

Chapter 15 – Revision Questions

1. What are the operational challenges faces by accountancy and consultancy firms serving customers operating worldwide, known as “global key accounts”?
2. What are the key trade-offs between local adaptation and global standardization?
3. What are the implications of trying to be both locally adaptive and globally integrated?
4. How do organizational structures reflect the types of strategy identified by Bartlett and Ghoshal?
5. What are the challenges of operating in a matrix structure?
6. What is the difference between tacit and explicit knowledge, and why does that matter for knowledge management?
7. How do MNEs transform different types of knowledge to make best use of it for the organization?
8. How do knowledge flows vary across Bartlett & Ghoshals four types of MNE strategy?
9. How do MNEs engage with local and virtual communities of practice?
10. How do MNEs create governance structures that enhance knowledge sharing in the organization?
11. What are ‘subsidiary mandates’ and how do subsidiaries attain them?
12. How do home country institutions shape the organizational structures adopted by MNEs?
13. How do host country institutions shape the organizational structures adopted by MNEs?
14. How do the nature of a firm’s resources and capabilities affect its preferred organiational structure?
15. How does the nationality of the top managers of an MNEs reflect it strategy?
16. What is the role of regional headquarters in MNEs?