



Entrepreneurship in the Global Firm: Enterprise and Renewal (SAGE Strategy series)

Julian Birkinshaw

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`A major contribution of this exciting book is the perspective of the subsidiary manager operating network.... In its extreme version this means that all managers are subsidiary managers... challenging those who still view multinationals as hierarchies. With exceptional clarity of thought and writing, Julian Birkinshaw stakes out the ground as a major new thinker in the fields of international business and strategic management ' - *Alan Rugman, Templeton College, University of Oxford*

Much current literature on globalization and competition focuses on the external environment in which firms operate. Julian Birkinshaw's book looks within international firms at the dynamics that affect their growth and position. Are local managers seizing power from the centre? Is `glocalization' the inevitable result of globalization?

Based on fresh case evidence gathered in Europe and North America, the findings in this book about multinational firms and managers make a significant contribution to some of the key debates on the transfer of knowledge in firms; the resource-based view; and the network forms of organization. The initiatives of local managers reflect local knowledge, skills and resources and at the same time impact of the distribution of power in the wider organization. By taking as his perspective that of the subsidiary manager operating in a network, Julian Birkinshaw extends the implications of his findings to all managers in organizations and challenges those who still view organizations as hierarchies.

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