



Organisational Transformation in the Russian Oil Industry

Sarah Dixon



NEW HORIZONS IN INTERNATIONAL BUSINESS

Organisational Transformation In The Russian Oil Industry

Ulf Andersson, Ulf Holm



Organisational Transformation In The Russian Oil Industry:

Organisational Transformation in the Russian Oil Industry Sarah Dixon, 2008-01-01 The author of this volume provides an insider view of the story due to her involvement with the Russian oil industry over a long period and her access to information from key players of the industry the book is a welcome addition especially for its sound story line Anyone interested in the transformation of the Russian oil industry will find it a valuable work It will also inspire researchers to analyse organisational transformation of other types of industries especially electricity and gas in many countries around the world that have undergone radical changes in the past Subhes C Bhattacharyya International Journal of Energy Sector Management Sarah Dixon has produced a fascinating look at the internal workings of four major Russian oil companies during the decade following their privatisation in the mid 1990s Dixon has utilised her in depth knowledge of Russia and her business experience in its thriving oil industry to gain access to Russia s powerful business titans Her insights and careful observations have resulted in a masterful analysis of organisational transformation during Russia s radical institutional upheaval The book is a valuable contribution to resource based theory by explaining linkages between organisational learning dynamic capabilities and implementation of organisational transformation Practitioners will also benefit from the rich case studies offering insight into constraints and enablers of organisational transformation Sheila M Puffer Northeastern University Boston US Here the example of the Russian oil industry in the context of transition from a planned to a market economy is used to develop a three stage framework for organisational transformation Four longitudinal case studies of Russian oil companies are drawn upon to explain the process of organisational transformation The book highlights how and why this process differs between companies within the same industry explores the complexity of the change process and discusses the importance of the top management team The links between organisational learning dynamic capabilities and the implementation of change are analysed An interesting insight into the constraints and enablers of organisational change is also provided The framework developed from this study can be successfully applied to other organisations wishing to bring about organisational change Integrating several perspectives including a resource based view organisational learning dynamic capabilities and top management team theory this book will be of great interest to scholars and researchers of business and management international business and organisational behaviour

Russian Oil Companies in an Evolving World Indra Overland, Nina Poussenkova, 2020-08-28 This book examines Russia s capacity to respond to a changing world through the lens of the country s oil industry Against a backdrop of social political and climatic change Indra Overland and Nina Poussenkova present a systematic analysis of how modern energy developments in the form of shale oil offshore oil and the global energy transition are handled

Entwicklung einer Vorgehensweise zur Erstellung eines Messinstruments für einzelne Dynamic Capabilities Linda Austerschulte, 2013-10-25 Unter dem Begriff Dynamic Capabilities besch ftigt sich die strategische Managementforschung mit den F higkeiten einer Organisation sich und ihre

Ressourcenbasis an veränderte Umfeldbedingungen anzupassen und somit im Wettbewerb zu bestehen sowie Wettbewerbsvorteile dauerhaft zu erhalten Linda Austerschulte entwickelt eine Vorgehensweise wie Systeme einzelne Dynamic Capabilities identifizieren und messen können und legt damit eine wesentliche Grundlage diese einem aktiven Management zugänglich zu machen Sie gibt Handlungsempfehlungen für die Umsetzung des Messinstruments und dessen Einbindung in vorhandene strategische und operative Prozesse der Unternehmung

Routledge Handbook of Russian Politics and Society Graeme Gill, James Young, 2013-03 There is an ever burgeoning number of books analyzing the Russian experience or aspects of it This Handbook is the first single volume which gives both a broad survey of the literature as well as highlighting the cutting edge research in the area Through both empirical data and theoretical investigation each chapter in the Routledge Handbook Russian of Politics and Society examines both the Russian experience and the existing literature points to research trends and identifies issues that remain to be resolved Offering focused studies of the key elements of Russian social and political life the book is organized into the following broad themes General introduction Political institutions Political Economy Society Foreign Policy Politically economically and socially Russia has one of the most interesting development trajectories of any major country This Handbook seeks to answer questions about democratic transition the relationship between the market and democracy stability and authoritarian politics the development of civil society the role of crime and corruption and the creation of a market economy Providing a comprehensive resource for scholars and policy makers alike this book is an important contribution to the study of Russian Studies Eastern European studies and International Relations

