

The Multinational Corporation as a Coordinated Network: Organizing and Managing Differently

Prescott C. Ensign

EXECUTIVE SUMMARY

A multinational corporation (MNC) has a number of unique advantages. Of these, the flexibility to operate as a coordinated multinational network places the strategic emphasis on resources and learning. Coordination and integration are needed to provide coherence in resource commitments. Operating as a coordinated multinational network can provide the flexibility needed to implement global strategies. A network organization results in linkages and interrelationships that require organizing and managing differentially. This article focuses on the organizational and managerial characteristics that are needed to operate as a coordinated multinational network. These characteristics include: a strong central leadership role; the flexibility to

The ideas presented in this article are organized into four sections: understanding the multinational corporation as a coordinated network; characteristics that define a coordinated multinational network; integrative systems/processes of a coordinated multinational network; and concluding recommendations for strategic management.

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Managing And Organizing Multinational Corporations Pergamon Policy Studies

**Alfred D. Chandler, Peter
Hagström, Örjan Sölvell**



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Managing and Organizing Multinational Corporations Stanley M. Davis, 1979 **Multinational Corporations and U.N. Politics** Werner J. Feld, 1980 Monograph on the role of UN and specialized agencies in developing a code of practice intended to prevent multinational enterprises from negatively impacting economic and social development in developing countries describes problem areas relating to employment technology transfer corruption and restrictive business practices reviews proceedings of the commission on transnational corporations discusses definition legal status and implementation of a UN code and considers alternative ICC and OECD guidelines References *The Future of Business—Annual Review 1980/81* Sterling G. Slaphey, 2017-09-09 The Future of Business Annual Review 1980 81 Practical Issues is comprised of five essays that examine the opportunities and problems facing business and their relation to society The five essays are entitled The World of Work Gets Wider and Wilder Business Has Failed to Explain Itself Changing Demographics and How They Affect the Future of Business The Future of Multinational Business and Are Material Resources a Restraint on Economic Growth Gus Tyler's The World of Work Gets Wider and Wilder examines the make up of the constantly expanding work forces of the past George Hammond's Business Has Failed to Explain Itself looks 200 years back to the start of modern commercialism and to the Industrial Revolution Lawrence Franko's The Future of Multinational Business takes a substantive look at both American and non American multinationals James Hyatt's Changing Demographics and How They Affect the Future of Business looks at demographic factors involving business Lastly Professor Beckerman's Are Material Resources a Restraint on Economic Growth describes why avaricious human beings will continue to eat build and multiply He questions the prophecies of Thomas Malthus by asserting we are not going to starve to death anytime soon This book will be useful for readers with interests in the exciting problems addressed by the five essays **U.S.—Japanese Economic Relations** Diane Tasca, 2013-10-22 U S Japanese Economic Relations Cooperation Competition and Confrontation provides a comprehensive review of the patterns of U S Japanese interaction This book describes the tension in the economic sphere that frayed the whole system of connections between U S and Japan including various factors that contribute to these tensions The ways on how to reverse the process of estrangement that can lead both nations out of the atmosphere of confrontation and back into one of healthy competition and cooperation is also elaborated This text also discusses Japan and the United States possible developments of policies in pursuit of a rapprochement This publication is a good reference for students and individuals researching on the sources of confrontation competition and cooperation in U S Japanese relations

Managing the Embedded Multinational Mats Forsgren, Ulf Holm, Jan Johanson, 2007-01-01 This monograph is based on an extensive dataset and a very well documented case study Such a wealth of empirical material provides an ideal ground to test theories and enables the authors to elaborate interesting conceptualisations of some specific aspects of the broader network approach particularly concerning the internationalisation of business networks Anna Spadavecchia Business History

