Globale Gesellschaft und internationale Beziehungen

Herausgegeben von

Th. Jäger, Köln, Deutschland

Maxim Baer

International Corporations as Actors in Global Governance

Evidence from 92 Top-Managers
in Germany and France

Springer VS

Maxim Baer
Cologne, Germany

Dissertation Universität zu Köln, 2011

ISBN 978-3-658-00405-7

ISBN 978-3-658-00406-4 (eBook)

DOI 10.1007/978-3-658-00406-4

The Deutsche Nationalbibliothek lists this publication in the Deutsche Nationalbibliografie; detailed bibliographic data are available in the Internet at <http://dnb.d-nb.de>.

Library of Congress Control Number: 2012953467

Springer VS

© Springer Fachmedien Wiesbaden 2013

This work is subject to copyright. All rights are reserved by the Publisher, whether the whole or part of the material is concerned, specifically the rights of translation, reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed. Exempted from this legal reservation are brief excerpts in connection with reviews or scholarly analysis or material supplied specifically for the purpose of being entered and executed on a computer system, for exclusive use by the purchaser of the work. Duplication of this publication or parts thereof is permitted only under the provisions of the Copyright Law of the Publisher's location, in its current version, and permission for use must always be obtained from Springer. Permissions for use may be obtained through RightsLink at the Copyright Clearance Center. Violations are liable to prosecution under the respective Copyright Law. The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use. While the advice and information in this book are believed to be true and accurate at the date of publication, neither the authors nor the editors nor the publisher can accept any legal responsibility for any errors or omissions that may be made. The publisher makes no warranty, express or implied, with respect to the material contained herein.

Printed on acid-free paper

Springer VS is a brand of Springer DE. Springer DE is part of Springer Science+Business Media
www.springer-vs.de

List of Content

I.	List of Figures	8
II.	List of Tables	10
III.	List of Abbreviations	11
1	Introduction	13
1.1	Problem Statement and Research Questions	13
1.2	Research Design	15
2	Global Governance	19
2.1	Globalization	19
2.2	Business Power in the International Sphere	22
2.3	What is Global Governance?	36
2.4	Global Governance Concepts	39
2.4.1	James Rosenau	41
2.4.2	Commission on Global Governance	45
2.4.3	INEF	48
2.4.4	David Held	51
2.4.5	Group of Lisbon	55
2.4.6	Enquete-Commission of the German Bundestag	58
2.4.7	Summary Global Governance Concepts	64
3	Theoretical Assumptions	69
3.1	Introduction	69
3.2	From Neo-Institutional Theory to Institutional Logic	69
3.3	Institutional Logic	71
3.3.1	Definition	71
3.3.2	Main Assumptions	73
3.3.3	Institutional Logics Change Individuals and Organizations ...	75
3.3.4	Individuals and Organizations Change Institutional Logics ...	78
3.4	From Theory to Hypotheses	81
3.4.1	Why Germany and France?	81
3.4.2	Institutional Logics for Germany and France	81
3.4.2.1	Hofstede's Cultural Characteristics	83
3.4.2.2	The GLOBE Study	84
3.4.2.3	Summary of Cultural Dimensions	87
3.4.2.4	French National Characteristics	87

