Collaboration behavior enhancement in co-development networks
Shadi, M.

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Organisaties komen steeds vaker veranderingen en uitdagende situaties tegen waar ze geen invloed op hebben, en individueel lukt het ze niet om businesskansen in de markt te benutten. Daarom verschuiven de traditionele organisatiestructuren langzaam naar samenwerkingsnetwerken van organisaties (Engels: collaborative networks of organizations), waaronder Virtuele Organisaties (VO). VOs zijn voor korte termijn en doelgericht. VOs moeten op dynamische en vloeiende wijze opgericht en gevestigd kunnen worden, om in te spelen op een ontstane kans in de markt en te concurreren met grote organisaties. Het bestaan van een strategische alliantie van organisaties in een sector, die de noodzakelijke basiscondities en -mechanismen verzorgt, is een bewezen voorwaarde voor het faciliteren van dynamische creatie en succesvolle werking van VOs. Dergelijke langetermijnsamenwerkingsnetwerken, ook wel VO Breeding Environments (VBE) genoemd, zijn al in veel industriële sectoren zichtbaar.

Geanalyseerde gegevens verzameld bij samenwerkende organisaties in VOs tonen aan dat het meeste VO-falen veroorzaakt worden door gedrag van organisaties. Hieruit volgt dat naast het begrijpen en ontwerpen van welgegronde modellen voor gedrag van organisaties, er mechanismen nodig zijn om gedrag te monitoren en controle over gedrag uit te oefenen. Als een hoofdcontribution van dit proefschrift berekent onze VO Supervisory Assisting Tool (VOSAT) twee metrieken voor elke partnerorganisatie in een VBE: het historisch samenwerkingsgedrag van de partner, hoofdzakelijk berekend op basis van langetermijngedrag dat is gemonitord tijdens voorgaande VOs, en het huidig samenwerkingsgedrag van de partner, berekend op basis van gedrag ten opzichte van de vastgelegde normen in de actuele VO.

Om het historisch gedrag van een organisatie in een VBE te meten worden vier kwalitatieve gedragsdimensies meegenomen: de organisaties integriteit (Engels: integrity), moed (Engels: courage), aangenaamheid (Engels: agreeableness), en openheid (Engels: openness). Elk van deze kwaliteiten wordt gemodelleerd met een verzameling kenmerken (Engels: traits). Een kwantitatieve oorzakelijke be-
Samenvatting
	nadering is vervolgens gedefinieerd om een aantal bekende omgevingsfactoren te releren aan de kenmerken van deze vier gedragsdimensies. Uit de oorzakelijke verbanden zijn een aantal formules afgeleid, die voor elke organisatie de mate van individueel samenwerkingsgedrag (Engels: Individual Collaborative Behavior, ICB) berekenen. In onze aanpak vormt deze metriek een maatstaf in de evaluatie van de samenwerkingsbetrokkenheid (Engels: collaborative trustworthiness) van elke partnerorganisatie, welke nodig is tijdens de VO operation fase.

Om de kwaliteit van het huidige gedrag van een partner in een VO te behandelven, stellen we een nieuw normatief multiagentmodel voor VOs voor, waarin vier soorten gedragsnormen worden onderscheiden: (i) socio-regulatory normen, (ii) co-working normen, (iii) committing normen, en (iv) controlling normen. Ons model heet daarom het S3C model voor de behandeling van normen. Onze aanpak voor committing normen en co-working normen leidt tot de introductie van nieuwe formalisaties en mechanismen, gebaseerd op individuele en gezamenlijke beloften tussen VO-partners. Dus, VO-partners leggen zich toe op het uitvoeren van taken op een bottom-up manier, in tegenstelling tot een VO-cordinator die taken toekent aan partners op een top-down manier. De bottom-up aanpak past veel beter bij de samenwerkingsaard van VOs, vergelijkbaar met federatieve partnerschappen tussen organisaties. Daarnaast wordt het vertrouwensniveau (Engels: trust level) van elke partner berekend op basis van de resultaten van het monitoren van socio-regulatory normen, co-working normen, en committing normen, alsmede de partners ICB. Dit wordt gedaan door middel van de AHP-fuzzy comprehensive evaluation method. De controlling normen passen drie metrieken toe gericht op het karakteriseren van VO-partners, namelijk hun vertrouwensniveau, werkdruk, en communicatienniveau. Als een van de controlling normen wordt overtreden door een VO-partner, dan wordt dat door VOSAT herkend en waarschuwt VOSAT de VO-cordinator. Een dergelijke overtreding is een risico voor het bereiken van de VO-doelen. Met deze metrieken is een Bayesiëns netwerk gecreëerd om de kans op falen te meten voor elk van de geplande deeltaken, taken, deeldoelen, en het algemene doel van de VO.

