Pre-Reading Assignment

For the pre-reading, please read ch. 1 of our text (Charles Hill, *International Business: Competing in the Global Marketplace*) and the Nokia case. As you read the Nokia case, please try to answer the following questions.

1. How did Nokia’s vision that “voice will go wireless” play into its global strategy?
2. How did Nokia achieve a balance between innovation and execution?
3. What organizational architecture did Nokia choose to achieve this balance?
4. How did Nokia encourage innovation?
5. How much of Nokia’s organizational design is due to its focus on innovation and high-growth?

Please note that we will mainly be using this case to motivate the types of questions we will be addressing in this course.