3.4.2.5	German National Characteristics	91
3.4.2.6	Instit. Differentiation between Germany and France.....	95
3.4.2.7	Compatibility with Global Governance.....	96
3.4.2.8	Two Ideal Types of Logic.....	97
3.5	Working Hypotheses.....	99
4	Empirical Analysis.....	101
4.1	Methodology	101
4.2	Data Collection: Expert-Interviews.....	102
4.3	Sample.....	104
4.3.1	Companies	104
4.3.2	Interview Partners	105
4.4	Operationalization of Theoretical Constructs.....	107
4.5	Analytical Procedure.....	111
5	Results.....	115
5.1	Institutional Logic of Leadership	115
5.1.1	National Culture.....	115
5.1.2	Revised Institutional Logics of Leadership.....	120
5.1.3	Conclusion	146
5.2	Global Governance Orientation	150
5.2.1	Cooperation.....	151
5.2.2	Values	154
5.2.3	Hierarchy	159
5.2.4	Regulation.....	162
5.2.5	Conclusion	166
5.3	Strategic Leadership and Global Governance	167
5.3.1	Determination of the Firms Vision	168
5.3.2	Core Competencies	170
5.3.3	Development of Human Capital.....	174
5.3.4	Effective Organizational Culture	176
5.3.5	Ethical Practices.....	178
5.3.6	Conclusion	185
5.4	Additional Insights.....	186
5.4.1	Comparison of Multiple Interviews within a Company.....	186
5.4.2	Comparison of Interviews in the Same Company.....	187
5.4.3	Comparison of Different Legal Forms.....	189
5.4.4	Conclusion	192
6	Discussion	193
6.1	Implications for Governance Research	193
6.1.1	Global Governance Revisited	194
6.1.1.1	James Rosenau.....	194
6.1.1.2	Commission on Global Governance.....	195

6.1.1.3	INEF	195
6.1.1.4	David Held.....	196
6.1.1.5	Group of Lisbon.....	196
6.1.1.6	Enquete-Commission of the German Bundestag.....	197
6.1.1.7	Conclusion.....	197
6.2	Implications for Neo-Institutional Theory	198
6.3	Implications for International Companies.....	199
6.4	Assessment of the Research Design.....	200
IV.	Bibliography	201
V.	Appendix	213
I.	Original Institutional Logics (Thornton 2004).....	213
II.	List of Interview Partners France	215
III.	List of Interview Partners Germany	216

I. List of Figures

Figure 1: Research Design	17
Figure 2: FDI Stocks 1990-2007	24
Figure 3: Total Global Compact Signatories 2000-2008.....	30
Figure 4: Filed Sustainability Reports 1999-2010 (worldwide, by company) .	31
Figure 5: FairTrade Labelling Estimated Retail Sales.....	33
Figure 6: Global Governance Architecture	49
Figure 7: Example – Global Governance	113
Figure 8: Association with French resp. German Culture	116
Figure 9: Influence of National Culture	117
Figure 10: Leadership Theories.....	121
Figure 11: Effect of Symbolic Analogy – Challenge	122
Figure 12: Effect of Symbolic Analogy – Institutionalization	123
Figure 13: Basis of Attention	124
Figure 14: Grandes Ecoles in France	126
Figure 15: Sources of Legitimacy – Degree	127
Figure 16: Degrees in Germany	128
Figure 17: Sources of Legitimacy – Leadership Positions	129
Figure 18: Sources of Authority.....	131
Figure 19: Elitism.....	132
Figure 20: Learning Mechanism	134
Figure 21: Organization Form.....	135
Figure 22: Communication – Feedback	136
Figure 23: Mode of Communication – Formality	138
Figure 24: Mode of Communication – Etiquette.....	139
Figure 25: Mode of Communication – Sophistication	140
Figure 26: Values – Humane Orientation.....	141
Figure 27: Values – Autonomy	142
Figure 28: Values – Performance Orientation.....	144
Figure 29: Values – Teamwork.....	145
Figure 30: National or Corporate Culture?.....	149
Figure 31: Relevance of Global Governance	150
Figure 32: Global Governance – Cooperation.....	151
Figure 33: Global Governance – Common Values	155
Figure 34: Global Governance – Values	158
Figure 35: Global Governance – Hierarchy	159

