

Politics and Power in the Multinational Corporation

The Role of Institutions, Interests and Identities

Edited by

Christoph Dörrenbächer

and

Mike Geppert



CAMBRIDGE
UNIVERSITY PRESS

Contents

<i>List of figures</i>	<i>page</i> viii
<i>List of tables</i>	ix
<i>Notes on contributors</i>	x
<i>Foreword</i>	xvii
Ram Mudambi	

Part I Introduction

- | | | |
|---|---|---|
| 1 | Politics and power in the multinational corporation: an introduction
Mike Geppert and Christoph Dörrenbächer | 3 |
|---|---|---|

Part II Politics and power in MNCs: institutions, social embeddedness and knowledge

- | | | |
|---|--|-----|
| 2 | Resource dependence and construction, and macro- and micro-politics in transnational enterprises and alliances: the case of jet engine manufacturers in Germany
Arndt Sorge and Katja Rothe | 41 |
| 3 | Bargained globalization: employment relations providing robust “tool kits” for socio-political strategizing in MNCs in Germany
Karen Williams and Mike Geppert | 72 |
| 4 | Bridging roles, social skill and embedded knowing in multinational organizations
Mark Fenton-O’Creevy, Paul Gooderham, Jean-Luc Cerdin and Rune Rønning | 101 |

Part III Politics and power in MNCs: headquarters–subsidiary relations

- 5 Conflict in headquarters–subsidiary relations: a critical literature review and new directions 139
Susanne Blazejewski and Florian Becker-Ritterspach
- 6 Intra-organizational turbulences in multinational corporations 191
Andreas Schotter and Paul W. Beamish
- 7 Conflicts in headquarters–subsidiary relationships: headquarters-driven charter losses in foreign subsidiaries 231
Christoph Dörrenbächer and Jens Gammelgaard
- 8 Headquarters–subsidiary relationships from a social psychological perspective: how perception gaps concerning the subsidiary’s role may lead to conflict 255
Stefan Schmid and Andrea Daniel

Part IV Politics and power in MNCs: role of national identities and identity work

- 9 Subsidiary manager socio-political interaction: the impact of host country culture 283
Christopher Williams
- 10 Unequal power relations, identity discourse, and cultural distinction drawing in MNCs 315
Sierk Ybema and Hyunghae Byun
- 11 National identities in times of organizational globalization: a case study of Russian managers in two Finnish–Russian organizations 346
Alexei Koveshnikov
- 12 Contesting social space in the Balkan region: the social dimensions of a “red” joint venture 380
Mairi Maclean and Graham Hollinshead

Part V Conclusions

13	Reflections on the macro-politics of micro-politics Glenn Morgan	415
	<i>Index</i>	437

Figures

3.1	Summary of key argumentation	<i>page</i> 86
4.1	Different types of organizational knowledge	105
4.2	Outcomes of knowledge transfer	107
4.3	Outcomes of OSR transfer attempts	124
6.1	Phenomenon positioning	193
6.2	Research schedule	199
6.3	Relationship between subsidiary power and the use of tactics	221
7.1	Headquarters–subsidiary interaction in cases of headquarters-driven charter losses	247
8.1	Organizational role theoretical framework	265
8.2	Proposed conceptual framework	267
9.1	Host country culture, vertical and horizontal socio-political interaction	296
9.2	Proposed model	297

Tables

4.1	“Transfer” outcomes and roles of key actors	<i>page</i> 125
5.1	Levels of conflict in MNC	140
5.2	Conflict perspectives on headquarters–subsidiary relations	142
5.3	Summary of strengths and weaknesses	172
6.1	HQ initiatives directed toward subsidiaries	200
6.2	Characteristics of dysfunctional rejection tactics	215
9.1	Subsidiary manager socio-political interaction: focal constructs and questionnaire items	299
9.2	Descriptive statistics of main variables (n = 135–150)	301
9.3	Linear regression models – vertical vs horizontal interaction scales	302
9.4	Linear regression models – vertical socio-political interaction	303
9.5	Linear regression models – horizontal socio-political interaction	304
10.1	Nationality and positions of interviewees	321
10.2	Talk of “cultural difference” in relation to work ethos	325
10.3	Talk of “cultural difference” in relation to communication style	332
10.4	Talk of “cultural difference” in relation to the superior–subordinate relationship	335
10.5	Talk of “cultural difference” in relation to decision-making styles	338
11.1	Struggles: types, main characteristics, main discourses and power implications	369