have given rise to studies and research that have altered the values held by society, involving governments, industries and populations and based on new and existing knowledge. These have led many to reflect on humanity's consumption habits, the use of resources with little given in return, causing shortages of natural resources, changing climate conditions, raising the production and distribution costs of food and essential supplies. On the concept of sustainable development, Veiga (2008) considers it controversial when people in a community desire their own economic development immediately, while an entire nation clamors for social, educational, structural development, which is more related to income distribution, increased opportunities and quality of life for all.

Similarly, Veiga (2007) points out that sustainability is difficult to measure, due to the number of variables that interfere in and hinder forecasting. The author explains that although there are many methods of assessing sustainability, there is still a great need for a set of indicators that effectively measure the result of human intervention on the environment.

Moreover, Ruscheinsky (2003) mentions that sustainability is a relatively old term that is derived from the technical knowledge of agriculture in the nineteenth century and attributes the first use of the term by modern ecologists in the 1980s to I. Sacks.

According to Altieri (1989, 1991), the definitions of sustainability include at least three principles: 1) maintaining the productive capacity of the agroecosystem; 2) preserving the diversity of flora and fauna; and 3) the ability of the agroecosystem to maintain itself. This author believes that the capacity of the agroecosystem to maintain production levels over time is a feature of sustainability. The author also argues that the concepts of sustainability require there should be continuous monitoring to ensure the prevention of environmental degradation and that agricultural production depends on the use of resources, while environmental protection requires an acceptable degree of conservation. Altieri (1994) also highlights the problems of the transition period prior to achieving sustainability, during which the expected return on investments in agroecological technology may not be immediately reached.

In order to assess the agroecological condition of agricultural ecosystems, Meyer *et al.* (1992) identified three parameters that can be used to quantify environmental change. They are: sustainability,

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

understood as the ability to maintain a level of crop productivity over time, without jeopardizing the structural and functional components of the agricultural ecosystems; contamination of natural resources, such as altered air, water and/or soil quality, which may be caused by the use of inputs in agricultural ecosystems; and the quality of the agricultural landscape, and the various ways in which the patterns of agricultural land use may alter the landscape and influence ecological processes.

On the other hand, Depointi and Almeida (2002) suggest that the concept of sustainability in the context of rural development encompasses the following attributes: adaptability, diversity, fairness, resilience, maintenance or durability and the interaction between those attributes. Regarding diversity, Nolasco (1995) understands it as the complexity of the network of relationships, which depends on the stability of the system, while for Kageyama (1987) the limits of resilience are different. Therefore, sustainability is understood as the maintenance of a system over time, while its durability depends on the greater adaptability, diversity, resilience, fairness of the system and the interaction between the economic, environmental, social and cultural dimensions.

Gonçalves and Engelmann (2009) see agroecology as a field of knowledge capable of providing the theoretical, methodological and scientific bases for the expansion of sustainable agriculture. They add that this form of agriculture is founded upon productive processes generated by the integration of scientific and local knowledge, taking into account the ecological bases governing the reproductive processes of the different elements within the ecosystem.

On the other hand, regarding the context of agroecological systems, Begnis, Pedrozo and Estivaleta (2006) and Begnis (2007) consider that in agribusiness, interorganizational relationships become effective with the perception of value formation. For these authors, the process of forming relational value is based on six elements: trust, cooperation, compensation, communication, sharing and commitment.

Referring to the formation of organizational arrangements, Vineyards and Becker (2006) consider it necessary to know the various forms and organizational models, such as: networks, joint ventures, strategic alliances, mergers, consortiums, cooperative ventures, institutional arrangements and long-term contracts, which can be differentiated based on the degree of interdependence of partners according to Rossetti (2001) and Lorange, Roos (1996); the coordination mechanisms employed for Grandori (1997), as well as the relationship with other governance and market structures for Powell (1987, 1990) and Williamson (1985, 1992).

In the view of Lane and Beamish (1990), regarding the formation and management arrangements, in cooperative arrangements, the strategic and economic benefits are the first consideration, but for Ebers (1997), Gulati (1998), Ring and Van de Ven (1994) socio-cultural factors play a significant role in the performance of such arrangements; while for Granovetter (1985), Polanyi (1944) and Uzzi (1997) the economic and technological factors, immersed in social relations are the defining features in such arrangements. When considering the formative stages of cooperative organizational arrangements, Gulati (1998) believes it can be said that social ties exert great influence, however, the variation will depend on the type of arrangement.

Considering these positions, it is seen that one of the alternatives sought by organizations is to associate with two or more entities, so forming arrangements and characterizing the inter-organizational alliances, enabling the use of common resources to jointly pursue a new activity, which, as Rossetti (2001) proposes, fosters the union of entrepreneurs within a collective.

Castells (1999) defines a network as a set of interconnected nodes, where the intensity and frequency of relationships determine the quality of the goals achieved. By contrast, Balestro (2002) claims that the permanence of members in a network is based on shared objectives, trust and transparency in relationships, resulting in a system of mutual values. Thus, given the contributions presented above, networks can be described as a complex set of interrelationships that enhance the skills of the units involved focused on common and complementary goals, which are essential elements for strengthening and uniting collective enterprises (VINHAS AND BECKER, 2006).

2.2 Concepts and Typologies of Networks

Authors such as Martes and Bulgacov (2006), Balestrin and Vargas (2004), Oliver and Ebers (1998), have contributed towards the knowledge about networks. This discussion arose in the United States and the UK in the 1970s and 1980s, with studies that focused on networks. However, in Brazil interest arose as from the 1990s. Among the main topics addressed in these studies, considering the arguments put forward by Martes & Bulgacov (2006, p. 13), of particular importance are: the development of flow and knowledge; cooperation; trust; regional development considering networks of small and medium-sized companies; competitiveness based on the interrelations of large corporations, particularly strategic alliances; benefits from the exchange of information; company internationalization, and, corporate

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

governance.

In this sense, Castell (1999) considers networks to be way of enhancing the interaction between people and organizations reducing space and time in the interrelations among the actors. For Balestrin and Vargas (2004) there are numerous factors involved in the development of a network, consequently there are seldom two identically structured networks.

The competitive success of regions and nations is due to the organizational and productive organization of enterprises in the form of networks, particularly the cooperation between companies that has had an increasing impact on the economy, especially when it comes to local development and obtaining systemic competitive advantages (FRANÇA FILHO and LAVILLE, 2004).

For Mance (2000), when such enterprises are organized in a solidarity network, they begin to meet the immediate demands of the population for work, improvement in consumption, and education, among others, and to implement a new way of producing, consuming and living, with solidarity as a way of life. They promote the integration of various social actors and meet their immediate demands.

It seems that the inclusion of such enterprises in networks occurs not only through the pursuit of economic viability, since Sousa Santos and Rodrigues (2002) argue that the success of alternative forms of production depends on their integration with collaborative and mutual support networks. Given this counter-hegemonic character and the fact that in many situations experiments with alternative forms of production are undertaken by marginalized sectors of society, initiatives are often fragile and precarious.

One can see, then, from the point of view of these authors, association in networks goes beyond economic factors and favors the ideological aspects proposed in Solidarity Economy Enterprises and helps maintain and affirm its counter-hegemonic character, and does not simply work as a mere instruments to increase productive efficiency. The common interests of the agents within the solidarity network that can leverage the collective efforts are identified, so as to enhance their capacity to operate within the capitalist market economy (METELLO, 2007).

Thus, Mance (2000) lists four important criteria for participating in solidarity networks: (1) there should be no kind of labor exploitation, political oppression or cultural domination; (2) that the ecological balance of the ecosystems should be preserved, thus implying the transition of enterprises that are not yet ecologically sustainable; (3) sharing of the surplus for expansion of the network itself; and (4) the self-determination of the aims and self-management of the resources in a spirit of cooperation and collaboration.

Furthermore, one of the main objectives of the solidarity network is the generation of income for the unemployed and marginalized. This occurs by seeking to improve the standard of consumption, as well as to protect the environment with the aim of building a new society without the exploitation of people or destruction of nature, which integrates groups of consumers, producers and service providers in the same network-organization (MANCE, 2000). In order for this to happen, Humphrey and Shmitz (2002, p. 2) point out that governance is necessary, since it is important for the "generation, transfer and diffusion of knowledge critical to innovation, which enables companies to improve their performance."

For the purposes of the present study, the definition of network governance provided by Eurada (1996, p.1) has been adopted, which is the "ability of all the regional stakeholders to agree on a single vision of development in which their skills and territorial space are substantially shared for the investments, financial support and human resources to jointly accomplish their goals."

By this definition, governance involves issues ranging from power, such as decision-making to control mechanisms within the organizational environment. There are basic principles of governance, as noted by Álvares, Giacometti, Gusso (2008), where transparency, fairness and accountability are central pillars. In the debate on networks, the concept of governance should be valued because it has the capacity to structure the competitive strategy and how this is reflected in local economic development (SUGDEN & WILSON, 2002). Governance is also seen as "a means of generating order, thus mitigating conflicts and obtaining mutual gains" (WILLIAMSON, p.5, 1996). Suzigan, Garcia and Furtado (2004) consider that governance also involves controlling the command or coordination capacity that certain actors have on the productive, commercial, and technological interrelationships that influence local development.

