



## Global Strategy and Management THEORY AND PRACTICE

PAUL N. GOODERHAM BIRGITTE GRØGAARD • KIRSTEN FOSS



## **Contents in brief**

List of authors and contributors		xvi xviii
Acknowledy Introduction	Children	xix
PARTI	THE MULTINATIONAL ENTERPRISE	
I Settir	ng the scene: The multinational enterprise	3
Case A:	What makes for an exceptional global leader? Is 'CEO disease'	
	inevitable? The case of Carlos Ghosn Paul N. Gooderhom	16
2 Why	and how firms internationalize	27
Case B:	MTN Group Limited – subsidiary management across emerging economies  Gilbert Kofi Adarkwah	41
Case C:	Gran Tierra Energy Inc. in Brazil Birgitte Grøgaard, Charlene D. Miller und Vivek Shah	55
3 Inter	national strategy and competitive advantage	75
Case D:	Uninor: Beyond local responsiveness – multidomestic MNFs at the boffom of the pyramid  Paul N. Gooderham, Svein Ulset and Frank Elter	94
4 Strat	egic decisions: Operating modes	108
Case B:	BKT – IJVs and the tole of effective boundary-spanning activities  Paul N. Gooderham, Michael Zhang, Atle Jordahl and  Kirsten Foss	121

## PART II THE EXTERNAL CONTEXT

5 Mar	naging external stakeholders in MNEs	14
Case F:	The regulation of contract workers: A case study of LafargeHolcim and a GUF's attempt to defend workers'	
	rights in India  Aranya Pakapath and Elizabeth Cotton	15
6 Corp	porate social responsibility	16
Case G:	Managing CSR in supplier networks: The case of Apple	17
	Kirsten Foss	115.50
Case H:	Nestlé Waters and its involvement in two controversial cases regarding water extraction	18
	Kirslen Foss	
7 Natio	onal culture	18
Case I:	Danvita: Cultural diversity in a Danish MNE Vasilisa Sayapina and Katya Christensen	206
8 Thei	institutional context	225
Case J:	Walmart in Germany Kirsten Foss	240
'ART III	FUNDAMENTAL MANAGERIAL CHALLENGES	
9 Socia	capital building and knowledge transfer	251
Case K:	SFC: From multidomestic to globally integrated – when local taste matters	269
	Paul N. Gooderham	
0 Cross	national transfer of human resource management	289
ase L:	SR-Bank: Gained in translation – the import, translation and evolution of a US sales and management concept.	302

## Contents in brief + vii

11 Inter	national career development as global strategy	32
Case M:	LVMH: Career development through international mobility Jean-Luc Cerdin	33
Index		35