# Index

active labour market policies (ALMP) diffusion across the EU 358-60 administrative and financial constraints 370-1 ALMP beacon programmes 360-2 constraints on transfer 369-73 convergence pressures and constraints 363-4, 374-6 cross-jurisdictional learning 362-5 cultural and attitudinal constraints 373 diffusion of best practice 360-2 examples of successful transfer 373-4 institutional constraints 371-3 lack of a dominance effect 364-5 lack of a single 'best practice' 365 national employment plans (NAPs) 359-60 objects of transfer 366-9 peer review process 360-2, 363-5, 375-6 policy transfer approach 362-5, 374-6 reasons for attending a labour market programme 365-6 reasons for hosting a labour market programme 365 selection and interpretation of practices 363-4 actors exercisers of agency 2, 3 influence of actions and reactions 52 see also agency Adorno, Theodor 77 advanced management techniques (AMTs) 342-3 advertising diversity of strategies around the world 380 role in globalisation 380 advertising agencies client accountability 395-7, 398, 399 consumer research 393-4, 395-6, 397, 398 creative emphasis 397-9 cultural and economic role 387-90 'culture industry' description 387-9 full-service agencies 381-2 industry awards 399 national bias 380-1 organisational structure 381-2

origins 381 types of work undertaken 381-2 views on what they do 387-9 advertising agency management practices advertising development process 384 agency 'brands' 382-3 application of the SSD framework 399-401 challenges associated with studies 390-3 critical cultural accounts of advertising 383-90 distinctive approaches 382-3 ethnographic studies 385, 386-7, 389-90 factors affecting management culture 390-3 generic management process 382 maintenance of global consumer culture 393 omission from studies of advertising 383-7 similarity around the world 380, 382 Thai advertising culture 393-5 UK advertising culture 397-9 US advertising culture 395-7 agency of people, suppression in national culture concept 68 see also actors ALMP see active labour market policies (ALMP) diffusion across the EU Americanisation 39 Anglo-Saxon social model 407 anthropology early use of national culture concept 77-8 rejection of national culture concept 78-9 Arab capitalism in south-east Asia 217-44 areas of economic dominance 221-6 business contracts and partnerships 232-3 business structure and organisation 231-3 characteristics of the Arab migration 221-2 competition with Indian merchants 239-40 contemporary Arab capitalists 241 ecology of capitalism 242-4 effects of decline of Aden 240 effects of newly industrialising economies 218 - 19effects of political turbulence in the Hadramaut 227

More information

460

Arab capitalism in south-east Asia (cont.)	cross-jurisdictional learning 362–5
effects of spatial concentration 233–4	cultural and attitudinal constraints 373
effects of state action 223–6	examples of successful transfer 373–4
factional and hierarchical Arab community 241–2	institutional constraints 371–3
failure to progress to formal banking 235-8	lack of a dominance effect 364–5
failure to respond and adapt 223–4	lack of a single 'best practice' 365
family firms 232–4	objects of transfer 366–9
financial importance of the Hajj 224–5	peer review process 360-2, 363-5, 375-6
financial organisation 234-8	policy transfer approach 362–5, 374–6
high levels of consumption 242	reasons for attending a labour market
influence of Islamic economic ideology 217–19,	programme 365–6
242-4	reasons for hosting a labour market
interpretations of Islam 242–4	programme 365
Islamic inheritance, taxation and charities	selection and interpretation of practices
226–31	'best standard practice', application throug
lack of agency structure 233–4	globalisation 110
locations and numbers of Arab migrants 221-2	Bowen, Howard 409
moneylending activities 235-6	Braudel, Fernand 112
phases of economic growth 219	Braverman, Harry 32
remittances 235–8	British Standards Institution (BSI) 6
stratification among the Arab community 241–2	Brown, Gordon 76
trading diasporas 238-42	Bury, J. B. 101
trust and risk 233–5	business history, importance of detailed ar
weakness of economic institutions 219-20	100-1
artefacts analysis, use to identify national culture	business organisation
71, 73–6	benefits of scale and scope 104-5
attitudinal questionnaires, use to identify national	'personal capitalism' in the UK 104–5
culture 70, 71–3	business process re-engineering 32
	business systems
Barker, Sir Ernest 77	explanations for the nature of 99–101
Benedict, Ruth 77–8	impact of international forces 108-14
'best' model economy, search for 47, 48	influence of national institutions 91-3,
'best practice' 49	
adoption in manufacturing management 342-3	California Public Employees' Retirement S
and convergence 429	(CalPERS) 4
and Japanese economic success 343-4	Calvinism 108
appeal of Japanisation 343–6	and Islam 243
capitalism 112–13	capital flows, transnationalisation 4–5
de-linking from national source 50	capitalism
diffusion of ideas 50-2	and globalisation 5
dominance effects 41, 47-8	capital–labour conflict 43, 44, 53
IMVP report on the automotive industry 344-6,	employment relationship 44
350, 351, 352	generic and particular effects 26
lack of strategic approach 342–3	imperative of efficiency 49
management concepts 110	system imperatives 49
pressure to adopt CSR in Europe 405	system of political economy 43–4, 121
results of adoption in car manufacturing 352–5	systemic features 1, 3, 44
see also manufacturing management	Wallerstein definition 112–14
'best practice' diffusion in the EU	world system 112–14
administrative and financial constraints 370–1	see also Arab capitalism in south-east As
ALMP beacon programmes 360–2	capitalism in Europe 405–8
constraints on transfer 369–73	coordinated market economies 407
	employment as a social relationship 407
convergence pressures and constraints 363–4,	