Thus, the solidarity governance appears to be a means of innovating and diversifying the form of government, and the adoption of a participatory management model. It values the participation of the citizen as a social and cultural identity, in a practice where they become responsible for collectively caring for the public space, community, neighborhood and/or municipality. The strategic objectives of solidarity governance, as suggested by Lastres and Cassiolatto (2005), consist of three functions: a) political participation; b) decentralized administrative structure; and c) respect for the operational principles of networks, so that the governance in solidarity networks includes the voluntarily participation of all, allowing the values to be shared.

2.3 Community Enterprises and Stakeholders

Community enterprises are defined as an expression of the solidarity economy that can take the form of a cooperative, self-managed enterprise, network and other forms of association to produce and/or purchase products or services. Such enterprises, in the view of Rodrigues and Malo (2006), practice collective entrepreneurship, which they define as a set of actors that participate in the strategic guidance, formation processes, development and management of a collective property.

Collective entrepreneurship is an instrument that enables organizations to achieve goals through cooperative actions, since it promotes knowledge sharing and also enhances the use of assets (SCHIMIDT and DREHER, 2008). By contrast, Levesque (2004) says that the collective entrepreneur cannot be formally distinguished from the conventional capitalist entrepreneur. However, there are substantial differences, considering the nature of the risks and the resources and means they have available, having an enterprise motivated to continue in harmony and unity with its members, which are characteristics of solidarity economy enterprises.

França Filho and Laville (2004, p.167) list five traits of Solidarity Economy initiatives, considering: (a) the nature and origin of the resources mobilized and form of sustainability; (b) managerial autonomy and the nature of inter-institutional relations that are established; (c) the decision-making process and the required values; (d) the pattern of social relations in the working group; and (e) the nature of the social bond they attempt to build its purpose. Regarding criteria, França Filho and Laville (2004), suggest there are five: 1) plurality of economic principles - the articulation of different funding sources through sales or the provision of services, government - forms of subsidies and grants, reciprocal practices - volunteer work, donations and various forms of exchange; 2) institutional autonomy - independence from other institutions, so avoiding forms of external control; 3) democratization of decision-making - the existence of mechanisms for collective decision-making or based on the ideal of democratic participation; 4) community-public sociability - a singular mode of sociability that mixes professional practices with community patterns; and 5) multidimensional purpose - the economic dimension integrates with the social, cultural, ecological and/or political dimensions in order to act within a public space.

In relation to the network of community enterprises, Paes-de-Souza (2010) reports that the central idea is to demonstrate, through the notion of solidarity networks, how various social actors utilize available resources, whether endogenous or exogenous, in the adoption of new factors of quality and solidarity or family production techniques, when seeking the union of the enterprises.

The themes of community enterprise networks rest on the principles of Solidarity Economy. The current literature on Solidarity Economy agrees in affirming the alternative character of the new experiences of popular self-management and economic cooperation: given the break have introduced in the capitalist relations of production, they represent the emergence of a new mode of organization of work and economic activities in general, promoting the union of collective enterprises (PAES-DE-SOUZA, 2010).

Furthermore, it is argued that a Network of Community Enterprises favors decentralization and sharing of decision-making between the managers of cooperatives and associations, when everyone would benefit from the synergy generated by the inter-organizational productive and commercial ties, such as the possibility of obtaining support from private and public stakeholders.

The discussion regarding the role stakeholders has become an important issue in business ethics and strategic management practice (WAXENBERGER and SPENCE, 2003, p. 242). There is an apparent growing inter-relationship between the concepts of Stakeholder Theory, Corporate Responsibility and Business Ethics (VALOR, 2005, p 193; GARRIGA and MELE, 2004, p. 61). Stakeholder management is gradually being adopted as one of the main factors in business ethics, according to Carroll & Buchholtz, (2006) and Crane & Matten, (2004).

Stakeholder Theory involves the study of groups of customers, suppliers, employees, government and the community (FREEMAN, 1984). However, Freeman (2003), in a review of his/her proposed model, suggests there are five internal stakeholders, consisting of lenders, customers, suppliers, collaborators and communities. This model does not include competitors, however the author has introduced at least six new stakeholders in the external environment of the network, which are: governments, environmentalists, NGOs, critics and the media among others that bind to the inner core.

Fassin (2009) believes that although Stakeholder Theory is presented in a confusing way, with some ambiguities, it is important for organizations. According to the author, the confusion arises due to the ambiguity between who affects the organization and who can be affected by it. He emphasizes the existence of a dispute between the legal approach which aims to strengthen the contractual rights and the managerial approach, which is more pragmatic, as it highlights the relational aspects between the stakeholders and the organization. In attempting to reduce the confusion regarding Stakeholder Theory, Fassin (2009) considers three central aspects and categorizes them as stakeholders, stake watchers and stakekeepers.

For him, stakeholders are those parties with a real interest and share in the organization and have a

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

legitimate claim, power, and reciprocal influence. They are the classic groups that have concrete interests in the enterprise; stakewatchers are groups that protect the stakeholders who have real interests in the enterprise, and have considerable power over the enterprise, although the enterprise has little influence over them because they are independent of the enterprise; stakekeepers are the independent regulators who have no direct stake in the enterprise, but have influence and control, since they impose rules and restrictions on the enterprise, which, in turn, has little reciprocal impact on the regulators.

Thus, Fassin (2009) summarizes the role of each player, considering that: (i) the stakeholders command the players' positions; (ii) the stakewatchers watch the games; and (iii) the stakekeepers preserve the game. This proposition is shown below in illustration 01.

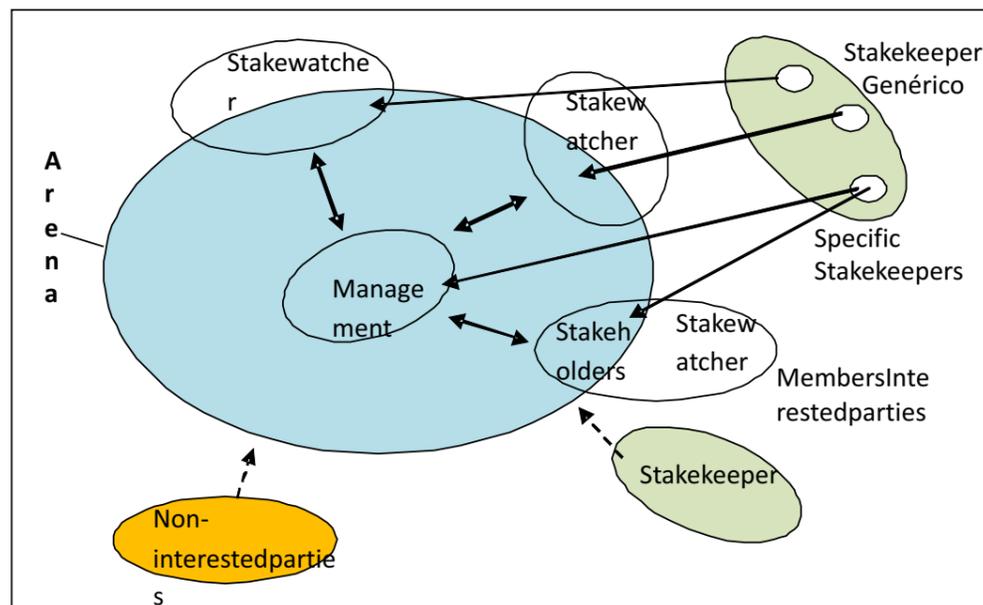


Illustration 01 - The triangular relationship between the stakewatchers, stakeholders and stakekeepers. Source: From Fassin (2009).

It can be seen that there is a triangular relationship between the three stakes and, for each type of enterprise there may or not be specific groups of stakewatchers who apply pressure. However for every group of stakewatchers there is at least one corresponding stakekeeper, as there are also generic stakekeepers that impact on many stakeholders.

Using this far more detailed and refined model, referred to by Fassin (2009) as the “stake model” it is far simpler to analyze each organization, sector or stake because different degrees of variations may arise. The process can be seen to be dynamic, considering the large variation of pressures that enterprises experience over time. Thus, the status of a stakeholder may be that of stakewatcher depending, for example, its action. The media can be helpful or aggressive, in positions ranging from stakewatcher to stakekeeper. Yet, the government provides infrastructure, collects taxes, promulgates laws and imposes regulations, so it can be present seen as stakewatcher and stakekeeper, as a result of its multiple functions.

