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**Angelo A. Camillo (Edt.), *Global Enterprise Management, Volume I: New Perspectives on Challenges and Future Developments*. Palgrave Macmillan, 2015, 256 pp. \$115 Hardcover.**

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**Abstract.** As an on-going process of integrating companies, people, and governments on an international level, globalization is driven by economic motives. International trade and investment provides opportunities for enterprises to alleviate costs, increase productivity, and compete on a global scale. Managers that lead global enterprises are faced with complex and dynamic situations for which they require practical tools and real-world solutions. Although other books have addressed globalization with respect to an individual practitioner, a relevant theory, or a particular market, Volume I brings together an international interdisciplinary team of scholars in an effort to provide a truly global perspective. Against a fragmented tapestry that makes up the current literature on global enterprise management (see international marketing/project management/human resource management for examples), the 256-page volume edited by Angelo A. Camillo, represents an ambitious attempt to bring together international talent for a collaborative effort that spans nine countries and four continents. Organized in two volumes - of which the first is herein reviewed, *Global Enterprise Management* showcases a collection of essays with a world-wide perspective that provides unique interpretations, theoretical considerations, and credible solutions to global enterprise managers.

**Keywords.** Globalization, MNE, MNC, Comparative management.

**JEL.** F60, N00, O30.

## 1. Introduction

**H**eated debates have been taking place over the past 20 years as to the advantages and disadvantages of globalization (see [Ritzer & Dean, 2015](#); and [Lechner & Boli, 2014](#)). Touted as a method to improve economies world-wide, the integration of markets on a global scale has not benefited all countries equally. Blamed for deindustrialization in North America, it remains a complicated issue that brings benefits to developed, and hardships to underdeveloped/developing, countries (see [Roberts, Hite, & Chorev, 2015](#)). Its proponents, nonetheless, stress that it brings with it the potential to create a better life for humanity through the elimination of problems such as poverty and unemployment (see [Axford, 2013](#)). The success of such ambitious promises has yet to be fully measured. However, globalization has shown it makes business sense as companies reach across oceans in search of lower costs, lean productivity, and

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greater competitive advantage. Unfortunately, with these benefits also come challenges that global enterprises must navigate as they operate in highly complex, multicultural, and dynamic environments. It is amidst the aforementioned that scholars such as Angelo A. Camillo are attempting to make empirical contributions in an effort to eliminate ambiguity, expose problems, and provide feasible solutions to managers who lead enterprises on a global scale.

Against a fragmented tapestry that makes up the current literature on global enterprise management (see international marketing/project management/human resource management for examples), the 256-page volume edited by Camillo reviewed here, represents an ambitious attempt to bring together international talent for a collaborative effort that spans nine countries and four continents. Organized in two volumes - of which the first is herein reviewed, *Global Enterprise Management* showcases a collection of essays with a world-wide perspective that provides unique interpretations, theoretical considerations, and credible solutions to global enterprise managers.

A 35-year business industry veteran, Camillo boasts an impressive international career. He has managed numerous companies, started several of his own, and now enjoys disseminating all he has learned hands-on in his current role as Associate Professor of Strategic Management at Woodbury University and Adjunct Professor at Sonoma State University, U.S.A. A supporter of international academic collaboration, the framework he has set forth unites methodologies in an easy-to-use assortment of tools effortlessly pliable by any global enterprise manager.

## 2. Review

Volume I is visually appealing, systematically laid-out, and neatly organized in to seven sections: List of Figures and Tables, Preface, Introduction, the 12 essays, About the Editor, List of Contributors, and Index. The Figures and Tables are clearly marked and easily identifiable. The Preface succinctly outlines the benefits and risks businesses face in the global marketplace. The Introduction serves to explain why companies chose to *go global* and how managers must ready themselves to negotiate uncertainty in foreign markets, and also provides an overarching concept of which the proceeding 12 essays are relevant examples thereof. The About the Editor section provides a short biography on Camillo and his qualifications relevant to the book under review. The List of Contributors briefly recognizes each author of the 12 essays and describes their current academic qualifications. The Index breaks down the book content in to relevant sub-topics for easier perusing of particular information. Overall, the seven sections are well-arranged and serve to address the intended readership purposefully.

The central ideas of the book focus on a multitude of relevant topics. These include strategy, decision-making, international marketing, international human resource management and employee well-being, diversity and ethics, global expansion and growth, glocalization, international taxation, cross-cultural dynamics, and international acquisitions. Each of the aforementioned contribute pliant insights to multifarious issues that must be considered when leading global enterprises, some of which will be explained in more detail below.

