

# **The Emergence and Impact of MNC Centres of Excellence**

**A Subsidiary Perspective**

Edited by

Ulf Holm

and

Torben Pedersen



# Emergence And Impact Of Mnc Centres Of Excellence A Subsidiary Perspective

**Carlo Pietrobelli, Rajah Rasiah**



## **Emergence And Impact Of Mnc Centres Of Excellence A Subsidiary Perspective:**

*The Emergence and Impact of MNC Centres of Excellence* U. Holm, Torben Pedersen, 1999-12-08 The Emergence and Impact of MNC Centres of Excellence explores an important new element in the development of the multinational corporation Whilst previously the parent company was seen as the centre and the foreign subsidiaries as the periphery today it is recognized that different subsidiaries have different roles and are linked to each other in a complicated pattern One crucial aspect of this is that some subsidiaries become centres of excellence COE controlling resources on which other parts of the corporation depend for their operations This book investigates the existence of COEs in different countries examining why they emerge and analysing their impact on corporate strategy Network Knowledge in International Business

Sarianna M. Lundan, 2002-01-01 This text focuses on contemporary cutting edge research concerning the increasing strategic importance of subsidiary networks to the multinational firm It combines contributions from three major related areas of inquiry the changing theoretical conception of networks and the structure of the multinational firm the importance of spillovers and agglomeration economies related to multinational investments and the management of the flow of information and knowledge from headquarters to subsidiaries and vice versa **Initiatives by Subsidiaries of**

**Multinational Corporations** Lars R. Dzedek, 2018-01-29 In the field of international business it is increasingly recognized that Multinational Corporations MNCs can no longer rely on headquarters as the single source of competitive advantage Therefore growing interest centers on decentralized entrepreneurial initiatives that originate in their network of foreign subsidiaries Based on an extensive review of literature Lars R Dzedek develops a comprehensive framework to help explain how the setting in which a foreign subsidiary operates impacts its entrepreneurial initiatives and outcomes The author conducts an empirical investigation in 14 foreign units of two large MNCs and offers detailed case studies with rich insights into entrepreneurial subsidiary activities **Knowledge, Networks and Power** U. Holm, M. Forsgren, J.

Johanson, 2015-05-12 This book presents more than four decades of research in international business at the Department of Business Studies Uppsala University Gradually this research has been recognized as The Uppsala School The work in Uppsala over the years reflects a broad palette of issues and approaches *Perception Gaps between Headquarters and*

*Subsidiary Managers* Andrea Daniel, 2010-02-24 Andrea Daniel not only compares headquarters and subsidiary managers perceptions of a subsidiary's role but she analyzes the implications of perception gaps for the headquarters subsidiary relationship *Performance Evaluation of Foreign Subsidiaries* Katharina Kretschmer, 2011-01-19 Katharina Kretschmer

contributes to the role typology research stream in international business The book is highly relevant for management practice Deep insights into the implications of subsidiary roles are displayed and it is shown that role specific subsidiary management is possible if not necessary In the future MNC managers could benefit even more when instead of treating all their subsidiaries alike approaching them differently especially when evaluating their performance **Reshaping the**

**Boundaries of the Firm in an Era of Global Interdependence** EIBA,2010-11-08 This volume of Progress in International Business Research includes a selection of 13 papers from the 35th European International Business Academy Annual Conference which was held in Valencia Spain from the 13th to the 15th of December 2009 Resources, Efficiency and Globalization P. Dimitratos,M. Jones,2010-02-12 International business for the modern firm has to compromise the need to use limited resources and achieve efficiency in the global marketplace This book examines these issues from the viewpoint of the internationalized SME the big multinational and the local subsidiary drawing on research conducted in different countries