For Fassin (2009), given a theoretical model, such as that suggested by him, there is a need to identify and select the different stakeholder groups, the different levels of environment and ambivalent groups and regulators. He believes that when studying stakeholders, it is first necessary to identify them and suggests this can be done by making a three-way distinction of the nature of the stakeholders, i.e. the Legitimacy of the Claim, Power Dominance /Influence and Responsibility.

At this stage, the legitimate stakeholders can be separated using an arrangement designed to more clearly visualize the complex network of circumstances surrounding the organization. Following this phase, the limits should and the three levels of the organization be differentiated (funding source, the industry structure and the social and political arena). The stakeholders represent the organization within the core, the adjacent segments represent the stakewatchers and lies outside the stakekeepers, in what might be called the political-social arena. Thus it can be said that the organization-enterprise is located at the microeconomic level while the community and world are at the macroeconomic level. The model also

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

includes the public sector, the general public and society, which function largely as stakekeepers.

Continuing the analysis, it should be made clear that there is ambivalence among pressure groups and regulators. Thus, within the limits of the organization, the power and influence of the organization dominate the stakeholders, while the stakeholders are outside the organization and influence in their relationship with the organization. Therefore, the organization is affected by the stakeholders and the stakekeepers. The organization has a moral obligation towards the stakeholders, but not towards the stakeholders, which hold power over the organization and can exert beneficial or detrimental influences on it. Therefore, stakeholders need to be seen using a strategic perspective.

2.4 Cooperation Networks and Interorganizational Networks

Unity in the search for balance between personal and collective interests symbolizes cooperation as a system where individuals, enterprises and institutions cooperate, which according to Buys de Barros (1955) is not a recent phenomenon. However, authors such as Lewis (1992); Del Castillo (1992) and Fukuyama (1995) believe that cooperative instruments have only come to be seen as a strategy for the growth for small and medium organizations in recent decades. Grandori and Soda (1995) and Gulati (1998) believe that by recognizing this type of arrangement, these studies have contributed to the development of the literature based on the competitiveness of interorganizational networks, which has favored their growth and greater integration into the market.

From another perspective, Santos (1998) argues that it is precisely the small size of the enterprise which offers a number of advantages, namely: flexibility in the face of environmental changes, innovation as a practice and speed in decision making. On the other hand, Silva *et al.* (2005) argue that the ability to generate jobs and flexibility in terms of location, provide for the development of some sectors that, though rarely contemplated in public policy, lead to regional sustainable socioeconomic advance. Regarding this, Amato Neto (2005) believes there are appropriate spaces for small enterprises to work, where large companies are not attracted to compete.

The study of the relationships between organizations is of growing interest among theorists. Oliver (1990) states that while most research in this area has focused on the determinants of interorganizational relationships, the understanding of the phenomenon has deepened and the unit of analysis has gradually shifted from the defined organization to the network. Similarly, Powell (1990) points out that part of this interest is generated by the recognition among scholars that enterprises, like organizations in general, are from the nonprofit and public sectors. They are interested in the various forms of cooperative alliances, in order to strengthen competitiveness and efficiency, which seems to be impossible with more traditional mechanisms of market or hierarchical governance.

The theory of organization, as well as the work carried out on networks, has been guided by two theoretical perspectives: a) resource dependence and related exchange perspectives; and b) transaction cost economics. Although a large part of what has been written about networks is theoretical, with debates about the advantages of networks and the issues of measurement and analysis, a considerable number of theoretically-based investigations has emerged based (JARILLO, 1988; WILLIAMSON, 1991; PROVAN, 1993). Each perspective offers complementary and contrasting views on the form of the network. However, each view focuses on the organizational antecedents and outcomes of network participation, with little attention being given to the arrangement as a whole, except in terms of its governance and structure.

Provan and Milward (1995) consider this view understandable, since organizations make up a network, and they do not want to lose the benefit of participating in the network. In both theoretical perspectives: transaction cost theory and resource dependence, motivation justifies membership, interorganizational cooperation activities and services at the organizational level, due to reasons of efficiency related to the reduction of transaction costs (WILLIAMSON, 1985). Regarding this, Uzzi (1996) finds that individual organizations make strategic choices to form or be part of a cooperative network with other organizations, if they perceive that the benefits of such an agreement, especially in the ability to survive, are strengthened and are greater than the costs maintaining relationships.

From the perspective of the maintenance of relationships, one can seek support from Eisenberger *et al.* (1986) in attempting to envisage the factors that favor the continuance of the relationship. In their research on perceived organizational support, these authors concluded that the worker's interactions (the term being understood as referring to anyone working as an employee or independent contractor, participating or otherwise in the network) with the organization are characterized by exchange relations marked by expectations of reciprocity. Considering that reciprocity is a social norm, although it does not occur in all cases of social interactions.

Reciprocity in this context is defined as a pattern of exchange between two mutually dependent social units. The functionalist approach of the sociologist Gouldner (1960) suggests that a social unit becomes more willing to assist another unit when the latter displays the capacity to repay the favor. Given

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

this understanding, the theory will greatly contribute to the study of organizational and inter-organizational relationships.

Thus, organizational rewards and favorable working conditions such as pay, promotion, job enrichment, and influence on organizational policies contribute more if workers believe that these result from the organization of voluntary actions, as opposed to external constraints (EISENBERGER et al., 1986).

2.5 Interorganizational Relationships and Network Formation

According to Aldrich (1979), studies into interorganizational relationships can be justified by the need that organizations have to interact with the environment to obtain the resources and conditions necessary to practice their activities. However, with regard to networks, which represent an effective organizational means of integrating objectives individually and collectively, Castells (1999) considers that requires a complex arrangement of connections, but although organizations find themselves in distinct contexts, diverse cultures they still manage to establish interrelationships in various ways.

Regarding the reasons for forming and maintaining relationships, Oliver and Ebers (1998) consider it important to analyze their consequences. This is because organizations are created with specific goals and need to monitor their results, similarly to interorganizational networks (WEGNER & DAHMER, 2004).

In the current literature, interorganizational relationships are understood to be born out of the search by organizations for greater efficiency, the form of the negotiation being a determinant factor, which is aimed at increasing the advantages in obtaining resources for their activities, as corroborated by Franco (2007), Hall (2004) and Oliver (1990). In this sense, Whetten and Leung (1979) suggest that organizations understand the instrumental value of interorganizational relationships.

Other authors such as Aldrich (1979), Oliver (1990); Papadopoulos, Cimon, & Hébert (2008) argue that power is another motivating factor for interorganizational relationships, considering that a given relationship may have great potential influence over the other organizations in a network.

Interorganizational relationships may also be established due to environmental uncertainties, because in some situations organizations utilize such relationships to respond to demands from the environment. Brass et al. (2004), Galaskiewicz (1985); Whetten & Leung (1979) claim that uncertainty in the environment also occurs due to the lack of resources and suitable conditions to develop activities, which is crucial in leading organizations to establish relationships in order to achieve stability.

As the environment is the source of contingencies, in order to understand the motivating factors behind, and even the results obtained from, relationships, it is necessary to consider the facilities and difficulties that may occur in interorganizational relationships. As Candido & Abreu (2004) and Oliver (1990) point out, these factors arise from environmental and organizational aspects, which may facilitate or undermine the formation of a relationship.

Thus, the establishment of trust in the relationships between partnerships seems to be the essential factor that allows cooperation to occur, as stated by Schollosser & Hoffmann (2001) and Mellat-Parast & Digman (2008).

Furthermore, in relation to the position of Hoffmann and Schollosser (2001), trust is a process that is built, starting at the formation of the network, it is dependent on how the commitment to the organization, investments and the share of tangible and intangible assets are established and demonstrated (DYER, 1996). Trust is nothing more than a product of social relations that gains dimension exponential in the formation of collaborative networks, since they have the role of bringing the agents together, enabling the networks to be greater than economic dealings (VERSCHOORE and BALESTRIN, 2008).

Isabella (2002) mentions commitment as another factor necessary for the formation and maintenance of interorganizational relations. This author states that when a partner is committed it puts its energy into the relationship in the attempt to achieve the success. It is known that if a component does not make a commitment, it may adopt an opportunistic attitude, as Medcof (1997) suggested, which may negatively influence the relationship and harm the business performance (HAKANSSON & FORD, 2002). Trust is thought to be built over time, since the essential conditions, such as honesty, willingness and consideration, are perceived only after the relationship has been established for a certain length of time (JARILLO & STEVENSON, 1991; PARK & JUNGSON, 2001; LAJARA, LILLO, & SEMPERE, 2002).

Organizations that maintain interorganizational relationships can achieve more significant results in relation to those that adopt other practices, claim Mellat-Parast & Digman (2008). However, according to Fryxel, Dooley & Vryza (2002), evaluating these results is not easy because the organizations individually, or the network, may be affected by relationships that influence the results (HALL, 2004).