Managing the Contemporary Multinational Ulf Andersson, Ulf Holm, 2010-01-01 Managing the Contemporary Multinational explores the role of headquarters in different structures of multinational firms and shows how this role is affected by the complexity of contemporary research This topical book illustrates that contemporary research has added complexity to the attributes of the multinational with implications for the role of headquarters It examines claims that subsidiaries contribute to the overall competitiveness of the corporation that they are organized in corporate networks spanning country borders and that they depend upon specific relationships in the external network It is stressed that headquarters knowledge of the multinational and its business environment is crucial but also problematic The eminent contributors question whether headquarters have become more or less important given the complexity of contemporary research and argue that the answer to this question depends on the theoretical foundation adopted in the multinational Based on empirical studies this invaluable book will be a captivating read for students and researchers interested in international business and international management

Multinational Banking in China C. Meng, 2009-01-01 Multinational Banking in China examines key issues in the market entry and development of foreign banks in the People's Republic of China using data collected from 37 in depth interviews and questionnaire surveys A wide range of factors is discussed including motives entry mode location choice entry strategies and competitive advantages Empirical

evidence reveals the key trends and characteristics of foreign banking activities in China as well as the interactions between internal attributes of banks and dynamics of local market context The author also explores adaptation of foreign banks post entry and emerging issues in the management of joint ventures This book will be invaluable to students and researchers with an interest in banking internationalization in emerging markets Managers practitioners and policy makers who require insight into the core dimensions of multinational banking will also find this book to be of great interest

Competitiveness of the ASEAN Countries Philippe Gugler,Julien Chaisse,2010-01-01 In an age in which it is increasingly necessary for nations to consider their competitiveness and at a time when the world economy is facing recession this book explores the possible trajectory of ASEAN arguably one of the most dynamic areas in the world as a regional economic and political bloc This important and timely study focuses on the role of foreign direct investment in advancing the performance of ASEAN and the competitiveness of its firms whereas other studies typically focus solely on the role of trade The expert contributors an interdisciplinary assembly of economists lawyers and political scientists present a comprehensive view of ASEAN s experiences over the past decade addressing the industrial competitiveness of ASEAN and analysing the role of MNEs against the background of the challenges of integration They illustrate that regional integration will only be a success if ASEAN s linkages are broadened with global partners through negotiations of Free Trade Agreements The book concludes that although much still remains to be done and many promises are still to be unveiled ASEAN s coming of age is an historic milestone Competitiveness of the ASEAN Countries will appeal to a broad readership including students academics and researchers with an interest in Asian studies international business international economics and international law

Enhancing Global Competitiveness Through Sustainable Environmental Stewardship Subhash C. Jain,Ben L. Kedia,2011-01-01 It is apparent that environmental issues affect the livelihoods and well being of individuals communities and businesses the world over In that vein this book examines the impact that climate change and other environmental factors have on business The effect of climate change while a significant factor will influence business slowly but inexorably Executives should manage environmental risk at three levels regulatory compliance potential liability from industrial accidents and pollutant release mitigation Companies that are proactive in mitigating their exposure to climate change risks will not only generate new profitable opportunities but also gain competitive advantage over their rivals in a carbon constrained future Enhancing Global Competitiveness through Sustainable Environmental Stewardship provides frameworks for identifying how climate change might affect a business and suggests strategy guidelines to manage the risks and seek opportunities This seminal collection of research will be of particular interest to students and scholars of sustainability studies business and management and business professionals concerned with the role they will play in the changing and challenging times that lie ahead for business growth and environmental consciousness

The Changing Face of US Patent Law and Its Impact on Business Strategy D.R. Cahoy,2013-01-01 Daniel Cahoy and Lynda Oswald have brought

together some of the country's most prominent patent scholars outside the legal discipline. From the Leahy-Smith America Invents Act to recent court cases from the Supreme Court and the Federal Circuit, this timely, informative, and well-edited volume examines the latest changes in US patent law and their impact on business strategy. The book is a must-read for anybody who wants to learn more deeply about the ever-increasing role of patents in the business environment. Peter K. Yu, Drake University Law School, US.