Combined with recent advances in network analysis the book can be instrumental in advancing our understanding which will not only be useful for research scholars but also provide practical guidance for managers It is full of ideas which seem like deceptively simple black stones that in the hands of a skillful artisan can be turned into dazzling diamonds Charles Dhanaraj Journal of International Business Studies The work by Forsgren et al offers a major contribution in terms of the analytical power of network relationships By shifting to an exchange based perspective they challenge the classical view of organizational power and control but also the sources of organizational capabilities They argue that the distinct capabilities and resources of the organization are developed through relationships and connections Wilhelm Barner Rasmussen Rebecca Piekkari Joanna Scott Kennel and Catherine Welch Academy of Management Perspectives An interesting and insightful book It questions a lot of traditional thinking about international firms and the way they operate Throughout the book the reader is invited to develop a different perspective This perspective might be called a relationships and networks theory of the firm While this may sound familiar the book goes well beyond anything I have seen in the existing literature in terms of conceptualizing relationships and networks and in using this perspective to guide and interpret case study and survey research results William G Egelhoff Fordham University US It is now well accepted in the academic literature that the multinational corporation can be usefully modelled as a network of relationships But it is less well known that the origins of this perspective can be traced back to work done in Uppsala Sweden in the 1970s and 1980s The term business network was first used there and many important ideas around power and influence have also emerged from this research centre In this new book three of the key members of the Uppsala school develop a synthesis of the more recent ideas to come out of their research on networks By focusing on the concept of the embedded multinational they show how the internal networks of the multinational interact with the web of external networks each subsidiary unit has in its local market This book provides a definitive and compelling point of view of the importance of networking thinking to the study of the multinational corporation It is an important book and it will be widely cited in years to come Julian Birkinshaw London Business School UK Forsgren Holm and Johanson have been among the leaders in developing the idea of the multinational firm as a network that spans different country environments This perspective cautions the easy prescription that a multinational firm can do everything easily if it just has the right organizational form Relationships matter as do the legitimacy of the firm in the context of its foreign investments This book provides rich case insights into these dimensions Bruce Kogut INSEAD France This book expands the business network view on managerial issues in multinational corporations Specifically it scrutinises the importance of a subsidiary's external and internal business network for its strategic and organizational role within the corporation The internationalisation of firms in terms of management issues and headquarters control the influence of subsidiaries on decisions and learning processes within multinational corporations are examined in detail It is argued that

Managing and Organizing Multinational Corporations Stanley M. Davis, 1979

American Anti-Management

Theories of Organization Lex Donaldson, 1995-03-16 This book offers a critique of recent developments in the study of organizational structure in the USA. There has been a profusion of new paradigms offered in the USA and this has fragmented the field. Many of these paradigms share an anti-management quality painting managers in an increasingly negative light. This book examines five major contemporary US organizational theories: population ecology, institutional resource dependence, agency, and transaction cost economics. Each of these theories and their attendant research is critically examined and severe problems are identified in either theoretical coherence or empirical validity. Lex Donaldson argues that it is possible to reintegrate the field by taking structural contingency theory as the core theory and adding on to it selective propositions from the newer paradigms. He also offers suggestions for needed reforms in the US academic cultural and institutional system.

Organization Theory and Class Analysis Stewart R. Clegg, 2017-11-07 No detailed description available for Organization Theory and Class Analysis.

Handbook of Research on International Strategic Management Alain Verbeke, Hemant Merchant, 2012-01-01 Verbeke and Merchant have assembled a remarkable collection of brand new essays by the who's who of international business. It will become a standard reference for both junior and senior scholars working in this increasingly important area. _ Ravi Ramamurti, Northeastern University, US. Leading thinkers about the multinational enterprise offer both concise syntheses and critical reflections of the state of the art on international strategic management research. They in particular highlight the potential of internalization theory as a central paradigm for the field and critically examine pertinent issues such as the complex notion of distance in international business. Refreshingly they do not shy away from naming flaws in recent work while offering avenues to improve the quality and impact of future research. _ Klaus Meyer, University of Bath, UK. The Handbook provides an impressive state of the art overview of the international strategic management field as an area of scholarly inquiry. The great strength of the work is the thoughtfulness of the messages conveyed by the expert team of authors. The implications for future international strategy research and for international management practice are profound and will influence the next generation of scholars in international strategy as well as senior level managers. Corporate executives will continue to operate in a world that is far from flat and will use this volume as a reliable compass in the form of powerful conceptual frameworks to navigate uncharted territory in the global economy. The Handbook presents a collection of 24 original research papers that should serve international strategy scholars and reflective MNE managers alike.

Managing the Global Firm (RLE International Business) Christopher Bartlett, Yves Doz, Gunnar Hedlund, 2013-01-17 This volume assesses the situation for multinationals at the beginning of the 1990s bringing together contributions from academics recognized as world leaders in the field and from practitioners with wide experience in international management. Drawing on perspectives from Europe, the USA, and Japan, the contributors outline the shape of the global firm of the future. They focus squarely on the development of the corporation as a whole rather than on the narrow management of individual foreign subsidiaries and they also explore the specific implications for areas such as strategic

planning systems financial management information systems and R D management Transnational Corporations and International Trade and Payments H. Peter Gray,1993 Theories of the Multinational Firm Mats Forsgren,2013-01-01

