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Panel proposal: Governing Hybrid Organisations

Hybrid organisations in-between public and private spheres are becoming more common, but it is difficult to understand them using previous rigid patterns of thought. In institutional life, hybrids appear in many forms. They combine aspects of the pure species of private and public organisations. However, what defines public and private is temporally bound. Societies of different times have invented multiple forms of organising important functions and service delivery. Public, private, and hybrid as notions and concepts evolve over time. Some of the features of hybridity have increased due to the market-based reforms driven by the quest for modernity, legitimacy, and rational order. Some of them are the timeless questions of organizations, involving organization and service delivery and explained by the inherent complexities of goal setting, resource allocation, and measurement.

For instance, universities, health care organisations, social enterprises and state-owned enterprises qualify as types of hybrid organisations. In addition, one can see hybrids at micro, meso and macro levels of societal activity consisting of networks between business firms, public agencies and other organisations. Cleantech industry, national innovation systems and global air travel are showcases of such activities.

By their nature, hybrids are equipped to satisfy business aims and public policy goals simultaneously. In performance measurement, hybrids have the opportunity to apply multiple yardsticks in the evaluation of their activities. Furthermore, hybrids need to pay attention to several, often contrasting principles in balancing their goals, acquiring resources from multiple sources and legitimising the value of their activities to customers, citizens and stakeholder groups.

This panel aims to facilitate important research discussion in the public management community, because hybrid arrangements are ill understood, poorly classified and difficult to evaluate. Hybrids may appear as bad business, which does not fulfil standards for intelligible profit-seeking or hollow politics where important social choices have already been made. This panel seeks a novel balance between these principles by discussing hybrid organisations and other forms of hybrid governance as important examples of modern institutional diversity. We seek both theoretical and empirical papers

describing developments between public and private spheres of activity. The topics of the papers may be associated with, but are not limited to the following:

- Shared ownership between public and private owners in different institutional settings
- Goal incongruence and different institutional logics in the same organization
- Variety in the sources of financing
- Differentiated forms of economic and social control

This panel was organized for the first time in IRSPM 2018, in Edinburgh. It was very successful. Based on the feedback, we are convinced that this type of session is very useful in IRSPM.