## TRANSNATIONAL MANAGEMENT INDEX (CODED)

| 3M, 297 |
| ABB, 217 |
| Adler, N., 71 |
| administrative heritage |
| centralized hub, 221–22 |
| coordinated federation, 220–21 |
| decentralized, 219–20 |
| development of, 218–19 |
| drivers of, 29 |
| formal executive direction in, 423 |
| transnational challenge to, 222–23 |
| Ahmed, K., 522 |
| Ainuddin, R.A., 364 |
| Airbus Industrie, 166 |
| airline industry alliances, 351 |
| Ajinomoto, 353 |
| Alanis-Ortega, G., 489 |
| Alibaba, 72 |
| Amazon, 225, 230, 395–403 |
| Andersen, M., 245–58 |
| Anderson, K., 96 |
| Anson, J., 100 |
| antiglobalization movement, 75 |
| AOC regulations (wine), 85 |
| Apple, 16, 424, 488 |
| Applebee’s, 431 |
| appliance industry, 49–61 |
| Applied Research Technologies, Inc., 325–33 |
| Arciniega, L., 47 |
| Argentine wine statistics, 91 |
| Atsmon, Y., 77 |
| Audino, H., 156 |
| Australia |
| Ericsson in, 419 |
| strategic alliances in, 352–53 |
| wine industry, 100–4 |
| wine statistics, 91–92, 95 |
| Yushan Bicycles in, 178–83 |
| automobile industry |
| country competition for, 74 |
| cross-border coordination for, 350–51, 354 |
| internationalization in, 39–46 |
| in South Africa, 134–49 |
| Ayemoba, A., 105 |
| Ayios, A., 55 |
| Baidu, 72 |
| Bailay, R., 397, 399–400 |
| Bamford, J., 361 |
| Banalieva, E.R., 25 |
| Barbaro, M., 484 |
| Barrick Gold Corporation, 513–19 |
| Batty, J., 117 |
| Bauer Performance Sports Ltd., 33 |
| Beamish, P.W., 18, 22–23, 25, 29, 104, 118, 346, 361, 468, 507 |
| beauty industry, 276–91, 306–24 |
| Becker, D., 135 |
| Beckham, H., 324 |
| beer industry, 183–92, 354 |
| Beiersdorf AG, 276–91 |
| Benady, D., 522 |
| Bennett, N.S., 193 |
| Bensinger, G., 396 |
| Bergmann, J., 284 |
| best practices management, 414–15 |
| Bevis, E., 126 |
| Bezos, J., 230, 392, 397–403 |
| Bharti, 167 |
| Bhattacharjee, N., 397 |
| bicycle industry, 176–83 |
| Birkinshaw, J., 224 |
| Biyani, K., 392, 397–403 |
| Boonstra, C., 266 |
| Bordelon, B., 86 |
| “born global” companies, 24–25 |
Transnational Management Index (coded)

Boumphrey, S., 126
Bouquet, C., 234
Boutellier, R., 301
Brazil, 52, 127
BRIC countries, 51–61, 119–33
Brill, L., 167–76
British Airways, 69
British Petroleum (BP), 16
BRL Hardy, 420
Brown, M., 299
Brück, M., 280
Buche, I., 333
Buckley, P.J., 16, 22, 55
cable industry, 469–73
Cairns, P., 116
California Pizza Kitchen, 431
Caligiuri, P., 230
Calof, J., 23
Cameron, A., 39–46
Cameron Auto Parts, 39–46
Camillo, A.A., 96
Canada, 36, 246
Canon, 161
Cantwell, J., 164
Carlsberg, 354
Carlson, C., 167
Carr, C., 56
cassava, 184–85
casson, M., 22
Caterpillar, 414
Caves, R.E., 21
Cavusgil, S.T., 234
CECOR process, 201–2, 204
center-for-global innovation model, 296–98
centralized hub administrative heritage, 221–22, 423
Chakravarty, C., 397, 399–400
Chakravarty, D., 118
Chambers, J., 336–37
Chandler, A.D., 65
Chandrasekhar, R., 134
change process management, 231–35
Chase, B., 141
chemical industry, 236–44
Chen, L., 431–36