Within the complex global economy, patents function as indispensable tools for fostering and protecting innovation. This fascinating volume offers a comprehensive perspective on the US patent system, detailing its many uses and outlining several critical legislative, administrative, and judicial reforms that impact business strategy. The expert contributors to this book provide an overview of how the US patent system functions today and describe how recent changes affect firms and individual inventors. Topics discussed include the drivers of intellectual property policy, recent revisions to the patent application process in terms of the new first-to-file regime, inequitable conduct, and allowable subject matter, and changes to patent enforcement and infringement related to the Federal Circuit's special role and post-grant review. Contributors address recent legislation such as the 2011 America Invents Act, which enacted some of the most significant patent reforms in decades. This examination of the US patent system highlights some of the most important issues for business. It will serve as an important tool for both policymakers and business leaders and will also interest students and professors of business and management studies, innovation studies, and business law.

Russia's Energy Policies Pami Aalto, 2012-01-01. Russia is an increasingly important player in global energy markets, yet its policies are under-researched and little understood. This collection represents an important and sophisticated contribution to the debate. While much of the commentary on Russian energy consists of generalizations about Russia's political strategy, this work lifts the lid and looks inside the process through which Russian energy policies are designed and implemented. It brings together essays by top specialists in the field and makes a conscious effort to integrate the various disciplines of politics, economics, and geography by developing a model of the cognitive frames through which the policy process is shaped. It addresses both domestic and international dimensions of the problem and gives equal weight to traditional customers in Europe and new markets in Asia. Peter Rutland, Wesleyan University, US. The book explains Russian energy policies instead of a policy. It portrays a picture with multiple policy drivers, including institutional, regional, and federal, environmental, and commercial. The study markedly improves our understanding of the multifaceted nature of Russian energy policy, a topical and complex issue. This is a highly commendable book that should be included in the reading lists of anyone with an interest in the role of energy in Russia's political economy or energy matters more generally. Kim Talus, University College London, Australia. Russia's vast energy reserves and its policies towards them have enormous importance in the current geopolitical landscape. This important book examines Russia's energy policies on the national, interregional, and global level. It pays particular attention to energy policy actors ranging from state, federal, and regional actors to energy companies and international financial actors, and

organizations The book models the formation of Russia's energy policies in terms of how energy policy actors perceive and map their policy environment The case studies cover federal regional and environmental aspects of Russian energy policy Russia's energy relations with Europe and the CIS North East Asia the globalization of Russian oil companies and the political economy of Russian energy It is found that there are several concurrent energy policies in contemporary Russia and that this situation is likely to continue These policies are conducted primarily from the business frame perspective while notions of energy superpower Russia are found more ambiguous Russia's Energy Policies will benefit advanced master's level students doctoral students researchers policy makers and practitioners The book will be a great resource for advanced international relations political economy international business and globalisation courses alongside energy policy courses as well as area studies courses on Russian post Soviet and European politics and environmental politics

The Determinants of Chinese Outward Direct Investment Hinrich Voss, 2011-01-01 The rapid international expansion of Chinese enterprises since the 1990s has attracted considerable attention in scholarly and policy circles This book sheds fresh light on the phenomenon by explaining its determinants using the analytical lens of international business theory The author focuses in particular on how Chinese firms interact with the institutional environment both at home and abroad Drawing upon evidence and analysis from official statistics Hinrich Voss concludes that the institutional change and market imperfections in China combined with host country effects and the mediating role of trans border social and business networks are key facilitators of the rise of Chinese multinationals This book provides the most up to date analysis of the determinants of Chinese outward foreign direct investments and will appeal to academics with an interest in international business and management as well as those researching China specifically and Asian business more broadly Postgraduate students in international business Asian business studies and international relations will find this book invaluable as will practitioners dealing with Chinese multinational enterprises

The Global Brewery Industry Jens Gammelgaard, Christoph Dörrenbächer, 2013-01-01 This book describes a number of different empirical studies and evaluations of the international brewery industry This industry has recently undergone two climactic changes within a ten to fifteen year time period These are a significant industry wide consolidation of firms and market shares accompanied by the internationalization of what was previously a largely local industry Understanding the drivers and implications of such abrupt and massive change in the competitive environment of an industry is of great interest to international and strategic management scholars Most of the book's chapters address this issue some at the global industry level some at a regional level and some at the level of a specific country Taken together they comprise an insightful case study of an interesting industry at its most interesting point in time William G Egelhoff Fordham University US The individual contributions in this volume paint a varied and rich picture of strategies and rivalries the role of environments and institutions leadership and also customer approaches in both global and local brewery industry Some of the analysed phenomena are more standard to an IB audience like consolidation technological development and