More information

461

## Index

international dominance effects 407-8, 411 national forms of capitalism 405, 406-8 pressure to adopt CSR as 'best practice' 405 social models within Europe 407 waged employee/owner conflict 406 capitalist economies, influence of national institutions 101-8 capitalist societies, different pathways of development 94 Carrefour 182, 195, 196, 202 central and eastern Europe (CEE) collapse of state socialism 130 operation of state socialism 129 see also post-socialist transformation Chandler, Alfred 103-5, 111 Chettiars, financial organisation 237 China cultural distance from the UK 157 foreign direct investment 156 foreign operated stores 156 see also HRM transfer to a multinational subsidiary; UK-Store (Chinese subsidiary of StoreCo) Chinese capitalism 219 in south-east Asia 226 Chinese lineage and property endowments (1839-1939) 229-30 Chinese remittance houses and banking 236 Ching, Annette 81 'civilisational' approach 112 coercive power, effects on national culture 64-5 Cold War 110, 112, 385 changes following 4 national character profiling 77 collectivism, studies of national culture 66 'communities of practice' (COP) strategy for overseas R&D 297-9 comparative advantage concept 94 comparative capitalism see varieties of capitalism comparative history of economic development 93-101 Confucianism 108 consumer markets, internationalisation 32, 33-4 Continental social model 407 convergence and 'best practice' diffusion 363-4, 374-6, 429 and globalisation 5-7, 31-4 hyperglobaliser perspective 428-9 convergence-divergence debate 1-3 cooperative movements in Europe 187-8 cooperatives in Turkey 188 corporate self-presentation 434-6, 450-6 corporate social responsibility see CSR (corporate social responsibility)

creative industries 253-4 characteristic properties 254 content of labour perspective 253 definition 253-4 economics of creative production 253-4 management requirements 254 output or products perspective 253 production structure perspective 253-4 see also German theatrical employment system cross-national studies, insights from 82-3 CSR (corporate social responsibility) American idea 410 circumvention of organised labour groups 422 - 3definitions 408-9 global rise and spread 410 origins and history 409 reasons for revival of interest in 409-10 SA8000 global social accountability standard 413-14, 422 specific activities required of companies 409 standardising force 410 UN Global Compact 409, 414, 415, 416, 419, 420, 422 voluntary nature 408 CSR case studies application of SSD model 419-23 Belgium (Van de Velde) 412-14, 418 comparisons 416-418 dominance effects 421-3 France (Groupe Agro Alimentaire) 412, 414-15, 418 Germany (STARCAR) 412, 415-16, 418 methodology 412 societal effects 420-1 system effects 419-20 CSR in Europe academic debate 410 difficulties associated with transfer 410-11 European Alliance for CSR (2006) 422-3 issues for organised labour 410-11 lack of fit with European system 410-11 pressure to adopt 'best practice' 405 problems with American focus of CSR 410-11 reasons for revival of interest 409-10 rise and spread 410-11 role of works councils/trade unions 404-5 tensions with industrial relations systems 404 cultural anthropology, early research 77-8 cultural homogeneity, varieties of capitalism view 8-11 culture, and globalisation strategy 454-6 see also advertising agencies; national culture;