child labor, 496–507
China
GDP, 16, 52
Home Depot in, 409–10
IMAX Corporation, 124–25, 130–32
investing in foreign resources, 75
Levendary Café in, 430–36
localization within, 77
as manufacturing partner, 37–38
pharmaceutical market in, 246, 248
Procter & Gamble, 321–23
understanding cultural differences, 72
wine statistics, 91, 95–104
Yushan Bicycles, 176–83
China National Petroleum, 16
Chironga, M., 187
Cisco, 300, 334–42
Citibank, 217
Clarry, R., 156
Clausen, S.O., 280
Clinch, M., 187
Coca-Cola, 69, 71, 412
competitive advantage
challenging global leader, 164–65
defending worldwide dominance, 163–64
global business management, 349
and global integration, 68–70
goals
efficiency, 153
flexibility, 153–55
learning, 155
means
national differences, 155–57
scale and scope economies, 157–58
protecting domestic niches, 166–67
competitive market positioning
ice hockey internationalization, 32–33
IMAX Corporation, 125
and internationalization, 20
pharmaceutical, 246
transnational strategies
goals and means, 152–58
international, multinational, global, and transnational, 158–62
strategic tasks, 162–67
wine war, 83–104
Comprehensive Economic and Trade Agreement (CETA), 66
computed tomography (CT), 18
### Transnational Management Index (coded)

<table>
<thead>
<tr>
<th>Entry</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>consumers</td>
<td>boycotting MNEs, 485–87</td>
</tr>
<tr>
<td>classification in South Africa,</td>
<td>139–41</td>
</tr>
<tr>
<td>discontent with globalization,</td>
<td>477–78</td>
</tr>
<tr>
<td>driving organizations,</td>
<td>233–34</td>
</tr>
<tr>
<td>emerging markets,</td>
<td>157</td>
</tr>
<tr>
<td>and hygiene habits in India,</td>
<td>442–52</td>
</tr>
<tr>
<td>needs,</td>
<td>157</td>
</tr>
<tr>
<td>pharmaceutical,</td>
<td>247</td>
</tr>
<tr>
<td>selecting systems and not products,</td>
<td>76–77</td>
</tr>
<tr>
<td>Coonan, C.,</td>
<td>131</td>
</tr>
<tr>
<td>coordinated federation administrative heritage,</td>
<td>221–22</td>
</tr>
<tr>
<td>costs,</td>
<td>65–66, 354–55</td>
</tr>
<tr>
<td>Country Style Cooking,</td>
<td>431</td>
</tr>
<tr>
<td>Court, D.,</td>
<td>156</td>
</tr>
<tr>
<td>Crookell, H.,</td>
<td>39</td>
</tr>
<tr>
<td>cultural differences</td>
<td>and administrative heritage, 218–22</td>
</tr>
<tr>
<td>and internationalization,</td>
<td>71–72</td>
</tr>
<tr>
<td>management of,</td>
<td>417–18</td>
</tr>
<tr>
<td>Procter &amp; Gamble,</td>
<td>311</td>
</tr>
<tr>
<td>and product differentiation,</td>
<td>75–77</td>
</tr>
<tr>
<td>Russian,</td>
<td>57–58</td>
</tr>
<tr>
<td>South Korean,</td>
<td>256–57</td>
</tr>
<tr>
<td>Dar Jia Le,</td>
<td>431</td>
</tr>
<tr>
<td>Dasgupta, M.,</td>
<td>392</td>
</tr>
<tr>
<td>database (Orbis),</td>
<td>14–15</td>
</tr>
<tr>
<td>Dawar, N.,</td>
<td>166</td>
</tr>
<tr>
<td>de Cesare, P.,</td>
<td>306–24</td>
</tr>
<tr>
<td>De Wulf, M.,</td>
<td>133</td>
</tr>
<tr>
<td>Dean, G.,</td>
<td>103</td>
</tr>
<tr>
<td>decentralized administrative heritage,</td>