Daarnaast geeft VOSAT suggesties ter ondersteuning van het maken van beslissingen omtrent mogelijke interventies in geplande taken, om VO-falen te voorkomen, samenwerking in VOs te bevorderen, en daardoor de succeskans van VOs enorm te verbeteren. Om een voorbeeld te geven, VOSAT kan een VO-cordinator ondersteunen tijdens de operation phase, door een suggestie te maken voor geschikte alternatieve partners onder hen die zich aanbieden om een riskante deeltaak over te nemen. Een tweede voorbeeld van hoe VOSAT de VO-cordinator tijdens de operation phase kan ondersteunen bij het verbeteren van samenwerkingsgedrag, en daarmee de succeskans van een VO te vergroten, is door het opnemen en rangschikken van de prestaties en het samenwerkingsgedrag van VO-partners, om op basis hiervan indirect beloningen te verdelen binnen de VO. Een derde voorbeeld van hoe VOSAT de taken van de VO-cordinator faciliteert, is bij de selectie van de meest geschikte partners tijdens de formatie/creatiefase van
een VO. In dit proefschrift staat een voorbeeld van dit geval voor de VOs in de services-industrie. In dit voorbeeld wordt gedemonstreerd hoe het historisch en huidig gedrag van kandidaatpartners hun mogelijke selectie voor deelname in een nieuwe VO kan beïnvloeden. Dit proefschrift ontwerpt en ontwikkelt dus hulp-mechanismen, -tools, en -systemen ter ondersteuning van VO-coordinators, met een toename van zowel veerkracht als succeskans van VOs als resultaat.
I would like to extend my sincere gratitude and appreciation to my promoter Prof. Dr. Hamideh Afsarmanesh for her great support and guidance during my PhD study, and being a friend for me. Her patience, and immense knowledge make me confident for doing my research and writing of this thesis.

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I dedicate this thesis to my little angel, Sarina, for the joyful sense of life that she gives me.
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<td>2OPL</td>
<td>Organization Oriented Programming Language</td>
</tr>
<tr>
<td>A</td>
<td>Availability</td>
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<td>AG</td>
<td>Agreeableness</td>
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<tr>
<td>AHP</td>
<td>Analytic Hierarchy Process</td>
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<tr>
<td>ANP</td>
<td>Analytic Network Process</td>
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<tr>
<td>ARCON</td>
<td>A Reference model for Collaborative Networks</td>
</tr>
<tr>
<td>BDI</td>
<td>Beliefs, Desires and Intentions</td>
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<tr>
<td>BN</td>
<td>Bayesian Network</td>
</tr>
<tr>
<td>BS</td>
<td>Business Success</td>
</tr>
<tr>
<td>C3Q</td>
<td>Capability, Cost, Conspicuity, and the Quality specification criteria</td>
</tr>
<tr>
<td>CA</td>
<td>Creativity</td>
</tr>
<tr>
<td>CB</td>
<td>Current Responsibility</td>
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<tr>
<td>CCCI</td>
<td>Correlation, Commitment, Clarity, and Influence</td>
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<tr>
<td>CG</td>
<td>Courage</td>
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<tr>
<td>CI</td>
<td>Consistency Index</td>
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<td>CM</td>
<td>Competence</td>
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<td>CMR</td>
<td>Communication Rate</td>
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<td>CN</td>
<td>Collaborative Network</td>
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<tr>
<td>CNOD</td>
<td>Committing Norms Obedience Degree</td>
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<tr>
<td>CO</td>
<td>Cooperativeness</td>
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<tr>
<td>CoQ</td>
<td>Co-work Quality</td>
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<tr>
<td>CP</td>
<td>Capability</td>
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<tr>
<td>CPS</td>
<td>Cooperative Problem Solving</td>
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<td>CPT</td>
<td>Conditional Probability Tables</td>
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<td>CR</td>
<td>Conflict Resolution</td>
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<td>CT</td>
<td>Cooperative Traits</td>
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<tr>
<td>DAG</td>
<td>Directed Acyclic Graph</td>
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<tr>
<td>DoW</td>
<td>Description of Work</td>
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<tr>
<td>Endo-E</td>
<td>Endogenous Elements</td>
</tr>
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</table>
Abbreviations