organisational culture

462	Index	
	Czech Republic <i>see</i> post-socialist transformation Czechoslovakia, operation of state socialism 129	European Bank for Reconstruction and Development (EBRD) 132 European Commission
	diffusion of 'best practice' 50–2 <i>see also</i> 'best practice'	European Alliance for CSR (2006) 422–3 European Employment Strategy (EES) 360–2
	diffusion of ideas, dominance effects 49	influence on standards 6
	DIN (German Institute for Standardisation) 6	national employment plans (NAPs) 359-60
	divergence, recent examples 7	open method of coordination (OMC) 360-2
	division of labour (Smith) 93-4	White Paper on growth, competitiveness and
	dominance effects (SSD model) 41, 47-8	employment 358
	'American model' 421	see also active labour market policies (ALMP)
	between overseas R&D partners 321	diffusion across the EU
	CSR case studies 421–3	European Employment Strategy (EES) 358–9
	diffusion of ideas 49	national employment plans (NAPs) 359–60
	impact on capitalism in Europe 407–8, 411	open method of coordination (OMC) 360–2
	patterns of management 3	European Union
	symbolic dominance 48	active labour market policies (ALMP) 358–60
	Washington Consensus 421 Dunlop, John 32	employment creation policies 358–60 Evans-Pritchard, Sir Edward 78
	Durkheim, Emile 95, 96	explicit knowledge 133
	Duttweiler, Gottlieb 189	explicit knowledge 155
		Fayol, Henri 32
	East Asia	FDI (foreign direct investment)
	industrialisation process 107	and globalisation 4–5
	influence of Confucianism 108	and national economic development 4–5
	see also Arab capitalism in south-east Asia	state policies to attract 51–2
	Economic and Social Research Council (ESRC) 363	films, use to identify national culture 74, 75 firms
	economic development	comparison with operation of states 37-9
	comparative history 93–101	patterns of interaction with states 37-9
	late industrialisation (late development) thesis	responses to changing conditions 37-9
	98–101	flexible manufacturing 342
	role of historical analysis 100–1	Fordism 110, 122
	economic growth	foreign direct investment see FDI (foreign direct
	historical international influences 110–11	investment)
	key characteristics 98	Foucault, Michel 386
	origins of 95 'proximate' sources 97	Friedman, Milton 409
	'ultimate' sources 97	Fromm, Eric 77
	why certain nations prosper 97–108, 113–14	Fukuyama, Francis, 'end of history' thesis 93, 104 110, 111, 112, 113, 114
	economic power <i>see</i> dominance effects	110, 111, 112, 113, 114
	efficiency, imperative in capitalism 49	General Agreement on Tariffs and Trade
	embedded laboratory approach, overseas R&D	(GATT) 109
	307, 310–17	German state, promotion of globally engaged
	employment creation policies, European Union	image 432
	358–60	German theatrical employment system 251–66
	employment systems see European Employment	alternative funding models 252
	Strategy (EES); German theatrical	application of the SSD framework 260–3
	employment system	authority of theatre managers 256, 257
	'end of history' thesis (Fukuyama) 93, 108, 110,	budget restrictions 261, 262, 263
	111, 112, 113, 114	collective bargaining 257, 261, 263–4
	Enron 48	competition for theatres 261–2
	epochal innovation concept 97	differences in eastern Germany 258, 264
	equity ownership, transnationalisation 4–5	dominance effects 262

463

## Index

economic challenges 261-3 economic logic versus artistic logic 265 empirical study methodology 254-5 employment system perspective 258-60 ensemble structure 263-4 ensemble system 256-8 features of the system 252 flexibility of the labour market 256-60 historical roots 255-8 influence of market forces 262 institutional framework 256-60 interorganisational system 258-60 lack of international competition 261 nature of the creative industries 253-4 neoliberal influences 262 project-based production 263 public funding 256 repertoire theatres 256 responses to threats 263-5 stability for the workforce 258-60 state-run work agency (ZBF) 257, 259 system effects 262 threats to the system 260-3 training for actors 257, 259 German MNCs adoption of an 'international' identity 432-4 culture and globalisation strategy 454-6 national and global identity 431-4 Nazism link with German identity 433-4 negative historical associations with Germany 433-4 pride in 'Made in Germany' trademark 431-2 rejection of national identity 432-4 strategic self-presentation 434-6 German MNCs (identity case studies) analysis and comparisons 450-6 bank (Zwobank) 436-8, 440-5 benefits of German identity 453 car manufacturer (AutoWorks UK) 438-9, 445-50 corporate self-presentation 450-6 culture and globalisation strategy 454-6 methodology 436-9 support for the SSD perspective 454-5 'Germanness', associations in business context 429 - 31Gershenkron, Alexander 98, 100 Giddens, Anthony 121 global brands 32 global consumer culture, role of advertising management 393 global R&D see overseas R&D global social accountability standard (SA8000) 413-14, 422