<td>219–20, 222</td>
</tr>
<tr>
<td>decision matrix,</td>
<td>243–44</td>
</tr>
<tr>
<td>Delios, A.,</td>
<td>16</td>
</tr>
<tr>
<td>Dell,</td>
<td>165</td>
</tr>
<tr>
<td>Demont, V.,</td>
<td>347</td>
</tr>
<tr>
<td>Denmark,</td>
<td>16, 246</td>
</tr>
<tr>
<td>Dettol,</td>
<td>441–42</td>
</tr>
<tr>
<td>developing economies,</td>
<td>15, 480–95, 507–19</td>
</tr>
<tr>
<td>Dhanaraj, C.,</td>
<td>25, 333</td>
</tr>
<tr>
<td>Dineen, J.,</td>
<td>193–211</td>
</tr>
<tr>
<td>direct investment,</td>
<td>12</td>
</tr>
<tr>
<td>D’Onfro, J.,</td>
<td>396</td>
</tr>
<tr>
<td>Dontoh, E.,</td>
<td>183, 187, 185</td>
</tr>
<tr>
<td>Dorfman, P.W.,</td>
<td>72</td>
</tr>
<tr>
<td>Dow Chemical,</td>
<td>217, 350</td>
</tr>
<tr>
<td>Doz, Y.,</td>
<td>153, 354</td>
</tr>
<tr>
<td>Dunkin’ Donuts,</td>
<td>21</td>
</tr>
<tr>
<td>Dunlap-Hinkler, D.,</td>
<td>303</td>
</tr>
<tr>
<td>Dunning, J.,</td>
<td>22</td>
</tr>
<tr>
<td>Dunsch, J.,</td>
<td>280</td>
</tr>
<tr>
<td>dynamic imbalance creation,</td>
<td>424</td>
</tr>
<tr>
<td>Easton-Bell Sports,</td>
<td>32–33</td>
</tr>
<tr>
<td>Eboh, C.,</td>
<td>118</td>
</tr>
<tr>
<td>e-commerce retailers,</td>
<td>392–95</td>
</tr>
<tr>
<td>economies of scale and strategic alliances,</td>
<td>350–51</td>
</tr>
<tr>
<td>economy</td>
<td>beer market in Africa, 186–87</td>
</tr>
<tr>
<td>Indian,</td>
<td>380</td>
</tr>
<tr>
<td>MNE influence in,</td>
<td>13–16</td>
</tr>
<tr>
<td>Nigerian,</td>
<td>112–15</td>
</tr>
<tr>
<td>of scale and internationalization,</td>
<td>19</td>
</tr>
<tr>
<td>efficiency,</td>
<td>153</td>
</tr>
<tr>
<td>efficiency and competitive advantage,</td>
<td>159</td>
</tr>
<tr>
<td>Electrolux,</td>
<td>165</td>
</tr>
<tr>
<td>electronics industry,</td>
<td>259–75, 297–98</td>
</tr>
<tr>
<td>elevator industry,</td>
<td>452–68</td>
</tr>
<tr>
<td>Eli Lilly</td>
<td>in India, 376–91</td>
</tr>
<tr>
<td>personnel policies,</td>
<td>230</td>
</tr>
<tr>
<td>revenues,</td>
<td>246–47</td>
</tr>
<tr>
<td>emerging markets</td>
<td>Cisco in, 334–42</td>
</tr>
<tr>
<td>economic growth rates of,</td>
<td>67–68</td>
</tr>
<tr>
<td>IMAX Corporation,</td>
<td>119–33</td>
</tr>
<tr>
<td>and product differentiation,</td>
<td>76</td>
</tr>
<tr>
<td>employee relations,</td>
<td>484–85, 488–89, 496–507</td>
</tr>
<tr>
<td>employment loss due to outsourcing,</td>
<td>67</td>
</tr>
<tr>
<td>energy alternatives management,</td>
<td>413</td>
</tr>
<tr>
<td>England, A.,</td>
<td>105</td>
</tr>
<tr>
<td>environmental forces</td>
<td>for global integration and coordination</td>
</tr>
<tr>
<td>competitor forces,</td>
<td>68–70</td>
</tr>
<tr>
<td>free trade,</td>
<td>66–68</td>
</tr>
<tr>
<td>scale, scope and factor costs,</td>
<td>65–66</td>
</tr>
<tr>
<td>technological innovation,</td>
<td>68</td>
</tr>
<tr>
<td>for local differentiation</td>
<td>cultural differences, 71–72</td>
</tr>
<tr>
<td>government regulations and subsidies,</td>
<td>72–75</td>
</tr>
</tbody>
</table>
environmental forces (cont.)