shifts in global markets but they get a specific flavor and color through this industry focus while other topics definitely seem more specific like Bierstrasse on Mallorca For readers with good taste Rian Drogendijk Uppsala University Sweden This unique book explores some of the key topics of international business through the context of a global industry focusing on the challenges brewery companies face as they operate in globalized markets It examines the strategies of individual firms to develop markets and explores new insights into recent company rivalries both globally and locally In addition it offers detailed analysis of some of the major players in the industry through longitudinal studies Drawing on a range of perspectives the contributing authors explore six overarching themes international market developments and firm performance host country institutional effects multi point competition and rivalries cross border M leadership and internationalization and boundless customer interfaces through such elements as social media and tourism The Global Brewery Industry will prove insightful for scholars across international business as well as providing an appealing case study for advanced students It will be invaluable to those investigating the brewery sector specifically or working with brewing firms

Innovation and Institutional Embeddedness of Multinational Companies Martin Heidenreich, 2012 This wonderful volume brings together contributions mainly from the innovation literature whose findings are in a sense quite familiar but which in this collection are juxtaposed in such a way as to highlight their common institutional underpinnings This is very much due to the efforts of the editor whose insightful introduction and editorial vision brings out several interesting and emerging themes from this collection of papers I think this volume breaks new ground in highlighting the embeddedness of MNE subsidiaries in multiple contexts and it will be of considerable interest to scholars engaged with institutional analysis However I also believe that researchers interested in regional embeddedness the geography of innovation and knowledge management will find new angles to their work in this collected volume Sarianna M Lundan University of Bremen Germany Multinational companies are crucial actors in a global knowledge based economy combining the advantages of global and locally coordinated production and innovation strategies with specific regional and national factors This book questions how MNCs can best exploit institutionally embedded knowledge explores the utilization of external institutionally embedded knowledge in corporate innovation processes and addresses the challenges of embeddedness The expert contributors draw on managerial economic geographic and sociological perspectives to explore the essential roles of regional and national knowledge infrastructures and the cultural and political environment of MNCs They build upon update and extend the discussion on the regional and national embeddedness of MNCs with new country case studies and comparative analyses focussing on the relationship between innovation in companies and regional studies Significantly the book also establishes a link between two important debates that have hitherto been largely disconnected Regional studies and international business studies separately address issues that fall within the scope of the book but do not provide an integrated analysis of the embeddedness of MNCs This pathbreaking book goes some way to fill this gap in the

literature and as such will prove invaluable to academics R D managers regional policy makers and students with an interest in international business business economics regional studies and organization studies China and the Multinationals R. Pearce,2012 This original and important book explores how the interaction between China and multinational enterprises MNEs has the potential to affect the future of the Chinese economy the global economy and international business It examines the interaction of two of the most important forces affecting the development of the global economy in recent decades firstly the opening and massive growth of the Chinese economy and secondly the rise in foreign direct investment per se and the consequent strategic restructuring of major MNEs The expert contributors begin by investigating precisely how leading MNEs with well honed international practices and commitments have drawn their subsidiaries in China into their established networks They suggest that MNEs operations are increasingly embedded in the growth and sustainability of the Chinese economy itself rather than merely serving as a supply base for their global markets The second part of the book examines the emergence of new MNEs from China itself It shows how these MNEs are seen as integral to China s development and how their ability to expand reflects strengths from China s growth as well as revealing the growing needs required for sustainability This timely study will be of great interest not just to those following one of the world s key economies but also to researchers and students of the fast paced changes in international business strategy *Wheel of Fortune* Thane Gustafson,2012-11-06 One of the world s largest exporters of oil faces mounting problems that could send shock waves through every major economy Gustafson provides an authoritative account of the Russian oil industry from the last years of communism to its uncertain future The stakes extend beyond global energy security to include the threat of a destabilized Russia *The Politics of Energy Dependency* Margarita Mercedes Balmaceda,2013-01-01 The Politics of Energy Dependency explores why these states were unable to move towards energy diversification Through extensive field research using previously untapped local language sources Margarita M Balmaceda reveals a complex picture of local elites dealing with the complications of energy dependency and in the process affecting the energy security of Europe as a whole **The Rise and Fall of Privatization in the Russian Oil Industry** L. Sim,2008-10-24 A study of the actors and institutions that shaped decision making on privatization in the Russian oil industry between 1992 and 2006 The book analyses the origins of privatization as a policy on a macro industry wide level as well as presenting three in depth case studies of privatization on a company level **Building Sustainable Competitive Advantage** Dharendra Kumar,2016-03-03 In Building Sustainable Competitive Advantage Dharendra Kumar shows how the Enterprise Excellence EE philosophy is a holistic approach for leading an enterprise to total excellence It does this by focussing on achieving sustainable significant growth in revenue and profitability reducing the business cycle time strategically managing the enterprise risk and focusing on the needs of the customer There may be various organizations within an enterprise but they must all focus on meeting or exceeding customer needs Therefore EE is an integrated approach affecting every employee every functional area and strategy within the