globalisation 3-7 and convergence 5-7, 25-6, 31-4 and FDI 4-5 'best standard practice' application 110 consequences of 4-7 consumer markets 32, 33-4 definitions 3, 109-10 effects of historical choices 108-14 firms compared with states 37-9 first era (up to 1914) 109 historical pathways 92-3 hyperglobaliser perspective 428-9 initial advance (before 1914) 92 labour process 32-3 nature of the global marketplace 109-10 origin of the term 4 periodisation theory 3 perspective on change 1-2 return after 1945 92 role of advertising 380 role of multinational companies 108-9 role of nation states 108-9 scale and complexity of TNCs 110 states compared with firms 37-9 TNCs as agents of change 4-5, 108-9, 111 uniformity of work practices 5-7 world history perspective 111-14 globalisation strategy, influence of organisational culture 454-6 globalising effects of TNCs 31-4 globalising management concepts 32 Goffman, Erving 434-5 growth see economic growth Harbison, Frederick 32 Hegel, Georg 93, 110 historical analysis importance of detail and complexity 100-1 role in study of economic development 100-1 historical change, world history perspective 111 - 14historical materialism 40 historical pathways assumptions in management studies 91 complexity of 90

international interactions 92-3

national culture concept 90-2

complexity of the past 90

uncertainty of the past 90-1

uncertainty of 90-1

historical research

making and remaking management 90-3

challenge to simplistic assumptions 90-1

international economic effects 110-11

More information

464

Index

historiography	
	culture concept 77, 79–80
rejection of national	
history	1
comparative history	of economic development
93–101	-
importance in econo	
importance in sociol	ogy 95–6
Hitachi, overseas produ	
	egy 345–6, 347, 348–50, 351
	management) transfer to a
multinational subs	'
Chinese approach to	
	n the parent country 157
effects of production	c
factors affecting 157-	
	cal isomorphism 160–1
findings from UK-St	preventing diffusion 160–1
influence of country	
influence of cultural	
	ions and responses 161–2
means of transfer 162	1
	tems approach 157–60
nature of product ma	
research methodolog	
	al HRM orientation 162
UK approach to HRI	
Huntington, Samuel 11	2
hybridisation process se	e Migros-Türk
hyperglobaliser perspec	
challenge by SSD effe	ect theory 429
IEC (International Elec	trotechnical
Commission) 5–6	troteennear
,	netary Fund) 109, 132, 421
individualism, studies o	
industrial districts	
agency of individuals	\$ 282, 284, 286
application of the SS	D model 288–9
challenges to the Ital	
climate for entrepren	neurship and innovation
273-4	
decentralisation 273-	
district life cycle 281,	, 282
drivers for change 27	
empirical evidence (I	
English industrial dis	
entrepreneurship 279	
	of scale and scope 273
external economies of	
functions of network	is 283–7
	ss 283–7 sms 285–6

importance of place 275 influence of the wider context 279, 282-3 Italianate model 271-2, 274, 275 key characteristics 272-5 leadership role 286 linkages with wider systems 286-7 lock-in effects 280, 282, 283 mechanisms for change 279, 283-7 number and size of firms 272-3 proximity effects 274-5 relation to the global versus national debate 287-9 response to technological change 279-81 social embeddedness 274, 277, 284-6 sources of variation 277 structural dynamics 281-2 studies 275-7 systemic effects 274, 284 temporal and spatial context 277-8 thin, open model 271-2, 276, 289 industrialisation process, phases 98 institutional homogeneity, varieties of capitalism view 8-11 institutional influences on knowledge production 294 - 5institutional theory 48 institutionalism 106-8 disregard for economic development processes 106-7 disregard for effects of competition 107-8 disregard for historical detail 106-8 fixed national culture 106-7 lack of explanation for industrialisation 107-8 overemphasis on culture 106-8 permanence of institutional characteristics 106 - 7see also national institutions institutionalist view, national culture 91-2 institutions, as 'market substitutes' 99 interest groups, drivers of change 110, 112 International Electrotechnical Commission (IEC) 5-6 International Monetary Fund (IMF) 109, 132, 421 International Organization for Standardization (ISO) 5-6 internationalisation 4 hyperglobalist perspective 428-9 SSD perspective 429 Islam interpretations in relation to economics 242-4 view of similarities with Protestantism 243 see also Arab capitalism in south-east Asia Islamic economic ideology, influence of 217-19, 242-4

