Globalisation, multinational enterprises and European integration

Gilroy, Bernard Michael

2001
Introduction

Organization achieve occurs despite the lack of comprehensive understanding by any one individual. It is impossible for single individuals to fully understand them. Thus, whenever success are successful, Our technologies, economy, and society are so complex that it is

successful managers today „there is a tiny little secret — they do not understand why they

particular circumstances of time and place, "It may to a certain extent be argued that

economic problem of society is mainly one of rapid adaptation in the

Hayek went to argue that „economic problems arise always and only in consequence of

beyond the span of control of any one mind [or enterprise]." 1

workers, and those enterprises who are often incapable of willing to anticipate and

emerge from such information processes will frequently be shoulders by low-skilled

open markets is the necessary and willingness for structural change. Significant prospects

production is increasing. As has always been the case under free trade, the price paid for

eventually and entrepreneurial spirit at all levels of the value-added chain of

complex due to the structural adjustments that open markets command, the demand for

As the international environment continues to rapidly change and become more and more

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Globalization: Multinational Enterprises and European Integration Processes: Some
Options provide a valuable hedge against contingent events. To transfer resources across borders is a positive contribution to its earning system. Such restrictions which determine its value, from the enterprise’s point of view, the flexibility characteristics by a string of options defined by institutional partners and resource enterprises in international markets. Economically, a multinational network is operational and functional complementarities of firm-specific assets of multinational capital or labor costs of production and marketing of international investments. Production economies due to the creation of a multinational network reduce the physical attraction across enterprise boundaries can have a significant value-added effect. Joint internal boundaries of enterprises’ organizational structures. Extending privilege co-

levels of uncertainty in international markets. Profit opportunities exist beyond the next. Multinational enterprises have the unique ability to exploit the conditions of high choice of changing real economic activities of financial flows from one country to the

inherent in a multinational enterprise network system. Multinational enterprise activities largely seasonal flows of information stemming from the advantages of flexibility and productivity to obtain access to markets. New forms of internationalization represent business with customers and with suppliers – necessary to enhance the range of expertise international markets rely on effective collaboration – with ideal firms in the same line of

that know more than any individual can understand in detail. Effective competition in

their? A large element of success relies on the use of multinational adaptive networks to other organizational achieve success despite the limited comprehension of those who lead. Now the question immediately emerges: “How do enterprises, government agencies, and

possibility of some kind of “global consciousness” of globalization is that barriers between these entities are dissolving — and opening up the

Despite this ubiquity of complexity and a limited ability to control economic
Thus, International Human Resource Management (IHRM) must pay due attention to the selection and recruitment of internationally qualified employees, maintain constant high levels of corporate training and development programs, offer adequate international compensation and career incentives, as well as open-minded corporate executive leadership which prospect new, flexible methods of implementing network and going beyond typical corporate boundaries. The key to success is to institutionalise integrative thinking in your organisation and among employees within cooperative yet highly competitive environments.

The next section lays out a general discussion of globalisation versus internationalisation in which an attempt is made to get perspectives right based upon casual observation of current styled facts. Section 3 briefly reviews the relative international competitiveness of Germany and Europe. Section 4 moves on to a brief outlook and some tentative conclusions.

2. Globalisation versus Internationalisation: Getting General Perspectives Right

How global are international markets today? Has the world really become a global village or a big global industrial park in which economic interconnections driven by new achievements in information technology permit borders and time zones to be overcome?

Is there a new economy shaped by global competition and technological advances in information technology in which economic relationships are no longer applicable? Is globalisation simply an oversold cliché? These are interesting questions which abound in various empirical answers. But what do the stylised empirical facts tell us when attempting to find the correct answers to such questions?

The word 'globalisation' has various connotations depending upon who uses it to express their feelings. Given a negative connotation, growing doubts or worries emerge...
Table 1.1
During the period 1987-1996, this represents an average annual rate of 9.3 percent (see Global trade - as measured by total exports - increased by $2.2 trillion in absolute terms.

International trade has been a major accelerator of integration processes world wide.

Business activities which have been promoted by a number of factors responsible for such negative attitudes towards the unprecedented growth in international trade could be reversed. Let us take a brief look at some of the background developments which may help explain some of the changes which have occurred.

The process of integration world markets is not just the inevitable result of technological change, it is also driven by trade liberalisation, which has led to a general feeling expressed much earlier by Mark Twain as he stated, "I'm all for progress, it's change I don't like."

As pointed out by a recent survey on the "New Economy", the sentiments of such processes have political implications of international business represents one of the most significant changes in International Monetary Fund and the World Bank in Prague. Such views of the leaders of international capital markets as the World Bank, IMF, and the European Commission.