ES  Employee Size
ETA  Event Tree Analysis
Exo-I  Exogenous Interaction
FA  Fairness
FB  Failures in Behavior
FC  Others’ fault Compensation
FL  Flexibility
FQ  Fulfilment of QSC
FT  Flexibility Ability
FTA  Fault Tree Analysis
GTIT  Goal-Task-Interdependency-Template
GTM  Goal-oriented Trust Model
HCL  Hybrid Causal Logic
HMDT  Hierarchical Multi-attribute Decision-support-based Trust estimation
HN  Honesty
HW  Heavy Workload
ICB  Individual Collaborative Behavior
ICT  Information and Communication Technologies
II  Inventiveness
IN  Integrity
IQ  Influence of QSC
IR  Interaction Rate
IRN  Institutional Reality and Norms in VOs
IS  Intolerance to Stress
LA  Leadership Ability
LC  Lack of Communication
LT  Lack of Trust
MBTI  Myers-Briggs Type Indicator
NAC  Norm Abidance Component
NBO  Not Being Opportunistic
NF  Not Fulfilling
NMAS  Normative Multi-agent System
NMC  Norm Monitoring Component
NMR  Norm Manipulating Rules
OCI  Organizational Character Index
OE  Openness to new Experience
OLA  Operational Level Agreement
OWL  Web Ontology Language
PA  Problem Avoidance
PF  Promise Fulfilment
PI  Promise Importance
PN  Punctuality
<table>
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<tr>
<th>Abbreviation</th>
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<tr>
<td>PO</td>
<td>Pro-activity</td>
</tr>
<tr>
<td>PR</td>
<td>Past Responsibilities</td>
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<td>PRIT</td>
<td>Partner-Responsibility-Interdependency-Tree</td>
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<td>PSC</td>
<td>Partner Selecting Component</td>
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<td>PT</td>
<td>Pro-activity Ability</td>
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<td>QF</td>
<td>Q-Factor</td>
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<td>QoS</td>
<td>Quality of Service</td>
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<td>QSC</td>
<td>Quality Specification Criterion</td>
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<td>R</td>
<td>Reliability</td>
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<td>RFC</td>
<td>Ratio of Failure in Communication</td>
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<td>RI</td>
<td>Random consistency Index</td>
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<td>ROC</td>
<td>Ratio of work Overload Commitment</td>
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<td>RPC</td>
<td>Risk Predicting Component</td>
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<td>RR</td>
<td>Reaction Rule</td>
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<td>RT</td>
<td>Response Time</td>
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<td>RS</td>
<td>Resource Size</td>
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<td>S3C</td>
<td>Socio-regulatory, Committing, Co-working and Controlling norms</td>
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<td>SCM</td>
<td>Supply Chain Management</td>
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<td>SLA</td>
<td>Service Level Agreements</td>
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<td>SMEs</td>
<td>Small and Medium Enterprises</td>
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<td>SNOD</td>
<td>Socio-regulatory norms obedience degree</td>
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<td>SOA</td>
<td>Service Oriented Architecture</td>
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<td>SOAP</td>
<td>Simple Object Access Protocol</td>
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<td>SOC</td>
<td>Service Oriented Computing</td>
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<td>SP</td>
<td>Proactively Supportive</td>
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<td>SRA</td>
<td>Scientific Research on the Agriculture</td>
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<td>T</td>
<td>Throughput</td>
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<td>TEC</td>
<td>Trust Evaluating Component</td>
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<td>TOC</td>
<td>Table Of Content</td>
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<td>TR</td>
<td>Truthfulness</td>
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<td>TT</td>
<td>Trustworthiness</td>
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<td>VBE</td>
<td>Virtual organizations Breeding Environment</td>
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<td>VE</td>
<td>Volunteering</td>
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<td>VO</td>
<td>Virtual Organization</td>
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<td>VOSAT</td>
<td>VO Supervisory Assisting Tool</td>
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<td>WOL</td>
<td>Work OverLoad</td>
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<td>WP</td>
<td>Work Package</td>
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<td>WSDL</td>
<td>Web Service Description Language</td>
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<td>WSMO</td>
<td>Web Service Modeling Ontology</td>
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