Brief Contents

1.	Introduction	1
1.1	Context	1
1.2	Goals of the Study	2
1.3	Outline of the Study	3
2.	Central Concepts	5
2.1	Multinational Network Corporations	5
2.2	Subsidiary Roles in Multinational Network Corporations	13
2.3	Perception Gaps Concerning Subsidiary Roles	27
2.4	Headquarters-Subsidiary Conflict	39
2.5	Summary and Conclusions	52
3.	Conceptual Framework	54
3.1	Open System Approach According to Katz and Kahn	54
3.2	Multinational Network Corporations as Open Systems	77
3.3	Research Framework	93
4.	Empirical Study	111
4.1	Research Design	111
4.2	Data Collection	118
4.3	Data Analysis	135
4.4	Scientific Quality Criteria	142
5.	Empirical Findings	147
5.1	Introduction	147
5.2	The Cases	155
5.3	Perception Gaps Concerning the Subsidiary's Role	203
5.4	Implications of Perception Gaps for the Headquarters-Subsidiary Relationship	219
6.	Discussion	240
6.1	Limitations of the Present Study	240
6.2	Implications for the International Business Literature	
6.3	Avenues for Future Research	250
6.4	Managerial Implications	253
6.5	Summary	256

Appendix	257
••	
References	

Contents

T	. In	troau	CUON	
	1.1	Contex	t	1
	1.2		of the Study	
	1.3		of the Study	
2	. Ce	ntral	Concepts	5
	2.1	Multina	ational Network Corporations	5
	2.1.1	Gen	eral Characteristics of Multinational Corporations	5
	2.1.2	Tow	vards a Network Model of Multinational Corporations	6
	2.1.3	Cha	racteristics of Multinational Network Corporations	10
	2.2	Subsid	iary Roles in Multinational Network Corporations	13
	2.2.1	The	Subsidiary Role Concept in the International Business Literature	13
	2.2.2	Sub	sidiary Role Typologies	16
	2.2.3	Арр	roach to Subsidiary Roles in the Present Study	20
	2.2	.3.1	Selection of Subsidiary Role Typologies	20
	2.2	.3.2	Differentiation of Subsidiary Roles According to Bartlett and Ghoshal	22
	2.2	.3.3	Differentiation of Subsidiary Roles According to Gupta and Govindarajan	25
	2.3	Percep	tion Gaps Concerning Subsidiary Roles	27
	2.3.1	Attr	butes of Perception Gaps	27
	2.3	.1.1	The Subjective Nature of Perception	27
	2.3	.1.2	Perception Gaps vs. Perception Errors	28
	2.3.2	Perc	ception Gaps in the International Business Literature	30
	2.3	.2.1	Approaches to Perception Gaps	30
	2.3	.2.2	Contributions on Perception Gaps Concerning Subsidiary Roles	32
	2.3	.2.3	Overview of the Research Field	37
	2.3.3	Арр	roach to Perception Gaps in the Present Study	38
	2.4	Headq	uarters-Subsidiary Conflict	39
	2.4.1	Gen	eral Conflict Literature	39
	2.4.2	Hea	dquarters-Subsidiary Conflict in the International Business Literature	43
	2.4.3	Арр	roach to Headquarters-Subsidiary Conflict in the Present Study	46
	2.4	.3.1	Overview	46
	2.4	.3.2	Conflict Issues	47
	2.5	Summa	ary and Conclusions	52
_	_	_		
3	. Co	ncept	tual Framework	54
	3.1	Open 9	System Approach According to Katz and Kahn	54

