

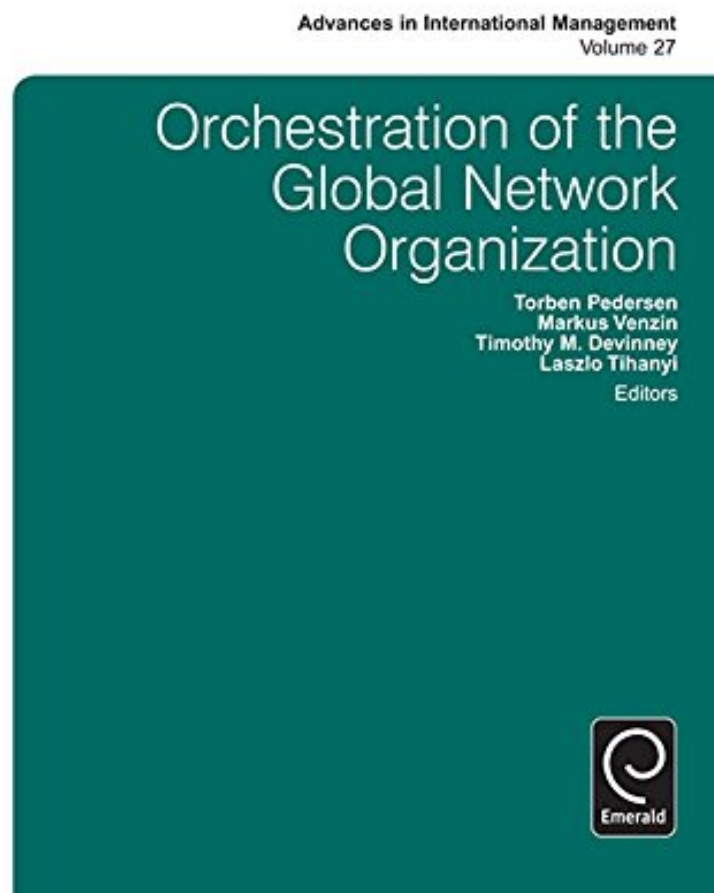
[Mobile book] *Orchestration of the Global Network Organization: 27 (Advances in International Management)*

Orchestration of the Global Network Organization: 27 (Advances in International Management)

Timothy Devinney

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The organizational design of the Multinational Corporation (MNC) was a vibrant area of research in the field of International Business and Management during the 1970-1990's. However, since then this research has largely faded from our scholarship. This volume of AIM is designed to spark new life into the research on the organizational design of the MNC. The world - and environmental forces - has changed substantially in the last decades placing new constraints on the MNCs. External shocks have increased and MNCs need to learn how to live with this increased market volatility. Integrating value chains makes MNCs more efficient but also vulnerable. The relentless forces of competition and globalization are forcing MNCs to divide their activities and reach for foreign inputs, markets and partners. By dividing their value chain into discrete pieces -- some to be performed in-house, while others are outsourced to partner organizations -- MNCs hope to reduce overall costs and risks, while also reaping the benefits of ideas from contractors or alliance partners worldwide. These challenges call for new research on the organizational design of the MNC. It is our intention with this AIM volume to motivate new research on the proper organizational design mechanisms of MNCs as of today.

In 20 chapters, business scholars from Europe, North America, Japan, Australia, and New Zealand examine the organizational design of the multinational corporation. They discuss lean operation practices, balancing responsiveness and integration, functional-level transformation in multi-domestic multinational corporations, a case study of Vodafone, the role of cognitive interventions in organizational design, ethnocentrism, complementarity vs. substitution, multi-unit franchising, organizing export strategies, headquarters relocation patterns, strategic archetypes of emerging market multinationals, political compromising in internal networks, organizational reconfiguration and strategic response through offshoring, experiential learning and innovation in offshore outsourcing transitions, insights from global value chain studies, disintegration and de-internationalization, and other topics. Distributed in North America by Turpin Distribution. --Annotation copy;2014 Ringgold Inc. Portland, OR (proview.com)About the AuthorTimothy Devinney - University of Leeds, UK Laszlo Tihanyi - Texas A M University, College Station, TX, USA Torben Pedersen - Texas A M University, College Station, TX, USA Markus Venzin - Bocconi University, Milan, Italy