In chapter one, Camillo, Di Virgilio, and Di Pietro (2015) argue that “gaining and utilizing consistent knowledge developed by consumers” is not an easy task for a global firm, and that “it is a highly involved and multidimensional process” (p. 14). A detailed “conceptual model” is presented “to evaluate knowledge of a group of consumers” so as to “better target future knowledge management interventions towards” particular groups who will benefit the most (p. 14). Understanding such consumer group behaviour on a global scale assists in attaining competitive

advantage. The difference between a domestic model and a global model of consumer behaviour analysis is simply a matter of changing “the level of analysis” (p. 15). In the same vein, in chapter six Wong (2015) addresses international marketing concerns from a channel distribution perspective, questioning whether a standardized or “uniform marketing mix”, or an adaptation or “tailored marketing strategies” (p. 97) approach should be implemented in overseas markets. Via an empirical analysis of self-reported data, “Australian firms engaged in international business” (p. 102) were surveyed as to whether standardization versus adaptation of strategies was in fact being used within their organizations. Interestingly, the investigation revealed “that firms adapt their marketing channel strategy in the global market” (p. 110). Both these chapters contribute affectively to current concerns facing international marketing managers.

In keeping with an emerging field of study, Kornelakis & Voskeritsian (2015) provide a literature review of theoretical views on recruitment, training, and international labor law from a comparative perspective. The authors propose “HR managers need to be aware of the contextual factors that shape practices inside the MNE” (p. 32) and should “move away from an obsession of identifying ‘best practices’ HR policies. Instead” must understand that many different ways exist for “how to ‘best fit’ the HR policies” (p. 33) on a global level. Suggestions are more clearly discussed in chapter two.

Osiyevskyy & Zargarzadeh (2015) reintroduce literature on business model design and innovation, defining the business model “as a regular behavioral pattern within an organization”, and further, as “a sequence of activities performed by the firm that” create economic value for itself and its stakeholders (p. 115). In chapter seven, the authors discuss structure and function, and suggest that business models in MNEs create “firm specific advantage (FSA)” and do so by creating and appropriating “value globally through their business models” (p. 121). To further support their claims that business model design and innovation is of high importance to MNEs, the authors provide five illustrative case studies of unsuccessful international transfers of business models. The importance of business models is revisited in chapter 11, albeit more narrowly focused within the realm of methodological standards of international project management. Within the scope of project management, Blaszczyk & Blaszczyk (2015) posit a new as opposed to an existing approach for project procurement management on an international level.

In an effort to highlight the importance of business models in direct relation to global corporations, chapter five – contributed by Claudia Ogrean and Mihaela Herciu – offers a new model for the global corporation. Based on an analysis of available publications in the field of multinationals, the authors propose a triad: networks, co evolution, and sustainable competitiveness. They postulate that this triad business model, as viewed through the lens of ‘complex systems’ in terms of globalization, connects global corporations with the global business environment. It does this through: a) coevolution between the global corporation and its environment; b) recognition of business network theory and the notion that the global corporation is a network of networks; and c) an understanding of institutionalization and the concept of sustainable competitiveness (Ogrean & Herciu, 2015, p. 91).

Cross-cultural negotiations are presented in chapter 10. Although not a recently developed notion, negotiations across international boundaries still attracts the attention of many scholars. The curiousness of differences in behavioural norms and patterns across multicultural landscapes identifies further complications in an already complex communication arena. Cheng, Wu, and Su (2015) fair quite well, via a review of existing literature, in explaining how and why “negotiators adapt their behavior when negotiating across borders”, and take in to consideration

## Journal of Economic and Social Thought

rationality and relation in “offering a new perspective of dynamic relationality” (p. 184) in cross-cultural negotiations. An otherwise well-researched topic is being viewed through a somewhat newer lens.

Although this book should be valued for its strengths (a fair mix of topics which appeal to a wide audience), and uniqueness (international collaboration and thus providing a truly international perspective), it does suffer from certain weaknesses. For example, 10 chapters seem to provide a generalist overview of globalization that can be applied across industries, whereas chapter 8 and chapter 11 seem out-of-place as the content is narrowly focused on the hospitality sector and event management respectively. Nonetheless, the readability, style, and potential of the book certainly speaks to its appropriateness for its intended readership, and for this it clearly achieves its aims and objectives. Volume I is well-positioned among its competitors as it offers a truly global perspective, and reaches beyond similar books that tend to focus solely on the practitioner, educator and academic, and/or learner. Partnered with Volume II, this book provides a current and relevant outlook on globalization issues of which all managers operating within the international landscape need to be aware.

### 3. Conclusion

*Global Enterprise Management, Volume I: New Perspectives on Challenges and Future Developments* should be praised for its attempt to provide a highly relevant framework for analyzing and addressing issues related to global enterprise managers. Notable is the culmination of the contributions made by the individual authors, which allows the reader to gain an all-encompassing view of complexities facing international business leaders. Unfortunately, even though some associations between the essays and the practical framework are provided in the introduction, a summary by the editor— which would bring in his own understandings of current issues as an experienced international manager and therefore place the individual contributions in the context of the global enterprise management framework —does not exist. By providing such a comprehensive conclusion, the editor could have increased the value of Volume I. However, armed with the insights gained from the book at hand, one can wholeheartedly agree that the 12 essays gathered afford the reader a world-wide perspective that provides unique interpretations, theoretical considerations, and real-world solutions to global enterprise management. This volume, accompanied by its counterpart, is a highly recommended companion to existing books that address globalization from a practitioner, learner, or educator point-of-view.

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