## Transnational Management

TEXT GASES AND READINGS IN GROSS BURDER MANAGEMENT



BARTLETT . GHOSHAI . BIRKINSHAW

## Contents

Part	The Strategic Imperatives		2-2	Clusters and the New Economics of Competition (Porter)	178	
Chapter 1			2-3	The End of Corporate Imperialism		
Expanding Abroad: Motivations,				(Prahalad and Lieberthal)	193	
-	ns, and Mentalities	1		Management of the Control of the Con		
Cases			Chapter 3			
1-1	Jollibee Foods Corporation (A):		Deve	Developing Strategic Capabilities:		
	International Expansion	13	Building Layers of Competitive			
1-2	Acer, Inc.: Taiwan's Rampaging Dragon	33	Adva	antage	203	
1-3	Icon Medialab International A.B.	48	Cases			
Readings			3-1	S Caterpillar Tractor Co.	216	
1-1	The Tortuous Evolution of the		3-1	Komatsu Limited	235	
	Multinational Corporation (Perlmutter)	61	3-3	BSkyB	250	
1-2	Managing in a Borderless World (Ohmae)	71	3-4	General Electric Medical		
1-3	Going Global: Lessons from Late	, 1		Systems, 2002	266	
10	Movers (Bartlett and Ghoshal)	80	Readings			
			3-1	The Globalization of Markets (Levitt)	287	
Chapter 2			3-2	Global Strategy in a World		
Managing Conflicting Demands:				of Nations? (Yip)	297	
Global Integration, Local			3-3	Competition in Global Industries: A Conceptual Framework (Porter)	311	
	oonsiveness, and Worldwide			11 Conceptual Fundament (1 orac)	<b>711</b>	
_	ning	91	Par	t 2 The Organizational Challenge	e	
Case	- 28			pter 4		
2-1	Toys "R" Us Japan	104		eloping Coordination and Contro	ı.	
2-2	Global Wine Wars: New World Challenges Old	120	1 0		 339	
2-3	Hitting the Wall: Nike and		Cases			
	International Labor Practices	136	4-1	Philips and Matsushita 1998: Growth		
Readings				of Two Global Companies	355	
2-1	Culture and Organization (Schneider and Barsoux)	154	4-2	Becton Dickinson: Worldwide Blood Collection Team	371	

4-3	Schneider Electric Global Account Management	388	5-3	The Knowledge-Creating Company (Nonaka)	546	
4-4	ABB's Relays Business: Building and Managing a Global Matrix	401	Cha			
Read	lings		Una	pter 6		
4-1	Tap Your Subsidiaries for		Managing across Boundaries: The Collaborative Challenge			
	Global Reach (Bartlett and Ghoshal)	418			556	
4-2	Making Global Strategies Work (Kim and Mauborgne)	426	Case	8		
4-3	Can Selling Be Globalized?	120	6-1	Xerox and Fuji Xerox	569	
	The Pitfalls of Global Account Management (Arnold, Birkinshaw, and Toulan)		6-2	Renault/Nissan: The Making of a Global Alliance	593	
		445	6-3	Star Alliance (A): A Global Network	618	
Chapter 5			Readings			
	ting and Leveraging Knowledge:		6-1	The Global Logic of Strategic Alliances (Ohmae)	645	
The Worldwide Learning Challenge		456	6-2	Collaborate with Your Competitors—	_	
Cases				and Win (Hamel, Doz, and Prahalad)	658	
5-1	P&G Japan: The SK-II Globalization Project	466	Part	The Managerial Implication	ıs	
5-2	McKinsey & Company: Managing Knowledge and Learning	484	Chapter 7 Building Multidimensional Capabilities: The Management			
5-3	Skandia AFS: Developing Intellectual Capital Globally	500				
5-4a	Meridian Magnesium: International Technology Transfer	516	Challenge 666			
5-4b	Meridian Magnesium: The American		Case			
	Perspective	524	7-1	BRL Hardy: Globalizing an Australia Wine Company		
5-4e	Meridian Magnesium: The Canadian Perspective	525	7-2	Silvio Napoli at Schindler India	678 695	
5-4d	Meridian Magnesium: The Italian Perspective	527	7-3	The GE Energy Management Initiative (A)	711	
Readings		341	7-4	Genzyme's Gaucher Initiative:	, 11	
rwau 5-1	Unleash Innovation in Foreign			Global Risk and Responsibility	716	
	Subsidiaries (Birkinshaw and Hood)	529	Read	ings		
5-2	Integrating the Enterprise (Ghoshal and Gratton)	535	7-1	Local Memoirs of a Global Manager (Das)	737	

793

Jack Welch's Leadership