organization Enterprise risk must be identified assessed and prioritized developing a growth strategy proposal which leadership has to execute in order to achieve goals As business leaders spearhead the efforts they must minimize monitor and control the probability and or impact of unfortunate events and maximize the realization of opportunities The achievements in Enterprise Excellence can range from greater cost efficiencies improved market perceptions fundamental changes to markets to new product and service offerings There may also be significant upgrades in skills technology and business strategies The scope of Enterprise Excellence can also range from operations activities to business functions to overall organization and to the enterprise as a whole Building Sustainable Competitive Advantage is a comprehensive reference book for practising professionals teaching faculty and students alike *Building Big Business in Russia* Yuko Adachi,2013-09-05 This book examines the development of big business in Russia since the onset of market oriented reform in the early 1990s It explains how privatized post Soviet enterprises many of which made little sense as business units were transformed into functional firms able to operate in the environment of a market economy It provides detailed case studies of three key companies Yukos Oil Company Siberian Russian Aluminium and Norilsk Nickel all of which played a key role in Russia s economic recovery after 1998 describing how these companies were created run and have developed It shows how Russian businesses during the 1990s routinely relied on practices not entirely compatible with formal rules in particular in the area of corporate governance The book fully explores the critical role played by informal corporate governance practices such as share dilution transfer pricing asset stripping limiting shareholders access to votes and bankruptcy to order as Russian big business developed during the 1990s Unlike other studies on Russian corporate governance this book highlights the ambiguous impact of informal corporate governance practices on the companies involved as commercial entities and suggests that although their use proved costly to Russia s business reputation they helped core groups of owners managers at the time to establish coherent business firms Overall the book shows that we cannot understand the nature of current economic changes in Russia without recognising the crucial role played by informal corporate governance practices in the creation and development of big business in post Soviet Russia Multidisciplinary Analysis of Digital Transformation and Global Market Dynamics Hassan, Ahdi,Ullah, Shakir,Barykin, Sergey E.,de la Poza, Elena,2024-10-30 In today s fast evolving digital landscape businesses governments and societies are grappling with the complex challenges of digital transformation From shifting market dynamics to integrating new technologies the need for a comprehensive understanding of these changes has never been greater Traditional industries such as transport and logistics face the daunting task of re engineering themselves to remain competitive in a digitally driven world Furthermore the economic security of regions and nations is increasingly dependent on data analytics and risk assessment making it crucial for policymakers to adapt to this new paradigm Multidisciplinary Analysis of Digital Transformation and Global Market Dynamics offers a compelling solution to these pressing challenges By consolidating insights and empirical findings from the GDTM conference series this book

provides a holistic understanding of the impact of digital transformation on markets globally. It dissects critical topics such as the development of transport and logistic activities in the digital age, the economic security of regions, and the digitalization of traditional industries like business and banking. Professionals in fields ranging from technology to urban planning can benefit from its examination of business models reshaping traditional industries and the role of business ecosystems in this transformative journey.

Unveiling the Energy of Verbal Art: An Mental Sojourn through **Organisational Transformation In The Russian Oil Industry**

In a world inundated with displays and the cacophony of instantaneous transmission, the profound power and psychological resonance of verbal beauty often fade in to obscurity, eclipsed by the continuous assault of noise and distractions. However, situated within the musical pages of **Organisational Transformation In The Russian Oil Industry**, a captivating perform of fictional elegance that impulses with organic emotions, lies an unique trip waiting to be embarked upon. Composed by way of a virtuoso wordsmith, this magical opus instructions readers on a psychological odyssey, softly revealing the latent potential and profound affect stuck within the delicate web of language. Within the heart-wrenching expanse of the evocative evaluation, we shall embark upon an introspective exploration of the book is main styles, dissect their captivating writing model, and immerse ourselves in the indelible effect it leaves upon the depths of readers souls.

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