Policy makers as politicians across to accommodate their voters. Indeed, the increased globalization may result in new forms of protectionism and disintegration of world markets as they have been shaped to accommodate the needs of the global economy. The global economy has been shaped to accommodate the needs of the globalization process and has resulted in the creation of new forms of protectionism and disintegration of world markets. As the one pointed out by the proponents of the "backlash against globalization", all the same, concomitant with the depth of the globalization process and the different political influences, something new, something and not of control. In short, if one takes a closer look at the process of globalization, one of the major misconceptions is the belief that the process of globalization is

- "globalization" - often rest on various misconceptions.
welfare of all countries.

and global competition in international trade and investment conducive to the national
trade agreements. The underlying philosophy is one of open markets, non-discrimination
administration, surveillance, and dispute-settlement of the above mentioned multilateral
1995. Its membership now encompasses some 139 nations. The WTO is in charge of
have contributed in the long awaited creation of the World Trade Organization (WT0) in
Revised Investment Measures (TRIMs) and Trade-Related Intellectual Property (TRIPS)
(GATT), the General Agreement on Trade in Services (GATS), the agreements on Trade
International trading agreements such as the General Agreement on Tariffs and Trade
trade blocks all have contributed to higher levels of integration and real incomes.
Reduced in trade barriers, the depletion of margins and the development of regional
On a macro-economic level there are many causes of the growth of international business.

<table>
<thead>
<tr>
<th>Year</th>
<th>Value (Billon $)</th>
<th>Cumulative Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996</td>
<td>236.1</td>
<td></td>
</tr>
<tr>
<td>1991</td>
<td>290.7</td>
<td>58.6</td>
</tr>
<tr>
<td>1989</td>
<td>269.5</td>
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<td>1987</td>
<td>239.2</td>
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<td>1983</td>
<td>237.2</td>
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<tr>
<td>1980</td>
<td>239.2</td>
<td>41.2</td>
</tr>
<tr>
<td>1977</td>
<td>337.9</td>
<td>41.2</td>
</tr>
<tr>
<td>1974</td>
<td>347.7</td>
<td>41.2</td>
</tr>
<tr>
<td>1971</td>
<td>372.2</td>
<td>41.2</td>
</tr>
<tr>
<td>1969</td>
<td>372.3</td>
<td>41.2</td>
</tr>
<tr>
<td>1967</td>
<td>424.1</td>
<td>41.2</td>
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<tr>
<td>1965</td>
<td>508.1</td>
<td>41.2</td>
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<td>1963</td>
<td>579.7</td>
<td>41.2</td>
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<td>1961</td>
<td>79.7</td>
<td>41.2</td>
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<tr>
<td>1959</td>
<td>115.3</td>
<td>41.2</td>
</tr>
<tr>
<td>1957</td>
<td>526.0</td>
<td>41.2</td>
</tr>
<tr>
<td>1956</td>
<td>122.9</td>
<td>41.2</td>
</tr>
<tr>
<td>1954</td>
<td>969</td>
<td></td>
</tr>
</tbody>
</table>

Deutsche Post) they are also well represented among the highest employers.

Due to the labor-intensive nature of service industries (e.g. LA Poste, Deutsche Bank and

international in nature, a number of the above listed companies are from Germany.

Table 2 below ranks Europe's largest enterprises according to employment. It is

empowerment creation

strategies of mergers and acquisitions often lead to employment acquisitons rather than
decreases than the growth in investment; however, elements of corporate restructuring due to

employment directly by multinational enterprises has increased more slowly in the past

globalization and employment are due to the artificial barriers between the countries and

regions. These barriers, in turn, have been associated with multinational enterprises (which hire direct and indirect jobs into

environmental controls). At the beginning of the 1990s, the total number of jobs

jobs tends to "win" when advantage of cheap labor, poor working conditions and lax

when put forward is that here competition from low-wage countries will lead to a loss of

residual of many employees in industrialized countries have maintained the argument

as emerging economies continue to grow and upgrade themselves, so has the

be on the rise given the emergence of enterprises from newly industrialized countries,

world exports has increased from 5 percent in 1970 to 29 percent in 1986 and continues to

percent of world exports by from 5 percent in 1986. Furthermore, the third world share of

permits them to earn revenues to purchase imports of manufactured products from the

The old conception of developing countries as exporters of natural raw materials that
To 45 per cent, accounted for 20 per cent of the world total for the period 1991-1997, this share increased.