Figure 36: Global Governance – Regulation..... 162

Figure 37: Strategic Leadership – Vision..... 168

Figure 38: Strategic Leadership – Competencies..... 171

Figure 39: Values Associated with Human Capital..... 175

Figure 40: Strategic Leadership – Corporate Culture..... 177

Figure 41: Strategic Leadership – Cooperation in France..... 178

Figure 42: Strategic Leadership – Cooperation in Germany..... 179

Figure 43: Strategic Leadership – CSR..... 181

Figure 44: Strategic Leadership – Motivation for CSR..... 182

Figure 45: Corporate Culture 188

II. List of Tables

Table 1: Countries and Companies: Ranking by GNP and Revenues 2009	23
Table 2: The Dimensions of Business Power and its Political Activities.....	25
Table 3: Taxonomy of Power	26
Table 4: CSR-Tools.....	29
Table 5: PPP in Europe	32
Table 6: Active and Passive Business Power in International Relations.....	35
Table 7: Cosmopolitan Social Democracy Framework.....	53
Table 8: Four Global Contracts.....	56
Table 9: Recommendations of the Commission.....	60
Table 10: Global Governance Theories Part I.....	65
Table 11: Global Governance Theories Part II.....	67
Table 12: Hofstede's Five Dimensions for Germany and France	84
Table 13: Cultural Dimensions in Germany and France	85
Table 14: Preliminary Ideal Types of Institutional Logic of Leadership	98
Table 15: Sample Structure – Companies	105
Table 16: Management Levels of Interviewees.....	107
Table 17: Hypotheses.....	108
Table 18: Operationalization of Logic of Leadership	109
Table 19: Operationalization of Global Governance.....	110
Table 20: Operationalization of Strategic Leadership.....	111
Table 21: Example for Analytical Framework.....	112
Table 22: Cultural Characteristics.....	118
Table 23: Cultural Characteristics.....	118
Table 24: Leadership Theories.....	121
Table 25: Basis of Attention – „Other“	124
Table 26: Sources of Authority	131
Table 27: Revised Institutional Logics of Leadership.....	146
Table 28: Global Governance – Values	158
Table 29: Number of Direct Reports.....	174
Table 30: Values Associated with Human Capital – Details.....	175
Table 31: Sample Structure – Partnerships and Consulting	189

III. List of Abbreviations

AIDS	Acquired immunodeficiency syndrome
CAC40	Cotation Assistée en Continu
CEDAW	Comm. on the Elimination of Discrimination against Women
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CGG	Commission on Global Governance
CLT	Culturally Endorsed Implicit Leadership Theory
CsGG	Centre for the Study of Global Governance
CSR	Corporate Social Responsibility
CSW	Commission on the Status of Women
DAX	Deutscher Aktienindex
DGB	Deutscher Gewerkschaftsbund
ENA	École Nationale d'Administration
ENPC	École Nationale des Ponts et Chaussées
ENS	École Normale Supérieure
ESSEC	École Supérieure des Sciences Économiques et Commerciales
EU	European Union
FDI	Foreign Direct Investment
FSC	Forest Stewardship Council
GLOBE	Global Leadership and Organizational Behaviour Effectiveness Research Program
GNP	Gross National Product
GRI	Global Reporting Initiative
HEC	École des Hautes Études Commerciales
HIPC	Heavily Indebted Poor Countries
HQ	Headquarters
HR	Human Resources
IASC	International Accounting Standards Committee
ICR	International Corporate Responsibility
IDV	Individualism Index Value
IEP	Institut d'Études Politiques de Paris
IGO	Intergovernmental Organisation
ILO	International Labour Organization
IMF	International Monetary Fund
INEF	Institut für Entwicklung und Frieden

INGO	International Nongovernmental Organization
IFRS	International Financial Reporting Standards
LTO	Long Term Orientation
MAS	Masculinity Index Value
MDG	Millennium Development Goals
Mercosur	Mercado Común del Sur
MINES	École Nationale Supérieure des Mines de Paris
MNC	Multinational Company
MUNS	Multilateralism and the United Nations System
NAFTA	North American Free Trade Agreement
NATO	North Atlantic Treaty Organization
NGO	Non-governmental Organization
OECD	Organisation for Economic Co-operation and Development
PDI	Power Distance Index
PPP	Public Private Partnership
PR	Public Relations
REACH	Registration, Evaluation, Authorisation and Restriction of Chemicals
SEAC	Student Environmental Action Coalition
SED	Sozialistische Einheitspartei Deutschlands
SME	Small and Medium-Sized Enterprise
SOA	Sphere of Authority
UIA	Uncertainty Avoidance Index
UN	United Nations
UNCED	United Nations Conference on Environment and Development
UNEP	United Nations Environment Programme
UNIFEM	United Nations Development Fund for Women
US	United States
WTO	World Trade Organization
X	École Polytechnique