**Knowledge Flows, Governance and the Multinational Enterprise** V. Mahnke,T. Pedersen,2003-12-18 This book contributes to the understanding of Knowledge Governance in the Multinational Corporation Intra firm and inter firm processes of knowledge creation sharing and exploitation have attracted increasingly managerial and scholarly interest However the relation between particular knowledge processes determinants of organizational choices governance mechanisms their relevant costs and benefits and associated strategic advantages remain less well understood To address these challenges this book gives answers to the following questions What are key challenges of governing knowledge in the multinational corporation How do contingencies influence relevant trade offs How do sets of governance mechanisms respond to problems of cognition and incentives *Research on Knowledge, Innovation and Internationalization* Jorma Larimo,Tiia Vissak,2009-10-31 Comprises of a selection of competitive papers from the 34th European International Business Academy Annual Conference held in Tallinn Estonia in December 2008 with the theme International Business and the Catching up Economies Challenges and Opportunities

**Multinational Enterprises and Innovation** Martin Heidenreich,Christoph Barmeyer,Knut Koschatzky,Jannika Mattes,Katharina Krüth,Elisabeth Baier,2011-09-27 The crucial actors of a global knowledge based economy are multinational enterprises MNEs MNEs depend on the embeddedness in an institutional framework their competitive advantage depends on the cross border utilisation of regional and national capabilities The innovativeness of a company is therefore based also on regional innovation systems Multinational Enterprises and Innovation contributes to a better understanding of the interconnectedness between organisational and regional learning On the basis of case studies in Germany and France this volume investigates how MNEs cope with technical economic and institutional uncertainties by drawing upon the complementary strengths of organisational and regional networks in national and European contexts The book links two theoretical debates which are currently still largely disconnected the debate on learning processes in MNEs and the debate on the regional bases of innovativeness and competitiveness answering the question of how the internationalisation of R D is reconciled with regional competences

**Managing Opportunity Development in Business Networks** P. Ghauri,A. Hadjikhani,J. Johanson,2005-10-26 Business opportunity is defined as the driving force that creates entrepreneurship change and growth in both SMEs and multinational firms Business networks provide opportunities and competitive advantage but they also impose constraints on

firms This volume connects opportunity detection with business networks to explore the impact of this combination on the competitive strategies of firms It will be of use to researchers and PhD candidates working in the field of entrepreneurship networks and competitive strategies and advantages *Innovation and Institutional Embeddedness of Multinational Companies* Martin Heidenreich, 2012 This wonderful volume brings together contributions mainly from the innovation literature whose findings are in a sense quite familiar but which in this collection are juxtaposed in such a way as to highlight their common institutional underpinnings This is very much due to the efforts of the editor whose insightful introduction and editorial vision brings out several interesting and emerging themes from this collection of papers I think this volume breaks new ground in highlighting the embeddedness of MNE subsidiaries in multiple contexts and it will be of considerable interest to scholars engaged with institutional analysis However I also believe that researchers interested in regional embeddedness the geography of innovation and knowledge management will find new angles to their work in this collected volume Sarianna M Lundan University of Bremen Germany Multinational companies are crucial actors in a global knowledge based economy combining the advantages of global and locally coordinated production and innovation strategies with specific regional and national factors This book questions how MNCs can best exploit institutionally embedded knowledge explores the utilization of external institutionally embedded knowledge in corporate innovation processes and addresses the challenges of embeddedness The expert contributors draw on managerial economic geographic and sociological perspectives to explore the essential roles of regional and national knowledge infrastructures and the cultural and political environment of MNCs They build upon update and extend the discussion on the regional and national embeddedness of MNCs with new country case studies and comparative analyses focussing on the relationship between innovation in companies and regional studies Significantly the book also establishes a link between two important debates that have hitherto been largely disconnected Regional studies and international business studies separately address issues that fall within the scope of the book but do not provide an integrated analysis of the embeddedness of MNCs This pathbreaking book goes some way to fill this gap in the literature and as such will prove invaluable to academics R D managers regional policy makers and students with an interest in international business business economics regional studies and organization studies *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 the Contemporary Multinational** Ulf Andersson, Ulf Holm, 2010-01-01 Managing the Contemporary Multinational explores the role of headquarters in different structures of multinational firms and shows how this role is affected by the complexity of contemporary research This topical book illustrates that contemporary research has added complexity to the attributes of the multinational with implications for the role of headquarters It examines claims that subsidiaries contribute to the overall competitiveness of the corporation that

they are organized in corporate networks spanning country borders and that they depend upon specific relationships in the external network. It is stressed that headquarters knowledge of the multinational and its business environment is crucial but also problematic. The eminent contributors question whether headquarters have become more or less important given the complexity of contemporary research and argue that the answer to this question depends on the theoretical foundation adopted in the multinational. Based on empirical studies, this invaluable book will be a captivating read for students and researchers interested in international business and international management.

