

Contents

Preface	V
Basic Definitions	1

Part I Introduction to Strategic International Management

Chapter 1	Multinational Corporations as Networks	7
	<i>Case Study: British Petroleum</i>	17
Chapter 2	The Integration/Responsiveness- and the AAA-Frameworks	29
	<i>Case Study: Retailing</i>	42
Chapter 3	Role Typologies for Foreign Subsidiaries.....	55
	<i>Case Study: Walmart</i>	67
Chapter 4	Motives for Internationalisation	79
	<i>Case Study: SAP</i>	90
Chapter 5	Emerging Country Multinationals	103
	<i>Case Study: Tata Group</i>	116
Chapter 6	Important International Management Theories.....	127

Part II The External Environment

Chapter 7	Market Barriers, Global and Regional Integration.....	151
	<i>Case Study: Mazda</i>	162
Chapter 8	Competitive Advantage of Nations and Regional Clusters	175
	<i>Case Study: London Financial Cluster</i>	189
Chapter 9	The Role of Country Culture in International Management	203
	<i>Case Study: Russia</i>	217

Part III International Coordination

Chapter 10	Formal and Informal Coordination Mechanisms	233
	<i>Case Study: McKinsey</i>	242
Chapter 11	International Organisational Structures as Coordination Mechanism	255
	<i>Case Study: Microsoft</i>	269
Chapter 12	Corporate Culture as Coordination Mechanism	279
	<i>Case Study: Apple</i>	290
Chapter 13	MNCs' Corporate Social Responsibility	299
	<i>Case Study: Coop/Remei</i>	310

Part IV Foreign Operation Modes

Chapter 14	Basic Types of Foreign Operation Modes	323
	<i>Case Study: AB InBev</i>	332
Chapter 15	Export Modes.....	343
	<i>Case Study: Herrenknecht</i>	354
Chapter 16	Outsourcing and Offshoring	365
	<i>Case Study: Foxconn</i>	377
Chapter 17	International Alliances	389
	<i>Case Study: Danone</i>	400
Chapter 18	Wholly-Owned Subsidiaries, Greenfield Investments and Mergers & Acquisitions	409
	<i>Case Study: ThyssenKrupp</i>	419

Part V Selected Value Chain Activities

Chapter 19	International Production and Sourcing	431
	<i>Case Study: Audi</i>	445
Chapter 20	International Research & Development.....	457
	<i>Case Study: Sanofi</i>	470
Chapter 21	International Marketing	481
	<i>Case Study: Nestlé</i>	495

Part VI	Selected International Business Functions	
Chapter 22	International Human Resource Management	509
	<i>Case Study: Google</i>	522
Chapter 23	International Control.....	533
	<i>Case Study: Henkel</i>	547
Index		557