Consequently, Geringer & Hebert (1989) recommend that the results of relationships should be evaluated by taking into consideration the scope of the objectives planned by the organizations and also by

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

the network. However, it should be emphasized that as the participants remain autonomous organizations, including financially, there is no accounts monitoring for the network, only for the individual organizations. Dahmer & Wegner (2004) suggest that the evaluation of the results of relationships should provide qualitative variables, such as group cohesion, analytical capacity, planning capacity and cooperative effort. In this context, Pereira (2005) proposes that the results of relationships should be evaluated in terms of the organizations' satisfaction with the relationships.

2.6 The Interorganizational Relationships Framework

Below is a description of the analytical framework for interorganizational relationships, which has been designed based on the theoretical matrices found in the literature review. The framework is composed of two independent variables and one dependent variable. Represented by the motivational environment, the motivators, symbolized by the expectations of the stakeholders, stake watchers and stakekeepers, regarding the relationship represents the first independent variable, the second is represented by the facilitating and inhibiting factors, which influence the formation and maintenance of the interorganizational network and the inter-relationships therein, taking into account the characteristics of the network (CASTRO, BULGACOV, HOFFMANN, 2011). The dependent variable is represented by the results of the relationships. Once analyzed, the interorganizational relationships reflect the current state of the network, as from the presentation of the results obtained, as can be seen in illustration 02.

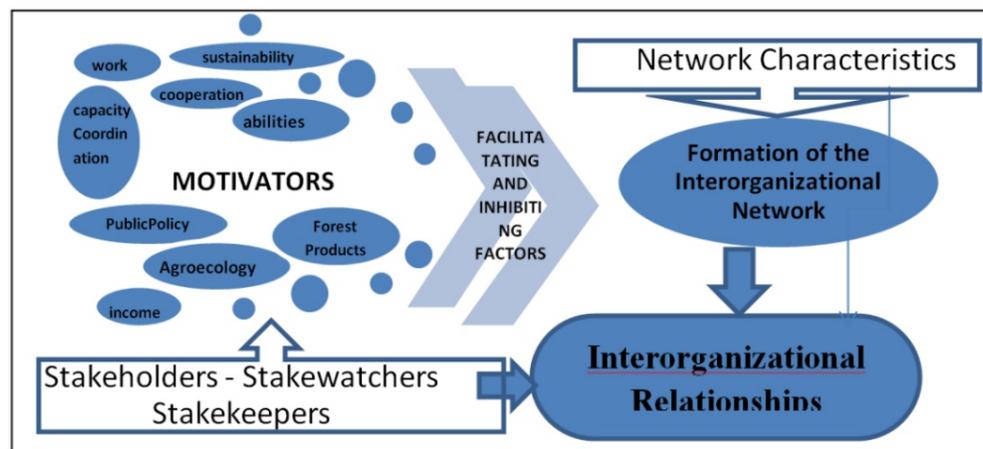


Illustration 02 - Framework for Interorganizational Relationships
Source: Prepared by the authors.

The analytical framework was designed based on the theoretical references of the research that permitted the description of the motivators and the facilitating and inhibitive factors affecting the formation of the network, considering the characteristics of the actors, stakeholders, and stake watchers stakekeepers, which favored the alignment of the interorganizational relationships of the *Justa Trama* Chain-Network, as can be seen in the presentation and discussion of the results.

3.METHODOLOGICAL PROCEDURES

The study sought to obtain information on the forms of organizational and inter-organizational relationships within the *Justa Trama* Network that contribute to the maintenance of the Agroecological Cotton Production Chain-Network in Brazil, in order to propose a theoretical-practical framework on the subject. In this sense the goals were to get to know the organizations that comprise the *Justa Trama* Network and identify how the organizations in the agroecological cotton chain-network establish interorganizational relationships by obtaining the perceptions of managers, producers and collaborators within the chain-network regarding the main reasons for maintaining relationships in the chain-network and the nature of the relationship between the stakeholders.

However, to understand the make-up of the Chain-Network and its relationship with the social movements and grassroots forces, it was necessary to focus on understanding the intricacies of the political situation of the Solidarity Economy in Brazil and the allocation of resources that the social programs designate to the enterprises within the *Justa Trama* Chain-Network. That information was collected from secondary sources in a survey of the literature and journals as well as during interviews and informal

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

conversations with various social groups.

The research aimed to gather information to provide the theoretical analysis aimed at evaluating the forms of interorganizational relationships in Chain-Network, on the understanding that it will facilitate advances in further scholarly investigations into chain-networks involving similar economic and social structures being carried out in various regions of the country.

This is a qualitative study involving an exploratory-descriptive approach, which used the field diary and the semi-structured interview as tools to assess the forms of organizational and inter-organizational relationships.

Illustration 03 shows the logic of the Chain-Network with *Justa Trama* Cooperatives as the central figure. Within this organization is the management of the Network, which promotes the movement, planning and organization from the design of the pieces and the procurement of the raw materials, to the final products of the manufacturing process and the marketing. The design of *Justa Trama* Chain-Network shows the flow of production that involves enterprises made up of; cotton farmers, producers' associations, gatherers of forest products and organizations that support those enterprises.

Riva's (2011) illustration has been updated by showing the new organizations and producers from other regions that have joined those that were already part Chain-Network in the period until 2010 and moreover, the Public Center for Solidarity Economy that functions as a large marketing center for the movements products.

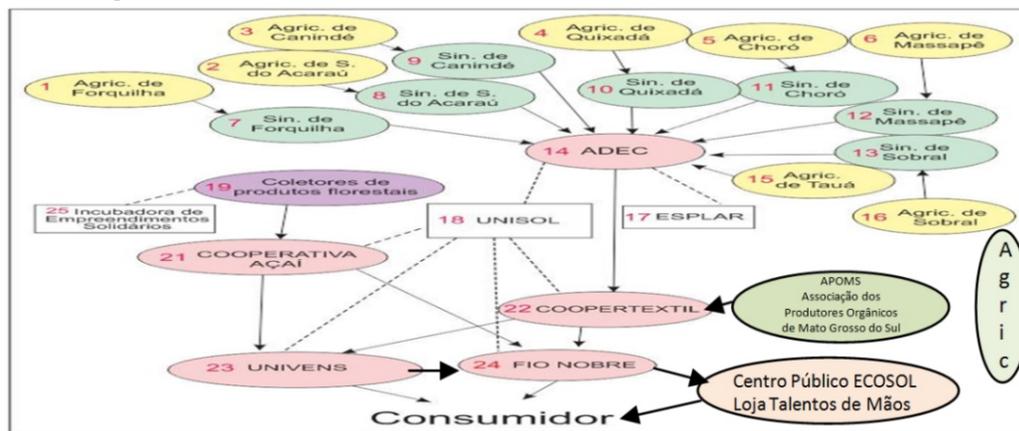


Illustration 03 - Constitution of the *Justa Trama* Chain-Network Productive Arrangement -Updated
Source: Based on Riva (2011).

The visits to the enterprises began in 2009, with the implementation of the project funded by CAPES –(the Brazilian Federal Agency for the Support and Evaluation of Graduate Education), in response to the call for research made by PROCAD –(Training Program for Teachers), entitled “Sustainable Cooperation Network in the Agroecological Cotton Production Chain: connecting the local to the global”, of 4 years duration, with the purpose of obtaining preliminary data for preparing the proposal, following which permission was given to continue the research in 2010 and 2011. The length of time required to conduct the research can be explained by the wide geographical dispersion of the member enterprises in relation to the location of the headquarters of the *Justa Trama* Network, as shown on the map below.

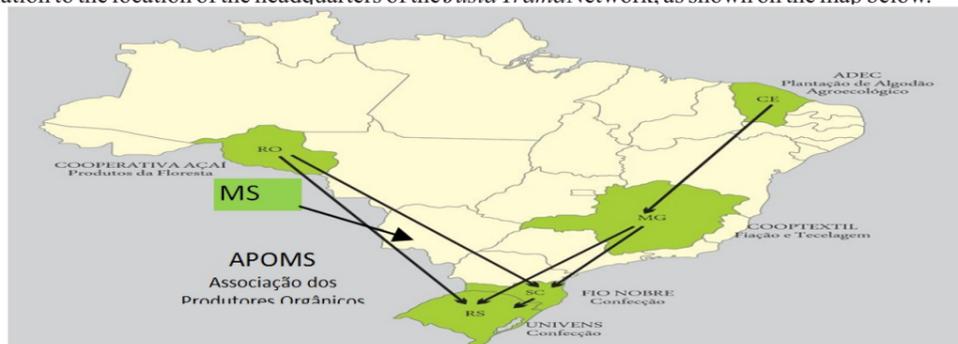


Illustration 04 - Updated Map showing the location of Enterprises belonging to *Justa Trama* Network,
Source: Based on Riva (2011).

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

The research involved visiting 6 States, 8 municipalities and 14 enterprises, during which 56 interviews were conducted, with some representatives being interviewed more than once and up to three times in order to comply with the methodological procedures and also confirm or revise the records made during previous visits.