Index	
Islamic inheritance, taxation and charities 226–31 ISO (International Organization for	knowledge sharing and transfer, problems for MNCs 293–5
Standardization) 5–6	Kroeber, Alfred 77
···· ··· · · · · · · · · · · · · · · ·	Kuwait 219
Japan	Kuznets, Simon 96–7, 100, 110
changes in HRM practices 35–6	, , ,
corporate governance model 47, 48 economic success and diffusion of ideas 49	labour market <i>see</i> active labour market polici (ALMP)
impact of foreign firms operating in 39	labour process, globalisation 32-3
Japanese car industry	labour relations, UN Global Contract 409
car-making strategies 346-51	labour theory of value 94
comparison of Japanese companies 345–51 decline 345–6	late industrialisation (late development) thes 98–101
diversity of operating strategies 345–51	laws of supply and demand 95
IMVP study 344–6, 350, 351	lean production 32, 110, 342, 343, 344-6
manufacturing practices 343–6 Japanese economic success, and 'best practices' 343–4	domination in manufacturing managemen 343, 344
Japanese firms, overseas R&D strategy see	IMVP study 344–6, 350, 351
overseas R&D	outcomes in Western car manufacturing 3
Japanese management model 50–1	reasons for dominance 344-6
challenges to 38–9	Toyota 345–6
historical influences 107	'learning region' strategy for overseas R&D 2
keiretsu structure 408	local economic organisation see industrial dis
transfer to the West 35, 50–2 Japanese model of learning and innovation 294–5	Luhmann, Niklas 121
Japanese transplants	Maddison, Angus 97
car manufacturing 350–1	Malthus, Thomas 94
debate over 38	management
in the UK 40, 41–3, 50–2	dominant patterns 3
Japanisation 32, 50–1	making and remaking 90–3
appeal of 343–6	role in economic development 104-5
failure with Rover Group 349–50	use of outdated national culture concept
outcomes in car manufacturing 352-5	78–9, 80
just-in-time (JIT) system 342, 343–4, 347–8,	management concepts
350, 353	fads and fashions 3
evolution at Toyota 347–8	globalising effects 32
	TNCs as carriers 32, 34
kanban system 348	management studies, assumptions about hist
keiretsu structure 408	pathways 91
Kerr, Clark 32	managerial hierarchy innovation 104
Keynes, John Maynard 92, 95	managerialist approach 35
Keynesian economics 36, 37	manufacturing management
Kluckhohn, Clyde 77, 79	adoption of current best practice 342-3
knowledge see explicit knowledge; tacit knowledge	advanced management techniques (AMTs)
knowledge processes, post-socialist transformation	342–3
theory 133–5	alignment with corporate strategy 354–5
knowledge production	appeal of Japanisation 343–6
influence of societal factors 294	flexible manufacturing 342
institutional influences 294-5	Japanese car-making strategies 346–51
Japanese organisational-oriented model 294–5	Japanese transplants 350–1
models of learning and innovation 294–5	just-in-time (JIT) production 342, 343–4, 3
transnational learning spaces 297-9	350, 353
US professional-oriented model 294-5	lack of integration with corporate strategy 3
use of overseas R&D 295-7	lack of strategic approach 342–3