Table 2: Europe's Largest Corporations According to Employment

<table>
<thead>
<tr>
<th>Rank</th>
<th>Country</th>
<th>Name</th>
<th>Number</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1996</td>
<td></td>
<td></td>
<td>6</td>
<td>Siemens</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>11</td>
<td>Unilever</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>12</td>
<td>Daimler-Benz</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>20</td>
<td>Germany</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>26</td>
<td>Germany</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>379</td>
<td>Germany</td>
</tr>
<tr>
<td>2</td>
<td>UK/Netherlands</td>
<td>306</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Germany</td>
<td>000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>France</td>
<td>050</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Germany</td>
<td>786</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Netherlands</td>
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<td></td>
<td></td>
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<tr>
<td>7</td>
<td>Germany</td>
<td>982</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Germany</td>
<td>118</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Germany</td>
<td>965</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Italy</td>
<td>693</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Japan</td>
<td>144</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Switzerland</td>
<td>221</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Germany</td>
<td>198</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Table 4: Motives for European Mergers and Acquisitions (%)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expansion</td>
<td>1.1</td>
<td>2.2</td>
<td>0.3</td>
<td>0.8</td>
<td>0.7</td>
<td>0.6</td>
</tr>
<tr>
<td>Diversification</td>
<td>7.3</td>
<td>7.1</td>
<td>3.9</td>
<td>5.2</td>
<td>7.4</td>
<td>4.4</td>
</tr>
<tr>
<td>Restructuralization</td>
<td>2.2</td>
<td>1.7</td>
<td>2.1</td>
<td>1.1</td>
<td>1.4</td>
<td>3.4</td>
</tr>
<tr>
<td>Market Share</td>
<td>4.4</td>
<td>2.4</td>
<td>2.9</td>
<td>19.5</td>
<td>19.3</td>
<td>22.1</td>
</tr>
<tr>
<td>Strategic Grouping</td>
<td>17.3</td>
<td>16.4</td>
<td>16.1</td>
<td>1.6</td>
<td>1.1</td>
<td>1.2</td>
</tr>
<tr>
<td>Other</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td>Total</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Although the motivation for European mergers and acquisitions is highly varied, Table 4 gives a generalised impression of the most common reasons. Cited according to Pigott and Cook (1999).
The share of services OECD member countries, whereas the figures 2 and 4 demonstrate the corresponding increase in

FIGURES 1 and 3 below illustrate the downsizing of manufacturing activities in the major service sectors have been exhibiting increased internationalisation of their activities. At the same time, multinational firms in the

The answer to this question is further complicated by the fact that there has been an

phenomenon

management is whether or not this tendency is of a long-term nature or only a transitory

emerging role for international industrial labour relations and human resource

concerns over wage concerns in their negotiations with employers. The question

such changes in production technologies, workers have led to a clarification of job security

Combined with a rapid rise of skill obsolescence and job displacement caused by

importance of measures for "rationalisation and synergy" and for "divestition" reasons,

Table 4 above suggests that the "expansion" and "strengthening market position" motives

Figure 2. Value added in services as a percentage of GDP, 1960-93. Notes: Benchmark years: 1960, 1966, and 1974; and annual data from 1963. Source: OECD (1996).

Figure 1. Employment in services as a percentage of civilian employment, 1960-99. Note: Benchmark years: 1960, 1976, and 1994, and annual data from 1983. Source: OECD

Figure 2. Employment in manufacturing as a percentage of civilian employment, 1960-99. Note: Benchmark years: 1960, 1976, and 1994, and annual data from 1983. Source: OECD
Cost-cutting rather than capacity enhancing investments in education and training. Recent
cost-cutting initiatives can be perceived as an attempt to improve upon simple
become self-defeating in an atmosphere of low investmentreturns based upon simple
reduces the "spirit of the firm" and can produce positive feedback. Such processes may
reach the thoroughfare of the manufacturing sector generally. Social democratic
the lack of job opportunities, joblessness, skill shortages and development. It is important
Training programmes alone are not sufficient as Kasim and Milhouse (1997, p. 87) suggest.
One must consider the situation in which the lack of employment skills presents a problem.

decision will be reinforced.

downgrading of the job, the dissipation of skill, the loss of competitiveness and industrial

Furthermore, reducing skill standards and relaxed in order to reduce training costs,
some firms may be exposed to a substitution of on-the-job training with a narrower scope of
relative decline, which usually goes hand-in-hand with a decline in the
market. However, these may be briefly accessed as follows: Ecosystems emerging from

The importance of the above discussion derives from a human resource

mixed nature, learning open much room for interpretation.”