The productive structure of the *Justa Trama* Chain-Network is made up of the gatherers of forest products belonging to the *Cooperativa Açai*, the farmers belonging to ADEC and the Association of Organic Producers of Mato Grosso do Sul - APOMS, who are responsible for producing the raw materials for the *Justa Trama* Chain-Network. Note that in this segment and the processing segment, the *Cooperativa Açai* is supported by the Solidarity Enterprises Incubator, an organization within the Center for Interdisciplinary Studies into Sustainable Development of the Amazon at the Federal University of Rondonia - CEDSA/UNIR, which has received financial support from the Institute for Agro-environmental Studies and Research and Sustainable Organizations - IEPAGRO, since May 2010. Similarly, ADEC receives support from ESPLAR (Center for Research and Consultancy), which provides technical assistance to farmers growing agroecological cotton in the State of Ceará. Furthermore, in the processing segment, *COOPERTÊXTEL* receives the bales of agroecological cotton from ADEC and APOMS to produce the thread and weave the cloth that is the material used in the next stage involving the design and manufacture of the pieces and the later distribution and sale of the finished articles. This activity is divided among the cooperatives *AÇAI*, *UNIVENS*, and *FIO NOBLE* who count on the ECOSOL Public Center in Itajai - SC, *Loja Talentos de Mãos* (store) which displays the products from the *Justa Trama* Chain-Network.

RESULTS AND DISCUSSION

The process of forming the *Justa Trama* Chain-Network is intertwined with the struggles of its founders, who were active in the Brazilian Solidarity Economy movement, which provided opportunities for solidarity economy enterprises existing in the country and those affiliated to the movement to meet. At these meetings, leaders had the opportunity to talk about their experiences, skills, areas of activity and the joint struggle to break barriers in search of work and income so as to reduce the class of excluded workers in Brazil.

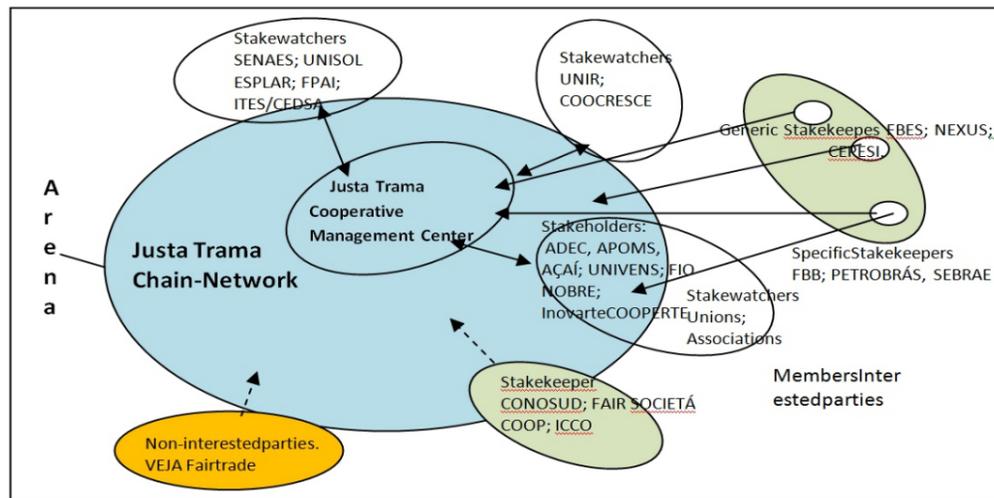
Thus, the network began to form in 2004, when the cooperatives that were part of the Center for Cooperative and Solidarity Enterprises - UNISOL, were given the task of producing 60,000 bags for the 2005 World Social Forum, a gathering of social movements held in the city of Porto Alegre, Rio Grande do Sul, Brazil. Once a solidarity-based production chain of conventional cotton had been identified, manufacturing the bags required the collaboration of cooperatives in various states. In this first phase, the network consisted of *CONES* that produced yarn and *Cooperativa de Produção Têxtil de Pará de Minas - COOPERTÊXTEL* (Textile Production Cooperative of Pará de Minas) from Minas Gerais that was responsible for producing the fabric. These two developments are no longer part of the network. It was the job of *Cooperativa de Costureiras Unidos Venceremos - UNIVENS* (United Seamstresses Cooperative Venceremos), from the State of Rio Grande do Sul, and the *Cooperativa Fio Nobre dos Tecelões* (Noble thread Weavers' Cooperative), from the Municipality of Itajai, State of Santa Catarina, to manufacture the bags. *The Associação de Desenvolvimento Educacional e Cultural de Tauá - ADEC* (Tauá Educational and Cultural Development Association), a producer of agroecological cotton in the State of Ceará, joined the group and, with funding from SENAES - National Secretary of Solidarity Economy in the Ministry of Labor and Employment the activities began to be organized. From there, the *Justa Trama* Agroecological Cotton Chain-Network was launched in October 2005, during a national event called *Criança Esperança* (Hope Child) in the State of Rio de Janeiro. Since then, the Chain-Network has gained new customers, created new ties and gained space in the national and international markets.

The agroecological cotton chain-network was started in Ceará, northeastern Brazil, among small farmers from Tauá and nearby municipalities. Using agro-ecological technology, cotton is intercropped with other crops such as beans, sesame, coriander, sorghum and plants such as neem (used as a natural defense, it prevents pest infestations in crops). The cotton produced is supplied to the *Justa Trama* Chain-Network and also to the fair trade company *Veja*, which produces ecological shoes mainly for the European market. The raw cotton is ginned (de-seeded), at the ADEC in Tauá, in the state of Ceará, which is the first link in the Chain-Network, enabling all the other segments to be integrated with the philosophy of agroecology.

Illustration 5 shows how these relationships are established between the stakeholders, and Stakeholders Stakekeepers in the *Justa Trama* Chain-Network.

The *Justa Trama* Chain-Network: Stakeholders, Stakeholders and Stakekeepers.

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS



Illustrations 5 - Interorganizational Relationships between Stakeholders, Stakeholders Stakekeepers of the *Justa Trama* Chain-Network and the *Justa Trama* Cooperative Management Centre.
Source: Based on Fassin (2009).

In the illustration 6, one can see the dynamics of the agroecological cotton chain-network, represented by the stakes, with *Justa Trama* as the central organization, the associated organizations as stakeholders, demonstrating the linkage of the supply chain, the development agencies and political representations as the stakeholders and the technical support institutions as the stakeholders.

While production of the cotton used by the Network began in the State of Ceará, recently it has expanded to other locations to meet demand. The cotton is now being farmed at a new settlement called *Fazenda Itamarati* (Itamarati Farm), in the municipality of Ponta Porã in the State of Mato Grosso do Sul, on the border with Paraguay. The cotton produced on this settlement is transported to ADEC in Tauá, in the State of Ceará, where it undergoes ginning (separation of the fibers from the seed).

The resulting agroecological cotton lint is then transported to the state of Minas Gerais, southeastern Brazil, to *COOPERTEXTIL*, a mill that practices Solidarity Economy, where it is spun and woven. The fabrics and yarns are then sent to the cooperatives: *FIO NOBRE* and *UNIVENS* and in the South of Brazil.

FIO NOBRE, located in the city of Itajai, State of Santa Catarina, uses the agroecological cotton fabric and yarn to manufacture knitted and crocheted items. *UNIVENS*, located in Porto Alegre, State of Rio Grande do Sul, also produces garments from the agroecological cotton.