localization pressures, 75–77
and worldwide innovation and learning, 77–78
simultaneous responses to
global, multinational, and international, 79–80
transnationality transition, 80–82
environmental responsibility
and adversarial NGO attitudes, 486
IKEA, 502–4
Lake Victoria region of Tanzania, 510–11, 518–19
Ericsson, 303–4, 419
Ernst, D., 361
Estonia, 36
Estrin, S., 56
ethics, 437–38, 485–86
European Union (EU)
competitive advantage strategies, 160
decentralized administrative heritage, 219–20
energy alternatives management, 413
free trade, 66
United Cereal, 169–76
wine price structure, 87, 95
Yushan Bicycles in, 177–78
Evans, S., 103
Evolution Locomotive project, 193–211
executive duties, 421, 490–92
exploitative MNE, 480–87
ExxonMobil, 16
Ezugwu, A., 112
Facebook, 23–24
factor costs, 66
Fagan, P.L., 452
Fick, M., 115
Fickling, D., 91
financial crisis (2008), 60, 90, 284
Finland, 16, 36, 364–76
flexibility in international management, 159, 226–27, 304–6
flow of goods, 304
flow of information and technology, 304
flow of resources, 304
food industry, 167–76, 353
Ford Motor Company, 161
Foreign Corrupt Practices Act (US), 485
foreign direct investment, 14
formaldehyde, 502–4
formalization cross-border flow, 423
Fortune Global 16, 130
Foss, N.J., 22
Foster, M., 425–36
France
pharmaceutical market in, 246
and United Cereal, 171–73
wine industry, 98–104
wine regulation, 85
wine statistics, 91
franchising industry, 21
Frank, M., 101
free trade agreements, 66–68
Friedman, M., 480–84
Frost, T., 166
Fuhini, D.G., 361
Future Group, 397–403
G7 countries, 125
Gandler, L., 101
Gassmann, O., 301
GE Healthcare, 18, 491
GE Medical Systems (GEMS), 411–12
Geene, A., 91
Gelfond, R., 119–33
General Agreement on Tariffs and Trade (GATT), 66, 390
General Electric (GE)
alliance with Mabe, 49–51
best practices management, 415
coordinated federation administrative heritage, 220
Evolution Locomotive project, 193–211
globally linked innovation, 416
international competitive advantage strategies, 159
motivation to internationalize, 18
protectionism, 166
strategic management in, 410
General Foods, 353
General Motors, 68, 70, 350–51
Gereffi, G., 19
Germany
Beiersdorf AG, 276–91
GDP, 16
Transnational Management Index (coded)

pharmaceutical market in, 246
population decrease in, 54
reshoring in, 35
wine regulation, 85
wine statistics, 91
Ghoshal, S., 154, 226–27
Gilmore, A.B., 486
global account management strategies, 234
global aid program strategies, 479–95
global business directors, 240–42
global business management executive duties
continual renewal, 423–24
leveraging performance, 422–23
providing direction and purpose, 421–22
functional types
best practices, 414–15
innovation champion, 415–16
intelligence scanner, 413–14