3.1.1	Selecting a Conceptual Approach for the Present Study	54
3.1.1	1 Categories of Organizational Theories	54
3.1.1	.2 System Theoretical Approaches to Organizations	58
3.1.2	Overview of the Open System Approach	60
3.1.2	Point of Departure	60
3.1.2	2.2 Characteristics of Open Systems	61
3.1.2	2.3 Social Organizations as Open Systems	64
3.1.3	Role Theoretical Framework	67
3.1.3	3.1 Overview of Role Theory	67
3.1.3	Role Theoretical Framework Within the Open System Approach	70
3.1.4	Conflict Model	74
3.2 N	Multinational Network Corporations as Open Systems	77
3.2.1	Applicability of the Open System Approach	77
3.2.1	1.1 Parallels Between Network Perspectives and the Open System Approach	77
3.2.1	1.2 Specific Demands of Multinational Network Corporations	79
3.2.1	1.3 Dealing with the Duality of Individuals and Organizational Units	83
3.2.2	Subsidiary Roles from a Role Theoretical Perspective	85
3.2.3	Headquarters-Subsidiary Conflict from an Open System Perspective	89
3.3 F	Research Framework	93
3.3.1	Overview	93
3.3.2	Likelihood of Perception Gaps	94
3.3.2	Perception Gaps Concerning the Subsidiary's Overall Role	94
3.3.2	Perception Gaps Concerning the Importance of the Subsidiary's Market	96
3.3.2	2.3 Perception Gaps Concerning the Subsidiary's Capabilities	97
3.3.2	Perception Gaps Concerning Knowledge Flows	97
3.3.2	2.5 Summary	99
3.3.3	Consequences of Perception Gaps	99
3.3.3	Conflict as General Consequence Proposed by the Conceptual Framework	99
3.3.3	Perception Gaps Concerning the Importance of the Subsidiary's Market	101
3.3.3	Perception Gaps Concerning the Subsidiary's Capabilities	104
3.3.3	Perception Gaps Concerning Knowledge Inflow	106
3.3.3	3.5 Perception Gaps Concerning Knowledge Outflow	108
3.3.4	Summary	110
. –		
l. Em	pirical Study	111
4.1 F	Research Design	111
4.1.1	Rationale for a Case Study Approach	111
4.1.2	Overview of the Case Study Design	113
4.1.2	2.1 Unit of Analysis	113

4.1.2.2	Case Selection	114
4.1.2.3	Types of Data	116
4.1.3 Ope	erationalization of the Conceptual Framework	117
4.2 Data C	Collection	118
4.2.1 Qu∈	estionnaire	118
4.2.1.1	Goals	118
4.2.1.2	Procedure	119
4.2.1.3	Operationalization of the Subsidiary Role Dimensions	120
4.2.1.4	Operationalization of Headquarters-Subsidiary Conflict	124
4.2.2 Inte	rviews	129
4.2.2.1	Goals	129
4.2.2.2	Procedure	130
4.2.2.3	Interview Guideline	131
4.2.3 Res	pondents	133
4.3 Data A	nalysis	135
4.3.1 Que	estionnaire	135
4.3.1.1	Overview	135
4.3.1.2	Subsidiary Role Dimensions	135
4.3.1.3	Headquarters-Subsidiary Conflict	136
4.3.2 Inte	erviews	137
4.3.2.1	Overview	137
4.3.2.2	The Code List	139
4.3.2.3	From Individual Codes to Patterns	141
4.4 Scienti	fic Quality Criteria	142
4.4.1 Ove	rview	142
4.4.2 Obj	ectivity	142
4.4.3 Reli	ability	143
4.4.4 Vali	dity	144
5. Empirica	al Findings	147
5.1 Introde	uction	147
5.1.1 The	Two Companies	147
5.1.1.1	Company A, the Strategic Business Unit Autocomp and Autocomp's Subsidia	aries 147
5.1.1.2	Company B, the Division Construc and Construc's Subsidiaries	149
5.1.2 Con	nments on the Subsidiary Role Dimensions	150
5.1.3 Ider	ntifying Perception Gaps	152
5.1.3.1	Perception Gaps vs. Artefacts	152
5.1.3.2	Individual Differences	153
5.1.3.3	Role Behaviour vs. Role Expectations	153