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

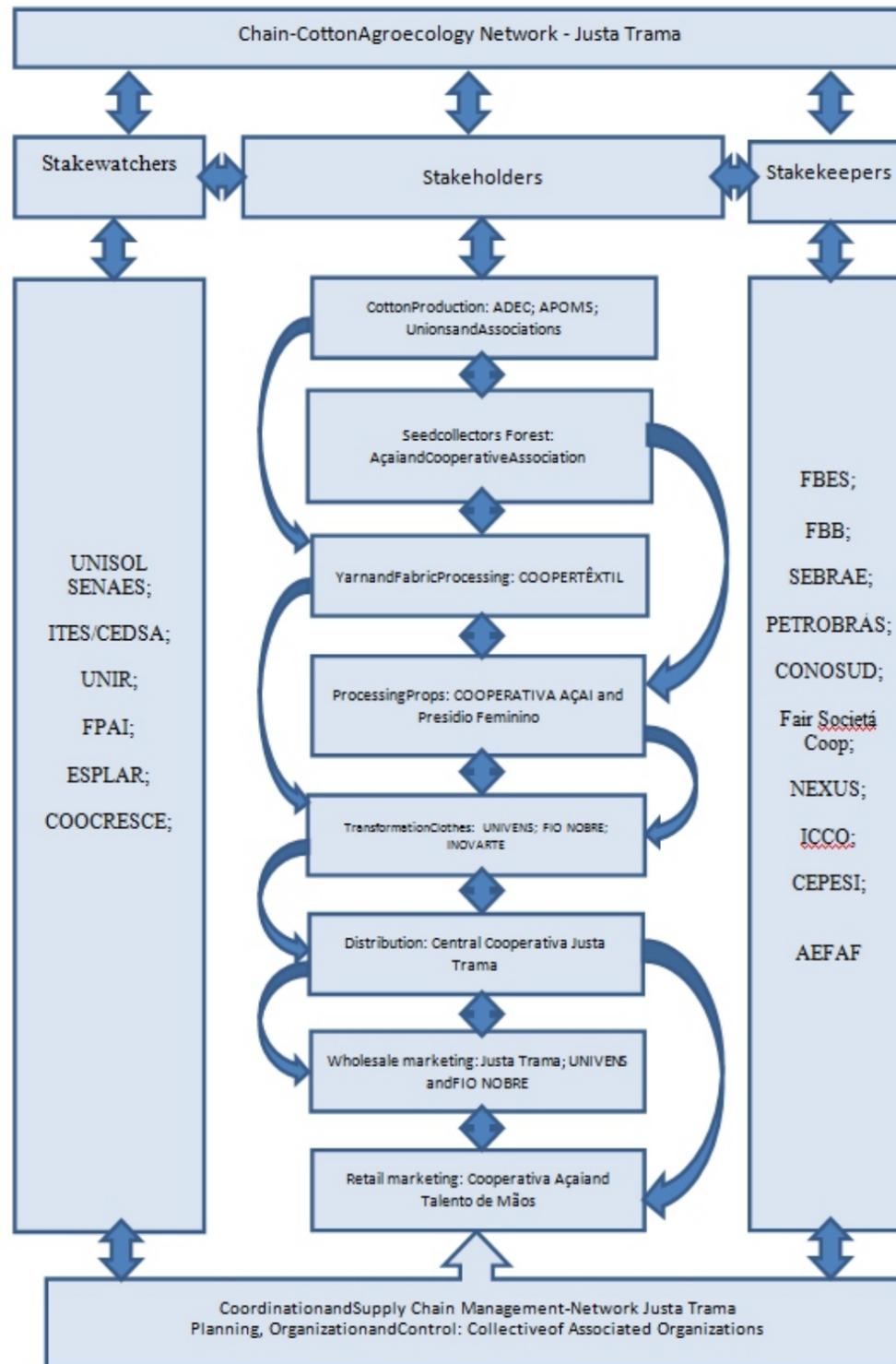


Illustration 6 – Dynamic of the *Justa Trama* Chain-Network
Source: Prepared by the authors.

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

The *Cooperativa Açai*, which is based in the Municipality of Porto Velho, in Rondonia State is responsible for producing the trims made from Non-timber forest products – NTFPs, such as seeds, vines and coconuts that are used to compose and complement the finished items. These include buttons, necklaces, bracelets and earrings made from these products collected in the Amazon rainforest.

The enterprises that make up the *Justa Trama* Network are affiliated to UNISOL – Center for Cooperative Solidarity Enterprises – which facilitated and supports the union of these enterprises and gave rise to *Justa Trama* Chain-Network.

The organizations identified as stakekeepers were the Brazilian Solidarity Economy Forum - *FBES*, the Bank of Brazil Foundation - *FBB*; the Micro and Small-Business Support Service - *SEBRAE*; *PETROBRAS*, the Association for International Cooperation North-South - *CONOSUD*; the Social Cooperative - *Fair Societá Coop*; the Italian General Confederation of Labor – *NEXUS*; *ICCO*, the Center for Public Solidarity Economy of Itajai – *CEPESI*; Frontier Family Farming School and Association - *AEFAF*. These institutions maintain interorganizational relationships with the *Justa Trama* Cooperative Management Center enterprises associated to the Chain-Network, through their citizenship and social responsibility programs, with financial support for implementation of selected projects by call for bids, political relationship, ideological support, joint construction of collective business relationships, exchange of experiences and marketing colored agroecological production.

5. FINAL REMARKS

Solidarity Economy strongly influenced the beginning and performance of *Justa Trama* Chain-Network. UNISOL is understood to be the main stakeholder because it is present in all inter-organizational stakeholder relationships. The perception of permanence and trust among the enterprises is one of the most important elements for maintaining the Network alliance. Evidence of that trust can be seen in the dialogue between the enterprises during their day-to-day contacts, general assemblies and annual planning and accountability meetings. The enterprises cooperate with each other and provide support when one or another member enterprise is experiencing difficulty. This is based on the understanding that if the main activity of one of the enterprises is unstructured, it will reflect throughout the Chain-Network. Therefore, mutual aid is more than a matter of solidarity; it is also a global necessity of *Justa Trama*. From this evidence it can be inferred that the interorganizational relationships constitute determinant factors for the maintenance and growth of the Chain-Network.

This suggests that this Chain-Network, which extends through six widely dispersed Brazilian States - Ceará, Minas Gerais, Santa Catarina, Rio Grande do Sul, Mato Grosso do Sul and Rondonia - with considerable territorial areas, which naturally causes difficulties in relation to transport, logistics and physical encounters between cooperatives, can only be maintained if the interorganizational relationships are valued.

Thus, the union of collective entrepreneurs allows those involved to take risks they would not take individually. The union of the enterprises within *Justa Trama* means they can undertake entrepreneurial activities which perhaps the individual enterprises would not otherwise undertake, whether for financial or productive reasons, or even due to the practice of qualified decision making.

It is important to highlight other operational difficulties experienced within the *Justa Trama* Chain-Network, such as the organization of activities, the marketing and sale of products; tax and financial incentives for production and sales; and lack of administrative skills within the enterprises, among others. These issues can be explained due to the short length of time the Network has been in existence, the lack of opportunity for some solidarity enterprises to become established administratively, and perhaps the lack of public policies aimed at solidarity economy enterprises, that provide assistance to the administrative activities of the enterprises, a key point in their remaining in the market.

The findings of this research relate to the proposition that further studies should be undertaken in order to understand the motivations for entrepreneurs to participate in the *Justa Trama* Chain-Network, beyond the immediate aspect of generating income. Knowing the personal perceptions of those involved who seek the continuation and sustainability of the Chain-Network, notably the stakeholders SENAES and UNISOL, but also the stakekeepers Bank of Brazil Foundation, *PETROBRAS*, *SEBRAE*, Universities and organizations providing advice and assistance to the Chain-Network as well as other institutions that contribute to the success of the network, taking into account the awareness of sustainable consumption and the customers' positive attitude toward socio-environmental products, generated using ecologically friendly/correct and social technologies.

9. REFERENCES

ALDRICH, H. E. **Organizations and environments**. New Jersey : Prentice- Hall. 1979.

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

ALTIERI, M.A. ¿ **Why estudiarla traditional agriculture ?** Agroecology y Desarrollo , Santiago , v.1 , n.1 , p 16-24. 1991.

ALTIERI, M.A. **Agroecology** : the scientific basis of alternative agriculture . Rio de Janeiro : PTA / PHASE , 240 p . 1989.

ALTIERI, M.A. **Biodiversity and pest management in agroecosystems** . Binghamton : Haworth , 185p . 1994.

Alvares, E. GIACOMETTI, C. GUSSO, E. **Corporate Governance : A Brazilian model** . Campus , 2008

AMATO NETO , J. (Ed.) . **Networks between organizations** : domain knowledge of operational effectiveness . Sao Paulo : Atlas , 2005.

Balestrin , A. , & VARGAS , L. M. **The strategic dimension of horizontal networks of SMEs**: theories and evidence . Journal of Contemporary Management , 8 (Special Issue) , 203-227 . 2004.

BALESTRO , M. **Trust Network** : the experience of the network of upholsterers furniture hub of Bento Gonçalves . Dissertation (Master in Management) - PPGA , Federal University of Rio Grande do Sul , Porto Alegre , 2002.

BEGNIS , H. S. M. ; PEDROZO , E. A.; ESTIVALETE , V. D. F. B. **Formation of value through interorganizational relationships** : recognizing the "value " of a business partnership . In: ANNUAL MEETING OF ANPAD , 30 , 2006. Salvador . Annals . Salvador : National Association Graduate in Business Administration, 2006.

BEGNIS, H. S. M. **Formation of transactional and relational value in the milk chain in Rio Grande do Sul** in 2007 . 269 p . Thesis (Doctorate in Agribusiness) . Centre for Studies and Research in Agribusiness . Graduate Program in Agribusiness , Federal University of Rio Grande do Sul , Porto Alegre , 2007.

BRASS , D. , GALASKIEWICZ , J. , Greve, H. , & TSAI , W. **Taking stock of networks and organizations : a multilevel perspective** . Academy of Management Journal , 47 (6) , 795-817 . 2004.

BRUSCO , S. **Companias Pequenas y prestación de servicios reales** . In F. Pyke & W. Sergerberger (Eds.) , y las PYMEs Los DI : DI y local economic regeneration (pp. 25-37) . 1993.

BUYS de Barros , A. B. **Institutions of political economy** . Rio de Janeiro : Editora José Konfino , 1955.