Index	
manufacturing management (cont.)	state interventions 189, 191, 194
lean production concept 342, 343, 344-6	Swiss origins 183
long-term importance of flexibility 351	transplantation of Swiss Migros 188–90
mass customisation 344–5	Mill, John Stuart 94
outcomes of Japanisation strategies 352-5	MNC identity
reconstruction of Japanese methods 343-4	associations with 'Germanness' in busin
results of 'best practice' strategies 352-5	429–31
total quality management (TQM) 342, 343-4	best practice and convergence 429
market liberalisation, pressures on nation	evolution of corporate culture 428–9
states 36–7	hyperglobaliser perspective 428–9
'market substitutes', institutions as 99	idea of becoming truly international 428
Marks and Spencer 182	see also German MNC identity case stud
Marsden, David, theory of employment systems	international knowledge networks 292
252, 258–60	'international learning companies' 292–
Marshall, Alfred 95, 273, 275, 276, 279	overseas laboratories as 'knowledge
	incubators' 293
Marx, Karl 36, 94	
mass consumption, role in economic growth 104	politicised social spaces 144
mass customisation 344–5	role in post-socialist transformation 136
mass manufacturing, role in economic growth 104	141, 142–4
Master of Business Administration (MBA)	social embeddedness in the home count
programmes 34	297–9, 322
materialist analysis, limitations 39–40	social embeddedness in the host country
Mayo, Elton 32	322–3
Mazda, operating strategy 345-6, 347, 350, 351	tacit knowledge sharing and transfer pro
McCarthyism 385	293–5
'McDonaldisation' thesis 33–4	tension between national and internatio
McKinsey model of business organisation 110	identity 428–9
McNeill, William 112	transnational learning spaces 297–9
Mediterranean social model 407	multinational, origin of the term 109
Metro 182, 195, 202	multinational business theory 109
Migros-Türk 181–203	Myers, Charles 32
application of retail change theories 184–7	
cooperatives organisation 187-8	nation
effects of 1980s market liberalisation 194-7	as a unit of analysis 81–3
effects of internationalisation 197-200	distinction from state 62-3
establishment in Turkey 188	nation states, post-war commitment to wo
expansion of technological capabilities 196,	trade 109
199–200	see also states
food distribution needs in Turkey 188–9	national average, as definition of national
growth since 1990 202–3	61, 65, 66–7
history 183	national business systems approach 27-31,
human resources and employment policy 200	bargaining power of TNCs 30
hybridisation process 183, 200–1	fit between national institutions and soc
impact of the first Gulf War 196–7	29–31
1	origins 27
influences of key actors 183–4	5
move into large-scale retailing 196	oversocialised view of action 31
organisational capability 183	path-dependent development 27–31
political and social volatility 192–4	persistence of national differences 25
present-day comparison with Swiss Migros	sources of national distinctiveness 27–30
202–3	view of the Japanese system 28, 31
problems for the new company 190-2	work relations within TNCs 30–1
retail technology transfer 185, 186–7	national culture
Russian and central Asian markets 197–9	agency of people suppressed 68
sale to Koç family conglomerate 193	analysis of artefacts 71, 73–6

467

## Index

answers to attitudinal questions 70, 71-3 attribution of causality 61, 63-5 claims for enduring nature 61, 67-9 claims for national homogeneity 61 conflated categories 61-9 data collection unit effects 63 data sources 70-6 definition of nation 62-3 discredited evidence for 66 discredited idea 76-81 disregard for diversity 70-6 effects of coercive power 64-5 empirical evidence flaws 69-76 euphemism for race 66 fictive kinship 80-1 historical development 90-2 inability to engage with change 68-9 individual as cultural carrier 61, 65-6 insights from subnational analysis 82-3 institutionalist view 91-2 nation as a unit of analysis 81-3 nation distinguished from state 62-3 national average 61, 65, 66-7 national identity 80-1 national stereotyping 66 nationally common representation 61, 65-7 outdated use in management 78-9, 80 political use 76 statistical averages treated as social forces 67 studies of individualism and collectivism 66 symbolic promotion of uniqueness 81 uniform action 64-5 unwarranted claims 61-9 use and rejection by anthropology 77-9 use and rejection by historiography 77, 79-80 national culture identification 70-6 analysis of artefacts 71, 73-6 answers to attitudinal questions 70, 71-3 national identity, and national culture 80-1 national institutions 91-3 determinants of business systems 91-3 diversity within nations 9-11 historical development 91-2 influence on business systems 101-8 see also institutionalism national sources of economic success 101-8 national stereotyping 66 national systems and path dependency 7 national management 101-8 natural resources, influence on wealth and trade 94 neo-institutionalism, challenge to varieties of capitalism theory 10