Thankfully the new edition of this popular book retains all that made the original so impressive and useful Six important theoretical perspectives of the multinational company MNC are discussed at length and compared Why MNCs exist how they compete and their impact on society are the big eternal questions addressed by the book What is new in this edition are an updated description of the international environment an evaluation of Buckley s recent theory about the global factory the influence of economic clusters like Silicon Valley on internalization theory and a revised discussion of the organizational capability perspective The book can be read and understood at multiple levels from learning what each theory is about to appreciating the more subtle implications of their differences for firms and society Despite the complexity of the subject the book is an easy and enjoyable read It is written in a lively user friendly style with many illustrated examples William G Egelhoff Fordham University US This expanded and updated edition of a successful textbook will be required reading for both undergraduate and postgraduate students of international business international management and international economy courses The current debate about the multinational firm as an actor in the global economy is intense and many sided This thoroughly accessible and compact textbook presents analyzes and compares six different theories of the multinational firm that have dominated the research in international business during the last four decades The author discloses the basic building blocks and assumptions behind each theory so the reader can reach a better understanding of why the multinational firm is looked upon in so many different ways by researchers and stakeholders **Catalog of Foreign Books & Microfilms in the Possession of the Library of the Faculty of Economics, the University of Tokyo** Tōkyō Daigaku. Keizai Gakubu,1962 *International Business: Strategic management of multinationals* Alan M. Rugman,2002 This comprehensive four volume set includes all major contributions to the field of international business It also includes key writings in the areas of international political economy and on regional and national issues Cooperative Strategies Paul W. Beamish,1997 Three geographically targeted volumes comprised in the Cooperative Strategies series the most ambitious effort to date to explore the extent nature operations and environment of cross border cooperative linkages in North American European and Asian Pacific regions The scholars who contributed to the Cooperative Strategies series include top experts in international strategy and management Consolidating cutting edge scholarship and forecasting of future trends they focus on a wide variety of new cooperative business arrangements and offer the most up to date assessment of them They present the most current research on topics such as advances in theories of cooperative strategies the formation of cooperative alliances the dynamics of partner relationships and the strategy and performance of cooperative alliances Blending conceptual insights with empirical analyses the contributors highlight commonalities and differences across national cultural and trade zones The chapters in this volume are anchored in a wide set of theoretical approaches

conceptual frameworks and models illustrating how rich the area of cooperative strategies is for scholarly inquiry The Cooperative Strategies Series represents an invaluable resource for serious academic study and for business practitioners who wish to improve not only their understanding but also the performances of their joint ventures and alliances **Library of Congress Catalogs** Library of Congress,1980 *Monographic Series* Library of Congress,1979 **The Dynamic Firm** Alfred D. Chandler,Peter Hagström,Örjan Sölvell,1999-09-23 Business Strategy is becoming increasingly pluralist drawing on the insights of different disciplines and business practice in different parts of the world This book brings together the work and ideas of leading international scholars working in the field under three main headings Technology Strategy and Organization and Regions The purpose of the book is to explore from different perspectives the dynamic interplay between the technology of a firm its strategies organizational choices and issues of place region and location The contributors are Peter Hagström Alfred Chandler Takahiro Fujimoto Richard Nelson Nathan Rosenberg Erik von Hippel Cristiano Antonelli Giovanni Dosi Benjamin Coriat David Teece Gunnar Hedlund Pari Patel Keith Pavitt Ikujiro Nonaka Hirotaka Takeuchi Lars Gunnar Mattsson John Cantwell John Dunning Michael Enright Masahisa Fujita Ryoichi Ishii Allen Scott Örjan Solvell Ivo Zander J C Spender and Michael Porter Together they address the challenge of explaining the long run competitiveness of firms in an ever more global world This book will be a benchmark for anybody wanting to keep abreast of leading edge strategic thinking **U.S. Corporate Profitability and Capital Formation** Herman I. Liebling,1980 Multinational Corporations and the Impact of Public Advocacy on Corporate Strategy S. Prakash Sethi,2012-12-06 Multinational Corporations and the Impact of Public Advocacy on Corporate Strategy Nestlé and the Infant Formula Controversy presents an in depth analysis of the infant formula controversy and the resulting international boycott of Nestlé products launched by various social activist groups and church organizations The actions of those groups culminated in the passage of the first international marketing code under the auspices of the World Health Organization Based on exhaustive and unique research the book details the Nestlé case and uses it to analyze a number of other major issues bearing on contemporary business strategy and operations in the national and international arena Issues addressed include The rising phenomenon of social activism and its affect on public opinion and public policy The changing role of churches and other religious groups and their impact on corporate strategy and behavior The emergence of UN affiliated international bodies as both arbiters and regulators of market conduct of multinational corporations The changing dynamics between multinational corporations and host countries The factors which determine a company's behavior and its ability to adapt to changing societal expectations LIST Multinational Corporations and the Impact of Public Advocacy on Corporate Strategy Nestlé and the Infant Formula Controversy presents a microcosm of business society conflicts being played out in all parts of the world This scholarly book will be of great interest to academics in the areas of management business ethics social conflict and international regulation It will also appeal to a broad corporate and government audience and to anyone interested in contemporary world affairs and

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