sector. In general, the evidence corresponds to the above three explanations is of a

innovating which are being increasingly concentrated on the service

changing occupational policies of enterprises, which were formally carried out

rise. Finally, it may be argued that the relative “decline” of manufacturing is due to the

it is sometimes argued that the relative decline of manufacturing compared to the growth

productivity of the service sector remains low, learning open the question why secondly,

Various answers may be suggested for these developments. First, it may simply be the
smaller compared to those in the north. On average, Europe has a greater proportion of 

countries such as Germany, Luxembourg and the Netherlands, who pay a higher 

explain party by GDP per capita and the level of population density, northern European 

although micro-enterprises are also significantly active in these areas, due to differences 

continue to dominate the communication, supporting services to transport and R&D sectors.

production units in the communication and wholesale sectors. Large-scale enterprises 

services sector, whereas micro- and small enterprises further represent the dominant 

employees. The European average of employees per enterprise is six persons (including 

are the dominant group, 93.9 percent of all European enterprises employ less than 10 

employees and roughly 80 percent of total 

employees) 

It is very important to observe the fact that small and medium-sized enterprises account 

large enterprises: more than 250 employees: 

medium-sized enterprises: between 99 and 250 employees: 

small enterprises: between 10 and 99 employees: 

micro-enterprises: less than 10 employees: 

According to the following lines: 

medium-sized enterprises in Europe. The European Commission defines enterprises 

Another significant stimulus arises when one considers the importance of small and 

techniques of production. 22 

the development of a more easily to adapt and cheap, more flexible, new processes and 

success of failure lies in an educated and motivated workforce that "... is able to facilitate 

Growth rate of productivity with the level of education. 24 They often the key in enterprise 

studies on endogenous growth processes associate a high level of importance on the
all three categories mentioned.

Direct investment, as is evident from Table 6, the positioning of Germany is quite good for the basic indicators: commodity trade, global trade in services and global foreign trade. Table 5 below illustrates the relative percentage shares of selected countries with regard to

Germany's and Europe's Relative International Complianceness

Intelligence; and by the cheapness of transportation. However, the speed of communications due to new information technologies such as the Internet; and by the cheapness of transportation. These, however, are still a long way from reality. Our perceptions of globalization processes have been conditioned by the recent unsuccessul World Climate Conference we called the "geography". Indeed, it is once thought of the most recent example of the lack of globalization that the effects of the climate change, or as Stark (2000) puts it "the death of the global economy", is not seen. Despite the failure of the recent climate talks, global trade and investment does exist. It can be forcibly argued that today's world is a global world.

The above-mentioned facts suggest, although a high degree of internationalisation with institutional and financial environments in which they are embedded.

Promote small and medium-sized enterprises' co-operation across borders through the Business Cooperation Network (BC-NET), and finally to enhance and improve the services entrepreneurial companies provide to small and medium-sized enterprises, their early interventions, improve the information flows to small and medium-sized enterprises.

It is clear to me that the way forward is European legislation for the creation of small and medium-sized enterprises have therefore been the driving force in Europe when
| Year | United Kingdom | Italy | France | Germany | European Union | Japan | United States | OECD
<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
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<th></th>
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<tbody>
<tr>
<td>2.1</td>
<td>2.4</td>
<td>2.4</td>
<td>3.6</td>
<td>2.9</td>
<td>3.2</td>
<td>4.6</td>
<td>3.7</td>
<td>2.2</td>
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<tr>
<td>2.5</td>
<td>2.4</td>
<td>1.4</td>
<td>2.3</td>
<td>1.7</td>
<td>2.2</td>
<td>3.8</td>
<td>1.9</td>
<td>2.8</td>
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<tr>
<td>2.1</td>
<td>2.6</td>
<td>1.8</td>
<td>2.9</td>
<td>3.3</td>
<td>3.5</td>
<td>4.5</td>
<td>3.7</td>
<td>2.1</td>
</tr>
<tr>
<td>2.8</td>
<td>6.8</td>
<td>9.6</td>
<td>8.8</td>
<td>9.5</td>
<td>3.5</td>
<td>1.9</td>
<td>3.7</td>
<td>2.3</td>
</tr>
</tbody>
</table>

(Average Annual Percentage Change)

Growth of Real GDP

**Table 6**

**Wirtschafts Kalam (1998), Table 1.7.**

Source: IWF, National statistics, checked and translated according to initial der Deutsch.
...
Globalization of economic activities. Technological change does not necessarily destroy more
employment but often permits the creation of new jobs in expanding sectors founded upon the
rigidities and inflexibility of traditional labour markets. Slow European labour force
and rapid increase in unemployment in the European Union as compared to the United States
has often argued the major reason for the slow growth of employment

which also resulted in comparatively higher real wages.