neoclassical economics 95 role in post-socialist transformation 135-7 neoliberalism, global convergence ideal 121-2 Nissan operating strategy 346, 347, 348, 351 overseas transplant factories 351 nomenklatura managers, post-socialist transformation 140, 146 Nordic social model 407 novels, use to identify national culture 74-5 Olins, Wolff 432, 435, 453 'one best way' principle 32, 98, 105 organisational culture and globalisation strategy 454-6 organised labour in Europe 405-8 conflict inherent in capitalism 406 coordinated market economies 407 CSR case studies 412-23 employment as a social relationship 407 exclusion from CSR process 422-3 generic features of capitalism 405-6 impacts of CSR 410-11 international dominance effects 407-8, 411 national forms of capitalism 405, 406-8 pressure to adopt CSR as 'best practice' 405 social models within Europe 407 SSD influences 405 overseas R&D comparative analysis of case studies 301, 302-3 dominance effects between partners 321 embedded laboratory approach 307, 310-17 home-country societal effects 297-9, 322 host-country context 297-9, 322-3 influence of national learning models 318-20 integrated networks versus hub model 301-2, 304-7 Japanese 'communities of practice' (COP) strategy 297-9 Japanese 'organisational space' strategy 297-9 knowledge incubator 295-7 regional scientific networks 307-10 research methods and sample 299-301 sectoral differences in strategy 320-1 social embeddedness of the MNC 297-9, 322-3 strategic university partnerships 307-10 tacit knowledge sharing and transfer problem 293 - 5US 'geographical space' strategy 297-9 US 'learning region' strategy 297-9

path dependency and national systems 7 'personal capitalism' in the UK 104–5 Pilsudski, Marshal Józef 91

468

#### Index

Porter, M. E. 102-3 post-Fordism 122 post-socialist transformation collapse of state socialism 130 context 129-33 diversity of local outcomes 132-3 effects of organisational setting 142-9 empirical findings 142-9 foreign-influenced firms 143 influence of local actors 128-9 influence of neoclassical economics 132-3 influence of nomenklatura managers 140, 146 influence of social actors 134, 141-2, 143-7 institution-building processes 128-9 institutional change 127-8 institutional gaps 130-2 knowledge and knowledge processes 128-9 knowledge resources of post-socialist managers 132-3 management knowledge deficiencies 130-2 new private businesses 145-7 operation of state socialism 129-30 pressures on post-socialist governments 132 privatisation 135, 144-5 role of the EBRD 132 role of the IMF 132 role of the World Bank 132 role of MNCs 136, 141, 142-4 state-owned enterprises (SOEs) 130-3, 144-5 theoretical debates 127 theoretical framework 128-9 Washington Consensus 132, 139 post-socialist transformation theory 133-42 hybrid actor-centred arguments 134, 141-2 hybrid structural arguments 128, 134, 139-41 influence of neoclassical economics 135-7 knowledge processes 133-5 structural convergence arguments 128, 133-7 structural diversity arguments 128, 134, 135, 137-8 privatisation, post-socialist transformation 135, 144-5 production, internationalisation 32 production determinism 32 Protestantism ideas of Weber 107-8 view of similarities with Islam 243 quality circles 35

Quetelismus 67

R&D see overseas R&D Ramstore 181, 199, 202 regional scientific networks, overseas R&D 307–10 Renner, Karl 77 retail change theories 184-7 Ricardo, David 94 Rostow, Walt 98, 103 Rover Group, failure of Japanisation 349-50 SA8000 global social accountability standard 413-14, 422 Sachs, Jeffrey 97 Saudi Arabia 219 Schumpeter, Joseph 95 scientific management 110 sectoral differences, overseas R&D strategy 320-1 shareholder value model (US) 47-8 Siemens 430, 431 'Made by Siemens' trademark 432 move away from national identity 432 Smith, Adam 93-4, 103 Social Accountability International 413 social actors, influence on post-socialist transformation 134, 141-2, 143-7 social embeddedness of MNCs 297-9, 322-3 social models within Europe 407 social science in economics 95-6 societal effects (SSD model) 41, 45-7 CSR case studies 420-1 societal effects model 38, 41, 42, 45-7 south-east Asia see Arab capitalism in south-east Asia Spengler, Oswald 111, 112 SSD (system, society and dominance) model 3, 39-54 actor actions and reactions 52 advertising management 399-401 application of the model 48-50 challenge to hyperglobaliser perspective 429 CSR case studies 419-23 dominance and diffusion 50-2 dominance and the convergence-divergence argument 333-4 dominance effects 41, 47-8 generic aspects of capitalism 26 German theatrical employment system 260-3 German MNC identity case studies 454-5 incompleteness of materialist analysis 39-40 industrial districts 288-9 industrial relations systems in Europe 405 internationalisation 429 MNC culture and globalisation strategy 454-6 national divergence 45-7 origins and purpose 40-1 research applications 41-3 search for 'best' model economy 47, 48 societal effects 26, 41, 45-7