roles
asset and resource architect, 410–11
cross-border coordinator, 411–12
strategist, 409–10
of subsidiaries
bicultural interpreter, 417–18
corporate strategist, 419–20
national defender and advocate, 418–19
global chess approach, 69
Global Compact, 492–93
global industries’ competitive advantage, 160–61, 163
global industries’ strategies, 79, 218–22, 224
Global Leadership Team (GLT), 306–7
global mentality, 27, 308–9
Global Modular Locomotive design, 206–8
global sourcing, 33–35
global standardization, 76–78
global value chain governance, 19
Global Witness, 74
globally linked innovation, 300, 416
GLOBE study, 72
goals of competitive advantage, 153–55
Goerzen, A., 18
gold mining, 507–19
Gold Seal Program, 491
Google, 25, 230
government demands
in India e-commerce, 402–3
and internationalization, 72–75
Nigerian, 114, 470
Nigerian Communications Commission, 105
South Africa, 137–39
government financial incentives, 18
Greenhouse, S., 484
Grigg, A., 103
gross domestic product (GDP)
avtomobiles industry in South Africa, 135, 149
BRIC countries, 51–52
comparison of top MNEs and, 16
Gundersen, A., 71
Gunther, M., 186
Haier, 225
Hall, B.J., 193
Hall, D., 325–27, 416
Hamel, G., 151–52, 354
Hamilton, J., 179–83
Hampden-Turner, C., 71
Han, A., 425
handwashing behavior program, 439–52
Hanges, P.J., 72
Harzing, A.W., 299
Hasse, V.C., 276
Hawksworth, J., 156
Hawthorne, M., 98
Heeg, T., 279
Heidenreich, S.F., 276, 280
Heijbrock, A., 86, 91
Heineken, 493–94
Henisz, W.J., 16
Hinshaw, D., 186–87, 190–91
Hocking, J.B., 299
Hofstede, G., 71
Holmes, O., 75
Home Depot, 409–10
home-region orientation (HRO), 25
House, R.J., 72
Hout, T., 151
Human Mortality Database, 54–55
Humphrey, J., 19
Hungary, 16
Hunger, J.D., 48
Huston, L., 359
Hyundai Motors, 68
Transnational Management Index (coded)

IBM, 217, 410
Ibukun, Y., 117
ice hockey internationalization, 29–38
ICI, 160, 410
Ignatius, A., 522, 524
IKEA, 22, 496–507
IMAX Corporation, 119–33
Immelt, J.R., 156, 194–211
India
child labor in, 504–5
Cisco in, 335–42
Eli Lilly in, 376–91
IMAX Corporation, 124, 129–30
industrial tragedy in, 486
MNEs in South Africa, 134–49
pharmaceutical market in, 246
retail industry in, 392–95
Schindler Holdings Ltd. in, 452–68
Indonesia, 352–53, 447–49
industrial technology industry, 325–33
innovation
central, 296–98
and competitive advantage, 159
global manager champion of, 415–16
IMAX Corporation, 123–24
in India, 337–39
and internationalization, 77–78
local, 298–300
organizational breakthrough processes, 301–6
traditional, 296–98
transnational industries/strategic, 300–1
Insel, B., 89, 100
interdependent distribution capabilities, 225–26, 302–4
integrated network model, 226
internationalization theory of MNEs, 22
