



STANFORD UNIVERSITY

JAMES G. MARCH  
*Professor Emeritus*

November 25, 2014

To whom it may concern:

It is my pleasure to write a letter assessing the scholarly achievements of Jozef Bátora.

I have been following Jozef Bátora's work on institutional change in diplomacy, EU governance and international political orders since we first met during his stay at Stanford in 2003/04. Since then he has written a number of useful scholarly analyses using new institutionalist approaches in organization theory. Despite his relatively young age, Jozef has already produced substantial scholarly insights with impact on our understanding of the role of institutions in political life and of institutional change processes.

In particular, I can mention two of his innovative studies. In the article "Does the European Union Transform the Institution of Diplomacy" published in *Journal of European Public Policy* (2005), he conceptualizes diplomacy as an institution of the modern state order. He defines diplomacy as a set of rules, norms and routines regularizing interstate interactions and providing notions of appropriate actions of states in the diplomatic environment. One of the key insights of this study is the inherent tension produced in the institution of diplomacy by being simultaneously a shared framework of rules and an arena for promotion of varying national interests. Such tensions generate conflicts of roles and notions of appropriateness which in turn may lead to institutional change dynamics. The second article, which I find particularly interesting is his article "The 'Mitrailleuse Effect': The EEAS as an interstitial organization and the dynamics of change in diplomacy" published in *Journal of Common Market Studies* (2013). It elaborates on the concept of 'interstitial organization' as an organization emerging in the interstices between various institutionalized fields and tapping into resources of organizations within these fields. As he shows using empirical evidence from the EU's newly founded diplomatic service, by recombining structures, procedures and rules from various fields, such organizations may generate innovation dynamics in institutional orders.

In the fall of 2013, I had the pleasure of hosting Jozef at Stanford during his stay here as a Fulbright visiting professor. In addition to discussing various theoretical questions related to organization theory and the role of institutions in politics, I welcomed Jozef's views on the perspectives of the development of political science as a discipline in Central Europe. He has been an active academic entrepreneur running research seminar series and inviting international scholars to Comenius University in Bratislava. His PhD course "Organizations and institutions" is an important step in promoting academic innovation in the Central European scholarly milieu by opening up political science research to perspectives from related fields. We at Stanford welcome and support Jozef's initiative aimed at strengthening the link between the organizations research community in Slovakia (and Central Europe) with organizations scholars at Stanford.

Jozef Bátora's record of publications, his international standards of academic excellence, his track record as a Central European academic entrepreneur and his teaching experience clearly qualify him for the title of professor at Comenius University.

Cordially yours,

*Mailing address:*

501 Portola Road, Box 8136  
Portola Valley, CA 94028  
U. S. A.

*Visiting address:*

W-342 Knight Center  
Graduate School of Business  
Stanford University

*Contact numbers:*

Telephone: +1-650-424-4344  
Telefax: +1-650-851-5313  
E-mail: [march@stanford.edu](mailto:march@stanford.edu)