The Multinational Enterprise in Developing Countries
Local versus global logic

Edited by Rick Molz, Cătălin Rațiu and Ali Taleb
## Contents

*List of illustrations*  
xiv  
*Notes on contributors*  
xv  
*Preface*  
xix  

**Introduction**  
*Rick Molz, Catalin Ratiu and Ali Taleb*  
1  

**PART I**  
Local–global view of multinationals in developing countries  
5  

1 *Organizational and institutional rationalities and Western firms in emerging countries: proposal for a local/global analytical model*  
*Sid Ahmed Soussi*  
7  

2 *Strategy implementation in emerging countries: three theoretical approaches*  
*Claude Marcotte, Sid Ahmed Soussi, Rick Molz, Mehdi FarashaHI and Taleb HafSI*  
19  

**PART II**  
Theoretical considerations  
31  

3 *West meets Southeast: a cultural fit of goal setting theory to the Filipino workforce*  
*Pamela Lirio*  
33
Contents

4 Emergent global institutional logic in the multinational corporation 51
GWYNETH EDWARDS

5 Political strategies of multinational enterprises in emerging economies: a theoretical model 69
SHOAIB UL-HAQ AND MEHDI FARASHAH1

6 Business groups and corporate governance in emerging markets 88
NATALYA TOTSKAYA

PART III
Empirical perspectives 107

7 Entrepreneurship, firm size and knowledge transfer to developing and emerging countries 109
CLAUDE MARCOTTE

8 A comparison of foreign acquisitions in the Brazilian electricity industry: what determines success? 121
MARCOS BOSQUETTI, RICK MOLZ AND TAIEB HAFSI

9 The behavior of multinational enterprises in developing countries: having a sense of the “good” through “smart partnerships” in Malaysia 134
RABIA NAGUIB

10 Environment, strategy and leadership patterns as determinants of firm performance: the case of a developing country 154
TAIEB HAFSI AND BERNARD GAUTHIER

PART IV
Emerging global roles of local firms 177

11 Multinationals and corporate environmental strategies: fostering subsidiary initiative 179
CATĂLIN RAȚIU AND RICK MOLZ
Contents xiii

12 Emerging multinationals from developing countries: would their exposure to eclectic institutional conditions grant them unique comparative advantages? 194
ALI TALEB

13 Conclusion: the challenges of developing competitive advantage from local and differential logics 208
RICK MOLZ, CĂTĂLIN RAȚIU AND ALI TALEB

Index 214