469

## Index

sources of 'best practice' ideas 50-2 structural forces 40-1 symbolic dominance 48 system effects 41, 43-4 system imperatives 43-4, 49 systemic features of capitalism 44 TNCs 52-4 universalism 43-4 standards effects of globalisation 5-6 international and regional 5-6 state-owned enterprises (SOEs) economic transformation 130-3 function under state socialism 130-1 state socialism collapse in central and eastern Europe 130 function of the SOE 130-1 generic effects 43 operation in central and eastern Europe 129-30 see also post-socialist transformation states comparison with operation of firms 37-9 distinction from nations 62-3 effects of market liberalisation 36-7 patterns of interaction with firms 37-9 responses to changing conditions 37-9 StoreCo 156 see also HRM transfer to a multinational subsidiary; UK-Store (Chinese subsidiary of StoreCo) strategy and structure theory 104 structural materialism 39-40 subnational analyses, insights from 82-3 Swiss Migros entry into the Turkish market 183 expansion into neighbouring countries 202-3 history 189 transplantation into Turkey 188-90 system, definition 121 see also capitalism system effects (SSD model) 41, 43-4 CSR case studies 419-20 system, society and dominance model see SSD (system, society and dominance) model systemic features of capitalism 1, 3 tacit knowledge 133 experiential nature 293 sharing and transfer problem for TNCs 293-5 social embeddedness 293-4 Taylor, Frederick 32, 50 Taylorism, and the US 49, 50 technological determinism 32

technology transfer, retail sector 185, 186–7

Thai advertising agencies, management culture 393-5 TNCs (transnational corporations) agency in managing environment 42-3 agents of change 111 and globalisation 4-5 and the SSD model 52-4 'best standard practice' application 110 carriers of convergence forces 26, 31-4 carriers of new management concepts 32, 34 diffusion of 'best practice' ideas 50-2 dominance effects 42 globalising effects 31-4 internationalisation of production 32 scale and complexity 110 scale and distribution 4-5 societal effects 42 transnational social space concept 322 total quality management (TQM) 342, 343-4 Toynbee, Arnold 111-12 Tovota 50 evolution of just-in-time (JIT) system 347-8 kanban system 348 lean production system 345-6 operating strategy 346-8, 351 overseas transplant factories 350-1 Toyotaism and Japan 50 transnational corporations see TNCs transnational learning spaces, development by MNCs 297-9 transnational social space 322 transplantation see Japanese transplants; Migros-Türk Treaty of Amsterdam (1997) 358-9, 360 Turkey, food retailing see Migros-Türk UK advertising agencies, management culture 397-9 UK-Store (Chinese subsidiary of StoreCo) 156 see also HRM transfer to a multinational subsidiary UK-Store HRM age composition of the workforce 166, 167 - 8communication with the workforce 166, 167 differentials 166, 170 employee representation 166, 173 hierarchy 166, 172-6 non-wage benefits 166, 168-9 research findings 165-76 research methodology 164-5 reward system 166, 168-70 training 166, 170-1 work pattern 166, 167

Index 	
UN Global Compact 409, 414, 415, 416, 419, 420, 422 unemployment <i>see</i> active labour market policies (ALMP) uniform action, causes 64–5 universalism 43–4	national systems 7 path-dependency effects 7 perspective on change 1–2 territorial theory 8 Versailles Treaty 92
US advertising agencies, management culture	Wallerstein, Immanuel 112–13
395–7	Washington Consensus 132, 139, 421
US firms, overseas R&D strategy <i>see</i> overseas R&D	Watson, J. B. 385
US model of learning and innovation 294–5	Weber, Max 77, 83, 95–6, 97, 104, 111
US shareholder value model 47–8 varieties of capitalism approach 7–11, 26, 34–7 changing role of the state 36–7	ideas on Protestantism 107–8 welfarism 36 Wittgenstein, Ludwig 68 work practices
collective capitalism 35	complexity and unpredictability of change
contrast of state and market roles 35–7	diversity within nations 9–11
cooperative capitalism 34–5	effects of forces for change 1–3
coordinated forms 34–5	effects of globalisation 5–7
cultural homogeneity view 8–11	SSD forces for change 3
diversity within nations 9–11	World Bank 109, 132, 421
influences on work practices 36	world history perspective 111–14
institutional homogeneity view 8–11	world system concept 112–14
limitations of bipolar contrast approach 35–6	global management 108–14
market forms 34	World Trade Organization (WTO) 6, 26, 109
market liberalisation effects 36–7	World War II, national character profiling 77
methodological bias 8–11	Worldwide Responsible Apparel Production
national contexts 36	(WRAP) certification 413