5.1.4 Cha	pter Overview	154
5.2 The Ca	ses	155
5.2.1 Ove	rview	155
5.2.2 Hun	gary	156
5.2.2.1	Perceptions of the Role Dimensions	156
5.2.2.2	Implications for the Headquarters-Subsidiary Relationship	161
5.2.2.3	Interpretation According to the Conceptual Framework	162
5.2.3 Pola	nd	165
5.2.3.1	Perceptions of the Role Dimensions	165
5.2.3.2	Implications for the Headquarters-Subsidiary Relationship	168
5.2.3.3	Interpretation According to the Conceptual Framework	168
5.2.4 Turl	кеу	169
5.2.4.1	Perceptions of the Role Dimensions	169
5.2.4.2	Implications for the Headquarters-Subsidiary Relationship	175
5.2.4.3	Interpretation According to the Conceptual Framework	177
5.2.5 Mex	ico	182
5.2.5.1	Perceptions of the Role Dimensions	182
5.2.5.2	Implications for the Headquarters-Subsidiary Relationship	188
5.2.5.3	Interpretation According to the Conceptual Framework	188
5.2.6 Chir	na	189
5.2.6.1	Perceptions of the Role Dimensions	189
5.2.6.2	Implications for the Headquarters-Subsidiary Relationship	194
5.2.6.3	Interpretation According to the Conceptual Framework	195
5.2.7 USA		
5.2.7.1	Perceptions of the Role Dimensions	197
5.2.7.2	Implications for the Headquarters-Subsidiary Relationship	201
5.2.7.3	Interpretation According to the Conceptual Framework	
5.3 Percep	tion Gaps Concerning the Subsidiary's Role	
	sidiary Role Dimensions in the Present Study	
5.3.1.1	Overview	
5.3.1.2	Conceptual and Empirical Review of the Individual Dimensions	204
5.3.1.3	Critical Reflection on the Proposed Subsidiary Role Concept	
	eption Gaps in the Present Study	
5.3.2.1	Overview	
5.3.2.2	Conceptual Structure of the Identified Perception Gaps	
5.3.2.3	Critical Review of Perception Gaps	
	ations of Perception Gaps for the Headquarters-Subsidiary Relationship	
	Empirical Findings in the Context of the International Business Literature	
5.4.1.1	Overview	

5.	4.1.2	Importance of the Subsidiary's Market	219
5.	4.1.3	Product Scope	220
5.	4.1.4	Subsidiary's Capabilities	221
5.	4.1.5	Knowledge Inflow to the Subsidiary	221
5.	4.1.6	Knowledge Outflow from the Subsidiary	222
5.	4.1.7	Subsidiary's Autonomy and Involvement in Value Chain Activities	223
5.	4.1.8	Conclusion	224
5.4.	2 Fit o	of the Conceptual Framework in the Light of the Empirical Findings	224
5.	4.2.1	Overview	224
5.	4.2.2	Conflict as Implication of Perception Gaps	225
5.	4.2.3	Role Related Conflict and Further Implications	227
5.	4.2.4	Critical Review of the Conceptual Framework	234
5.	4.2.5	Extension of the Conceptual Framework	235
5.	4.2.6	Conclusion	238
6. D	ISCUSS	ion	240
6.1	Limitat	tions of the Present Study	240
6.1.	1 Sco	pe of the Study	240
6.1.	2 Con	ceptual Issues	241
6.1.	3 Met	hodological Issues	243
6.2	Implica	ations for the International Business Literature	245
6.2.	1 Kno	wledge about Subsidiary Roles	245
6.2.	2 Con	ceptual Contribution	246
6.2.	3 Met	hodological Implications	248
6.3	Avenu	es for Future Research	250
6.3.	1 Res	earch on Perception Gaps Concerning the Subsidiary's Role	250
6.3.	2 The	oretical Consolidation	252
6.3.	3 Met	hodological Approaches	252
6.4	Manag	gerial Implications	253
6.5	Summ	ary	256
Appen	dix	•••••••••••••••••••••••••••••••••••••••	257
Арр	endix A	Questionnaire Results on Disagreement and Interference	257
	endix B	Final Code List	
• •			
Refere	nces		267