International Franchise Association (IFA), 21
international industries/strategies
and competitive advantage, 159–60, 163
coordinated federation administrative heritage, 220–21
defined, 80
power center in, 224
Yushan Bicycles, 177–78
international mentality, 26
international production, 14
Ismail, T., 183
ISS, 69
Italy
pharmaceutical market in, 246
population decrease in, 54
wine regulation, 85
wine statistics, 91
Jackson, C., 325–33
Jager, D., 309–16, 323
Jain, S.C., 337
Jamaica, 16
Jamison, D.B., 356
Japan
centralized hub administrative heritage, 221–22
GDP, 16
global chess, 69
global competitive advantage strategies, 160–61
Kentucky Fried Chicken in, 417–18
Matsushita, 267–75
pharmaceutical market in, 246, 248
population decrease in, 54
Javidan, M., 72
Jha, S.K., 333
Jin, Z., 423–24
job outsourcing, 67
Jobs, S., 424
Johanson, J., 23
Johanson, M., 89
John, N., 394, 398, 400
John Deere, 298
Johnnie Walker, 160
John Hopkins Medicine International, 357
joint ventures, 47, 376–91, 395–403
Jones, D., 187
Jonsson, A., 22
Jun, J., 253–58
Kamath, R., 397
Kamprad, I., 496–501
Kapalschinski, C., 279, 284
Karavis, L., 18
Karlsson, P., 89
Kedia, B.L., 337
Kellogg, 169
Kent Chemical, 236–44
Kentucky Fried Chicken, 417–18, 430, 488
<table>
<thead>
<tr>
<th>Transnational Management Index (coded)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kertesz, A., 77</td>
</tr>
<tr>
<td>Kew, J., 183, 187, 185</td>
</tr>
<tr>
<td>Khushiyon Ki Doli program, 447–52</td>
</tr>
<tr>
<td>Kierath, T., 96</td>
</tr>
<tr>
<td>Kinkel, S., 35</td>
</tr>
<tr>
<td>Kleisterlee, G., 266–67</td>
</tr>
<tr>
<td>Klijn, E., 361</td>
</tr>
<tr>
<td>knowledge management</td>
</tr>
<tr>
<td>Applied Research Technologies, 326</td>
</tr>
<tr>
<td>... central models, 296–98</td>
</tr>
<tr>
<td>... local models, 298–300</td>
</tr>
<tr>
<td>... processes, 301–6</td>
</tr>
<tr>
<td>... strategic alliances, 361–62</td>
</tr>
<tr>
<td>... transnational strategy, 300–1</td>
</tr>
<tr>
<td>Kogut, B., 154</td>
</tr>
<tr>
<td>Komatsu, 161, 221</td>
</tr>
<tr>
<td>Kotabe, M., 35, 303</td>
</tr>
<tr>
<td>Kotlarsky, J., 33</td>
</tr>
<tr>
<td>Kotulla, T., 76</td>
</tr>
<tr>
<td>Kouznetsov, G., 57–58</td>
</tr>
<tr>
<td>Kraft, 159–60</td>
</tr>
<tr>
<td>Kramer, M., 492</td>
</tr>
<tr>
<td>Krishnan, R.T., 333</td>
</tr>
<tr>
<td>labor costs, 18</td>
</tr>
<tr>
<td>labor laws, 488</td>
</tr>
<tr>
<td>Lagerwerf, A., 91</td>
</tr>
<tr>
<td>Lam, E., 119, 126</td>
</tr>
<tr>
<td>Lane, C., 18</td>
</tr>
<tr>
<td>Lang, B., 123</td>
</tr>
<tr>
<td>Larson, D., 469–73</td>
</tr>
<tr>
<td>Larson Inc., 469–73</td>
</tr>
<tr>
<td>Lawrence, J., 101</td>
</tr>
<tr>
<td>learning</td>
</tr>
<tr>
<td>and communication with corporate</td>
</tr>
<tr>