CANDID, G. A. **Critical success factors in the formation , maintenance of networks desenvolvimentoe interempresariais type industrial clustering among small and medium enterprises** : a comparative study of Brazilian experiences . PhD Thesis in Production Engineering , Federal University of Santa Catarina , Florianópolis , 2001.

CANDID, G. A. , & ABREU , A. F. **Critical success factors in the processes of formation , development and facilitation of organizational networks** : an exploratory study . National Meeting of the Association of Graduate Programs in Business Administration . Curitiba : ANPAD . 2004.

CARROLL, A. & A. Buchholtz . **Business and Society** : Ethics and Stakeholder Management , 6th Edition (Thompson Learning , Mason . 2006.

CASTRO, M. , Bulgacov, S. HOFFMANN, V. E. **Interorganizational Relationships and Results** : Study on a Network COOPERATION Horizontal Central Region of Paraná . RAC , Curitiba , v. . 15 , n. 1 , art. 2 , p. 25-46 , Jan . / Feb . In 2011 .

CASAROTTO SON, N. and PIRES, L. H. **Networks of small and medium enterprises and local development** : strategies for achieving global competitiveness based on the Italian experience . São Paulo , Atlas , 1998.

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

Castells, M. **The network society**. New York: Continuum, 1999.

CRANE, A. and D. Matten. **Business Ethics : A European Perspective** (Oxford University Press). 2004.

DEL CASTILLO, J. **It y location it international : la importancia las colaboración networks**. In: INTERNATIONAL WORKSHOP DE LA UNIVERSIDAD Menéndez Pelayo, 22 al 26 de junio, Valencia . 1992.

Deleuze, G., & GUATTARI, F. **Thousand Plateaus : Vol 1**. Rio de Janeiro, RJ : Ed 34 letters . 1995.

DEPOINT, C. & ALMEIDA, J.

Indicadores para a avaliação da sustentabilidade em contextos de desenvolvimento rural local, 2002.

DYER, J. H. **Specialized supplier networks as a source of competitive advantage : evidence from the auto industry**. Strategic Management Journal, 17 . (4) 271-291. 1996

Ebers, M. **The formation of inter -organizational networks**. Oxford, New York : Oxford University Press . p. 285, 1997.

Eisenberger, R., HUNTINGTON, R., HITCHISON, S., & SOWA, D. **Perceived organizational support**. Journal of Applied Psychology, 71 (3), 500-507. 1986.

EURADA. **How to be an entrepreneurial region for the next ten years**. Available at: < www.eurada.org / Download / library / .pdf . Access: 29/05/2011 from the auto industry . Strategic Management Journal, 17 (4), 271-291 . 1996.

Fassin, Y. **The Stakeholder Model Refined**. Journal of Business Ethics . 2009.

FRANCO, G.; LAVILLE, J. **Solidarity Economy an international approach**. Porto Alegre : Editora UFRGS, 2004.

FRANCO, M. J. B. **Type of business processes cooperation : an empirical investigation about the Portuguese case**. Magazine Administração Contemporânea, 149-176 . 2007.

FREEMAN, E. **Strategic Management : A Stakeholder Approach** (Pitman, Boston . 1984

FREEMAN, E. **Lecture - Stakeholder Management Revisited : What's the State of the Art?** Leuven, 20 November . 2003.

FRYXEL, G.E, DOOLEY, R. S., & VRYZA, M. **After the ink dries : the interaction of trust and control in U.S. - based international joint ventures**. Of. Management Studies Journal, 39 (6), 865-886 . 2002.

FUKUYAMA, F. **Trust : the social virtues and the creation of prosperity**. New York : The Free Press Paperbacks, 1995.(6), 865 -

GALASKIEWICZ, J. **Interorganizational relations**. Annual Review of Sociology, 11, 281-304 . 1985.

GARRIGA, E. and D. MELE. **Corporate Social Responsibility Theories : Mapping the Theory**, Journal of Business Ethics 53 (1/2), 51-71 . 2004.

GERINGER, J. M., & HEBERT, L. **Control and performance of international joint ventures**. Journal of International Business Studies, 20 (2) 235-254 . 1989.

Goncalves, S. and S. ENGELMANN A. **La Agroecology la Reestructuración Del Desarrollo Rural y . FIELD - TERRITORY : magazine agrarian geography**, v.4, n. 8, p. 29-51, aug. 2009.

Gouldner, A. W. **The norm of reciprocity : a preliminary statement**. Amer. Sociol. Rev. 25:161-78, Washington University, St. Louis, MO. In 1960 .

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

Grandori , A. , SODA , G. **Inter -firm networks**: antecedents , mechanisms and forms . Organization Studies , vol. 16 , n. 2 , p. 183-214 , 1995 .

Grandori , A. **An organizational assessment of interfirm coordination modes**. Organization Studies , Berlin , New York , vol. 18 , n. 6 , p. 897-925 . 1997.

Granovetter , M. **Economic action and social structure** : the problem of embeddedness . American Journal of Sociology , Chicago , Illinois , vol. 91 , n. 3 , p. 481-510 . 1985.

GULATI , R. **Alliances and networks**. Strategic Management Journal , Hoboken , NJ , vol. 19 , p. 293-317 1998.

Håkansson , H. , & FORD , D. **How should companies interact in business networks ?** Journal of Business Research , 55 (2) , 133-139 . 2002.

HALL , R. **Organizations** : structures , processes and outcomes . New York : Prentice Hall . 2004.

HOFFMANN , W. H. , & SCHLOSSER , R. **Success factors of strategic alliances in small and medium -sized enterprises** : a survey . Long Range Planning , 34 (3) , 357-381 . 2001.

HUMPHREY , J. SCHMITZ , H. **Developing Country Firms in the World Economy Governance and Upgrading in Global Value Chains**. Institute of Development Studies : 2002 . Available in : <<http://www.ids.ac.uk/ids/global/vw.html>> . Accessed May 30 , 2011 .

ISABELLA , L. A. **Managing an alliance is nothing like business as usual** . Organizational Dynamics , 31 (1) , 47-59 . 2002 .

JARILLO , J. C. , & STEVENSON , H. **Co -operative strategies**: the payoffs and the pitfalls . Long Range Planning , 24 (1) , 64-70 . 1991.

JARILLO , J. C. **On strategic networks**. Strategic Management Journal . 1988.

KAGEYAMA , P. Y. **Conservation " in situ " of plant genetic resources** . IPEF 35 : 7-37 1987.

Lajara , B. , LILLO , F. , & SEMPERE , V. **Human resources management in the formulation and implementation of strategic alliances** . Human Systems Management , 21 (3) , 205-215 . 2002.

LANE , H. ; BEAMISH , P. **Cross -cultural cooperative behavior in joint ventures in LDCs** . Management International . Gütersloh , Germany , vol. 30 , p. 87-102 . 1990.

LARSON , A. , & STARR , J. A. **The network model of organizational formation**. Entrepreneurship : Theory and Practice . 1993.

LASTRE , H. M. M. ; CASSIOLATO , J. E. **New Politics of Knowledge : focus on Productive and Innovative Arrangements Locais**. RedSist . RJ . 2005.

LATOURETTE , B. **Promises of constructivism** . Rio de Janeiro , RJ . 2003.

LEWIS , J. **Strategic Alliances** : structuring and managing partnerships for increased profitability . St. Paul : Pioneer , 1992.

Levesque , B. **Collective entrepreneur and social economy** : another form of entrepreneurship . Virtual magazine management of social initiatives . 1a . first , Oct-2004 , p. 44-64 . 2010.

Lorange , P ; ROOS , J. **Strategic alliances** : formation , implementation and evolution . Sao Paulo : Atlas . 1996 .

Malhotra , N. Marketing research : An applied orientation . Porto Alegre : Bookman . 2001.

MANCINI , E. A. **Consumer Outreach**. In : CATTANI , A. D. (org) . The Other Economy . Porto Alegre :

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

Veraz Editores p. 44-49 . 2000.

MARTES , A. C. B. ; Bulgacov , S. **Social Networks and Interorganizational** . In Journal of Business Administration , St. Paul , ERA Publications , vol . 46 , n . 3 , 2006.

MEDCOF , J. W. **Why too many alliances end in divorce** . Long Range Planning , 30 (5) 718-732 . 1997.

Mellat - Parast , M. , & Digman , L. A. **Learning** : the interface of quality management and strategic alliances . International Journal of Production Economics , 114 (2) , 820-829 . In 2008 .

Metello , D. G. **The benefits of membership in solidarity production chains** : the case of Justa Trama - Solidarity Network Cotton Agroecologic . Rio de Janeiro : 2007 .

MEYER , J. R. , C. L. CAMPBELL , T. J. MOSER , G. R. HESS , J. O. Rawlings , S. Peck , and W. W. Heck . **Indicators of the ecological status of AGROECO -systems** . In: Ecological Indicators. Vol I. McKenzie , D. H. , D. E. Hyatt , and V. J. McDonald , eds . , London: Elsevier Applied Science . 1992.

