

**Erasmus University Rotterdam, the Netherlands**  
**CSC PhD 2015 Project Description**

<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 are a worldwide phenomenon and provide such an alternative. 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 structuring 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>Master degree: Yes</p> <p>Background: Economics, Engineering, ...</p> <p>IELTS Grade: 7.0 (<i>minimal 6.0 per component</i>)  or  TOEFL: 100 (<i>minimal 20 per component</i>)</p>



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<b><i>Supervisor information:</i></b>	<p>Prof. dr. George Hendrikse Email address: <a href="mailto:ghendrikse@rsm.nl">ghendrikse@rsm.nl</a> Homepage: <a href="http://www.rsm.nl/ghendrikse">http://www.rsm.nl/ghendrikse</a> ECC (Erasmus Centre for Cooperatives): <a href="http://www.erim.nl/cooperatives">www.erim.nl/cooperatives</a></p> <p>Professor Hendrikse has supervised 7 Chinese PhD theses.</p>
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