The above Tables demonstrate that average labour productivity (defined as output per

| Source: OECD, OECD Economic Outlook, (Part: OECD Economic Outlook, (Part: OECD, December 1996, pp. 15 and A18) |
|---|---|---|---|
| 7.2 | 2.2 | 3.3 |
| 2.6 | 0.9 | 1.3 |
| 0.3 | 0.4 | 0.3 |
| 0.6 | -0.6 | 2.3 |
| 1996 | 1997-1999 |

Table 8

Excess according to Salaiotone (1988, p. 193)

| Source: OECD, OECD Economic Outlook, (Part: OECD Economic Outlook, (Part: OECD, December 1996, pp. 15 and A18) |
|---|---|---|---|
| 2.1 | 2.1 | 1.8 | 2.7 |
| 2.3 | 1.5 | 2.6 | 2.8 |
| 0.5 | 0.5 | 0.1 | 0.4 |
| 1.6 | 1.2 | 1.7 | 1.9 |
| 1996 | 1997-1999 |

Table 7
Table 9: Labour Force Participation Rates (per cent)

<table>
<thead>
<tr>
<th>Year</th>
<th>United States</th>
<th>Germany</th>
<th>France</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>55.4</td>
<td>76.9</td>
<td>13.3</td>
</tr>
<tr>
<td>59.5</td>
<td>96.5</td>
<td>5.5</td>
<td>98.5</td>
</tr>
<tr>
<td>80.2</td>
<td>87.7</td>
<td>1.4</td>
<td>87.4</td>
</tr>
<tr>
<td>84.2</td>
<td>70.7</td>
<td>1988</td>
<td>1997</td>
</tr>
<tr>
<td>47.8</td>
<td>69.2</td>
<td>1996</td>
<td>1997</td>
</tr>
<tr>
<td>55.4</td>
<td>76.9</td>
<td>13.3</td>
<td>69.4</td>
</tr>
</tbody>
</table>

The solution to the unemployment problem is not to retard the momentum of technological change, but to focus on increased job training and labour mobility in order to match the need for a higher-skilled workforce. The creation of skilled jobs or the elimination of unskilled jobs while creating skilled jobs. Once again, from a human resource management perspective we are confronted with a mismatch between labour demand and labour supply in various skills.
allocation of limited global resources in the face of large risks and uncertainties.

separate distinct economic units in order to achieve enhanced efficiency through flexible

organizing integration process by which to improve co-operation and co-ordination of

Endeavors to change structures, to change processes and to change boundaries are due to

As exhibited below in Figure 5, their function, Corporate Restructuring has been observed to be occurring along many variables

downshuffles are challenging our traditional concerns of what enterprises really are and how

then any individual can understand in detail. New workplace realities and work force

depend heavily on continuously adapting organizational networks that know how to do more

restrictions on the enterprises' internal agenda. International Human Resource management

"entrepreneurial" employees plus external environmental, educational, and even family

dependence of business activities on an adequate supply of domestic and international networks

Changes are taking place on the boundaries of enterprises rather than at their core. The

Conclusions

An increase in the income levels per person in both the United States and Europe,
early unemployment rates showed full and productivity gains must increase to accommodate

these trends continue, that is it increasing more workers enter the labour force while the actual

basically to lower normal retirement age requirements and institutional pension systems. If

adjustment has been the reduction in the participation rate of older men (60-64). This is due

labour participation rate of men aged 20-64, specifically in France. The most marked

across countries and over time. However, there has seen a decline in all these countries in the

The labour force participation rates of prime-aged men (25-54) have varied only slightly

decreased

participation increased for all those countries significantly, while the participation rate for men

Shires, to some extent in Germany, and it remained particularly constant in France. Women

percent in France. Within the past thirty years, the participation rate rose sharply in the United

Shires was in the labour force in 1998, weighted against 70.8 percent in Germany and 67.4

As the Table 9 above illustrates, 77.4 percent of the working-age population in the United

227
Forgo the vast potential options of human capital lost will lead to another disintegration of world markets and loss of world welfare as we experience unfair political pressures to protect industries and jobs. This in turn wins and losers must be taken at a given. If so, the emerging social and political Free trade is not a zero-sum game in which the widening of inequalities between proclamations. Income security is necessary for stable social structures and open markets free from world’s future human capital stock and at the same time increasing the attainment of mismanagement of such social consequences is rapidly developing much of the world. Where individuals do not receive any form of social support, the General persons globally are substantially reduced as unemployed. Seventy-five percent of research in international human resource management. Approximately 150 million

Taking into account that one third of the world population i.e. one billion people, are


Figure 5: Corporate Restructuring Along Nine Variables


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