**Transnational Corporations and Transnational Governance** S. Lundan, 2014-12-02 Transnational Corporations and Transnational Governance examines the different kinds of distance related barriers related to cross border investment. Different forms of governance, whether inside the firm or as part of its network of external relationships, have the aim of reducing uncertainty and creating a more predictable environment.

**Dragon Multinational** John A. Mathews, 2002-01-31 The conventional view of globalization sees it as a process driven by giant firms from the Triad regions of North America, Europe and Japan, shaping the world in their own image. This book contests such a view, describing the extraordinary success of a handful of multinationals from the Periphery in globalizing their operations extremely rapidly. Focusing on Acer, the Taiwanese IT company, the Hong Leong hotel group of Singapore, Ispat International in steel, Cemex of Mexico in cement, and Li and Fung from Hong Kong in contract manufacturing, Mathews demonstrates that these firms have been able to utilize strategies of international linkage and leverage to accelerate their global coverage. He contends that they are pioneers of a new kind of global firm, indicators that the global business civilization being created in the 21st century is likely to be pluralistic and diverse, offering unprecedented opportunities for firms that know how to enmesh themselves in global networks.

**Evidence-Based Developmental Economics (UM Press)** Carlo Pietrobelli, Rajah Rasiah, 2012 At a time when governments are looking for new approaches to promote economic development, as the free markets paradigm has proved to be neither necessary nor adequate, the pioneering work of Sanjaya Lall offers policy relevant insights. Sharing his epistemological coordinates, the contributors to this volume develop his ideas further by treating the theory, methodology and evidence related to development issues inductively through a dynamic set of lenses.

**Multinationals, Clusters and Innovation** A. Tavares, A. Teixeira, 2006-07-11 Countries adopt policies that attract foreign multinationals, stimulate industrial clustering and foster innovation. This book links these topical issues, examining activities of multinational enterprises alongside the efficiency, appropriateness and sufficiency of such policies. With new empirical evidence, it makes practical proposals throughout.

**Transnational Corporations and International Production** Grazia Ietto-Gillies, 2012-01-01 An updated and illuminating analysis of the main forces behind the development of transnational corporations. Nicola Acocella, University of Rome La Sapienza, Italy. In the second edition of her authoritative book, this prominent figure in the study of transnational corporations has achieved an excellent job. Wladimir Andreff, University of Paris 1 Panthéon-Sorbonne, France. Do we really

need a specific theory to interpret transnational corporations The answer is yes and this brilliant and inspiring book by Grazia Ietto Gillies explains why Giovanni Balci University of Turin Italy Brilliant analyses and comparisons of basic theories in the field Mats Forsgren Uppsala University Sweden a truly comprehensive perspective of the development on the theory of transnational corporations It is a marvellous and admirable work Masahiko Itaki Ritsumeikan University Japan offers vibrant insights on the convergence of different theoretical strands on the emergence role and effects of transnational corporations Lucia Piscitello Politecnico di Milano Italy From my experience students like it as it enables them to capture in short time the gist of a variety of theories and offers them useful conceptual perspectives Slavo Radosevic University College London UK this book will be the outstanding choice Mohammad Yamin The University of Manchester UK This is an excellent book which dares to accomplish a challenging mission Antonello Zanfei University of Urbino Italy This comprehensive critical analysis of concepts theories and effects relating to transnational corporations will prove to be an invaluable learning tool to post graduate and advanced undergraduate students across a broad section of disciplines including business international business economics international relations and development studies Thoroughly revised and updated the second edition of this highly acclaimed textbook includes new features such as deeper analysis of evolutionary theories a discussion of Penrose and of the Network theory and an additional chapter on innovation effects Lecturers and researchers wishing to familiarize themselves with the theoretical developments of the subject will find this book to be an effective and informative teaching resource



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