NOLASCO , F. **Avaliação da Sustentabilidade em Agroecossistemas** : um método fitotécnico . Viçosa , 1995. 225 p . Thesis (Ph.D. in Plant Science) - Federal University of Viçosa , Viçosa - MG

OLIVER , C. **Determinants of interorganizational relationships** : integration and future directions . Academy of Management Review. 1990 .

OLIVER , A. , & Ebers , M. **Networking network studies**: analysis of conceptual configurations in the study of inter -organizational relationships . Organization Studies , 19 (4) , 459-583 . 1998.

PAES -DE - SOUZA , M. **Pre - project of the Agribusiness Middle and Lower Rio Madeira**. IEPAGRO , Porto Velho , 2010.

Papadopulos , A. , Cimon , Y. , & Hebert , L. **Asymmetry , heterogeneity and inter - firm relationships** : organizing the theoretical landscape . International Journal of Organizational Analysis , 16 (2) , 152-165 . In 2008 .

PARK , S. H. , & JUGSON , G. R. **Interfirm rivalry and managerial complexity**: the conceptual framework of alliance failure . Organization Science , 12 (1) , 37-53 . 2001.

PEREIRA , B. A. **Identification of the determinants of corporate performance inserted in horizontal networks** . Proceedings of the National Meeting of the National Association of Graduate Studies and Research in Administration , Brasília , DF , Brazil . 2005.

Polanyi , K. **The great transformation** : the political and economic origins of our time . 1. ed. New York , Toronto : Farrar & Rinehart , Inc. . 1944.

POWELL , W. W. **Neither market nor hierarchy** : Network forms of organization . In: STAW , B. CUMMINGS , L. L (Eds.) . Research in Organizational Behavior , n . 12 , p. 295-336 . Greenwich , CT : JAI Press. 1990.

POWELL , W. W. **Hybrid organizational arrangements** : new form or transitional development ? California Management Review , Berkeley , CA . v. 30 , n . 1 , p. 67-87 . 1987.

Provan , KG **embeddedness , interdependence , and opportunism in organizational supplier -buyer networks**. Journal of Management . 1993.

Provan , K.G. & Milward , H. B. **A preliminary theory of interorganizational network effectiveness** : A comparative study of four community mental health systems. Administrative Science Quarterly , 40 : 1-33 . 1995.

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

Reinl , L. , & Kelliher , F. (2010). **Cooperative micro -firm strategies**: leveraging resources through learning networks. *International Journal of Entrepreneurship and Innovation* , 11 (2) 141-158 .

RHOADES , L. and Eisenberger , R. Perceived Organizational Support : A Review of the Literature . University of Delaware. *Journal of Applied Psychology* Copyright 2002 Vol 87 , No. 4, 698-714 by the American Psychological Association , Inc. 2002.

RING , P. S. , VAN DE VEN , A. H. **Developmental Processes of Cooperative Interorganizational Relationships** . *Academy of Management Review* , New York , vol. 19 , n. 1 , p. 90-118 . 1994.

RICHARDSON , J. **Social research** : methods and techniques . Sao Paulo : Atlas . 1989.

RIVA , F. R. **Chain - Cotton Agroecology Network , Justa Trama** : Characteristics and Entrepreneurial Actions . Master Thesis in Business Administration . UNITE . Porto Velho - Rondônia , 2011 .

RODRIGUES , A. L. , MALO , M. C. **Governance Structures and Collective Entrepreneurship** : The Case of the Doctors of Joy . *RAC* , v. 10 , n. 3 , Jul . / Sep . 2006.

ROSSETTI , J. P. **Mergers and acquisitions in Brazil** : the reasons and impacts . In: Barros , B. T. (Coordinator) . *Mergers , acquisitions and partnerships* . Sao Paulo : Atlas , 2001.

RUSCHEINSKY , A. **In the Conflict of Interpretations** : The plot of Sustainability . *Rev. electronic Mestr . Educ . Ambient.* ISSN 1517-1256 , Volume 10 , January-June 2003 .

SANTOS , S. A. **The managerial and technological modernization of small industrial enterprises** . In: *Symposium on Management of Technological Innovation* , São Paulo , vol. 2 , p. 269-271 , 1998.

SCHMIDT , C. M. , DREHER , M. T. **Entrepreneurial culture** : collective entrepreneurship and entrepreneurial . *Management Magazine USP* , São Paulo , vol. 15 , n. 1 , p. 1-14 , January / March 2008 .

SILVA , A. B. ; ALBERTON , A. ; Cancellier , E. L. P.; MARCON , R. **Factors for the creation and management of small businesses** . In: Previdelli , J. ; MEURER , V. *Management of micro , small and medium enterprises in Brazil : a multidimensional approach* . Maringá : UNICORPORE , 2005.

SOUSA SANTOS , B. ; RODRIGUEZ , C. **Introduction : to expand the canon of production**. in: SOUSA SANTOS , Boaventura . *Produce to live : the ways of non-capitalist production* . Rio de Janeiro : *Civilização Brasileira* , 2002.

Sugden , R. WILSON , JR **Economic Development in the Shadow of the Consensus** : A Strategic Decision- Making Approach, *Contributions to Political Economy* , 21 , 111-134 . 2002.

Suzigan , W. ; FURTADO , J. , GARCIA , R. , Sampaio , SEK **Local production systems : mapping , typology and policy suggestions** . *Economia Política Magazine* , vol. 24 , n. 4 , p. 543-562 , 2004.

UZZI , B. **Social structure and competition in interfirm networks**: the paradox of embeddedness . *Administrative Science Quarterly*, Ann Harbor , v. 4 , p. 35-67 . 1997.

UZZI , B. "The Sources and Consequences of embeddedness for the Performance of Economic Organizations : The Network Effect," *American Sociological Review* , V61 (4) : 674-698 . 1996.

VALUE , C. 'Corporate Social Responsibility and Corporate Citizenship : Towards Corporate Accountability', *Business & Society Review* 110 (2) , 191-212 . 2005.

Veiga , J. E. **Sustainable development**: the challenge of the XXI Century . 3 Ed Rio de Janeiro : Garamond , 2008 .

Veiga , J. E. **Indicators for Environmental Governance** . VII Meeting of the Brazilian Society for Ecological Economics . Fortaleza -CE , 28 to 30 November 2007.

ORGANIZATIONAL AND INTERORGANIZATIONAL RELATIONSHIPS

Verschoore , J. R. , & Balestrin , A. **Factors relevant to the establishment of cooperation networks between companies in Rio Grande do Sul** Journal of Business , 12 (4) , 1043-1069.2008 .

VINES , A. P. L. C. and BECKER , G. V. **Networks of interorganizational cooperation : the case of Network MACSUL**. Analysis , Porto Alegre , v. 17 , n. 1 , p. 167-184 , Jan. / July 2006.

Waxenberger , B. and SPENCE , L. **Reinterpretation of Metaphor : From Stakes to Claims** , Strategic Change 12 , 239-249 . 2003.

WEGNER , D. , & DAHMER , L. V. **Tool for performance evaluation in business networks : a methodological proposal** . Proceedings of the Seminar of Directors FEA/USP , São Paulo , SP , 2004.

WHETEN , D. A. , & Leung , T. K. **The instrumental value of interorganizational relations**: antecedents and consequences of linkage formation. Academy of Management Journal 0.325 to 344 . 1979.

WILLIAMSON , O. **The economic institution of capitalism** . 1. ed. New York : Free Press . 1985.

WILLIAMSON , O. **Markets , hierarchies , and the modern corporation** : unfold in perspective . Journal of Economic Behavior and Organization . v . 17 , p. 335-52 , may 1992.

WILLIAMSON , O.E. **Comparative economic organization** : The analysis of discrete structural alternatives. Administrative Science Quarterly. 1991.

WILLIAMSON , O. E. **The economics of governance . Papers & Proceedings** , American Economic Review , 1996.

Publish Research Article International Level Multidisciplinary Research Journal For All Subjects

Dear Sir/Mam,

We invite unpublished research paper.Summary of Research Project,Theses,Books and Books Review of publication,you will be pleased to know that our journals are

Associated and Indexed,India

- ★ International Scientific Journal Consortium Scientific
- ★ OPEN J-GATE

Associated and Indexed,USA

- DOAJ
- EBSCO
- Crossref DOI
- Index Copernicus
- Publication Index
- Academic Journal Database
- Contemporary Research Index
- Academic Paper Databse
- Digital Journals Database
- Current Index to Scholarly Journals
- Elite Scientific Journal Archive
- Directory Of Academic Resources
- Scholar Journal Index
- Recent Science Index
- Scientific Resources Database

Review Of Research Journal
258/34 Raviwar Peth Solapur-413005,Maharashtra
Contact-9595359435
E-Mail-ayisrj@yahoo.in/ayisrj2011@gmail.com
Website : www.isrj.net