<td>headquarters, 299</td>
</tr>
<tr>
<td>as competitive advantage goal, 155</td>
</tr>
<tr>
<td>flexibility in, 304–6</td>
</tr>
<tr>
<td>health education in India, 439–40</td>
</tr>
<tr>
<td>and innovation in Africa, 189–90</td>
</tr>
<tr>
<td>Khushiyon Ki Doli program, 447–52</td>
</tr>
<tr>
<td>in partnership with local communities, 517</td>
</tr>
<tr>
<td>sustainable living program, 444</td>
</tr>
<tr>
<td>Lee, H.U., 356</td>
</tr>
<tr>
<td>Leke, A., 187</td>
</tr>
<tr>
<td>Leventhal, H., 425–30</td>
</tr>
<tr>
<td>Levin, B., 101</td>
</tr>
<tr>
<td>Levitt, T., 27, 64, 70, 151–52</td>
</tr>
<tr>
<td>Lewin, A.Y., 294</td>
</tr>
<tr>
<td>Lewis, D., 12</td>
</tr>
<tr>
<td>Lifebuoy soap, 436–52, 528</td>
</tr>
<tr>
<td>Lindo, B., 95</td>
</tr>
<tr>
<td>Little Sheep, 431</td>
</tr>
<tr>
<td>local-for-local innovation, 298–300</td>
</tr>
<tr>
<td>localization pressures</td>
</tr>
<tr>
<td>and internationalization, 75–77</td>
</tr>
<tr>
<td>Procter &amp; Gamble, 307–8</td>
</tr>
<tr>
<td>in Tanzania, 517–18</td>
</tr>
<tr>
<td>with Unilever Lifebuoy soap, 440</td>
</tr>
<tr>
<td>locally leveraged innovation, 300</td>
</tr>
<tr>
<td>Longe, J.L., 29–30</td>
</tr>
<tr>
<td>Lu, J.W., 22, 25</td>
</tr>
<tr>
<td>Lund, S., 187</td>
</tr>
<tr>
<td>Lundan, S.M., 22</td>
</tr>
<tr>
<td>Lundbeck, 245–58</td>
</tr>
<tr>
<td>Lupton, N.C., 346</td>
</tr>
<tr>
<td>Mabe, 47–61</td>
</tr>
<tr>
<td>Madslien, J., 130</td>
</tr>
<tr>
<td>Magna, 165, 351</td>
</tr>
<tr>
<td>Mahindra &amp; Mahindra Ltd., 134–49, 298</td>
</tr>
<tr>
<td>Malaysia, 364–76</td>
</tr>
<tr>
<td>Malcolm, R., 160</td>
</tr>
<tr>
<td>Maloca, S., 35</td>
</tr>
<tr>
<td>Malviya, S., 394, 396–97, 399</td>
</tr>
<tr>
<td>management activity, 12–13, 224–25</td>
</tr>
<tr>
<td>market imperfections theory of MNEs, 21</td>
</tr>
<tr>
<td>market potential, 156–58</td>
</tr>
<tr>
<td>Mascarenhas, Andrew, 383–86</td>
</tr>
<tr>
<td>Massingham, B., 246</td>
</tr>
<tr>
<td>Massini, S., 294</td>
</tr>
<tr>
<td>matrix model, 215–17, 233, 262–64</td>
</tr>
<tr>
<td>Matsushita, 267–75</td>
</tr>
<tr>
<td>Matuluko, M., 111</td>
</tr>
<tr>
<td>Maylie, D., 186–87, 190–91</td>
</tr>
<tr>
<td>McAra, S., 83</td>
</tr>
<tr>
<td>McCarthy, D., 52, 55</td>
</tr>
<tr>
<td>McDonald’s, 69, 430, 488</td>
</tr>
<tr>
<td>McKay, H., 129</td>
</tr>
<tr>
<td>McKee, M., 486</td>
</tr>
<tr>
<td>McKellar, D., 156</td>
</tr>
<tr>
<td>means and competitive advantage, 155–58</td>
</tr>
<tr>
<td>Mercedes, 74</td>
</tr>
<tr>
<td>Mercer, C., 104</td>
</tr>
<tr>
<td>Merck, 494</td>
</tr>
</tbody>
</table>
mobilizing knowledge model, 305
Moldova, 16
Moore, K., 12
Mora, P., 101
Morales, L., 238–44
Morishita, Y., 272
motivations to internationalize, 17–19
movie industry, 118–33
Mozambique, 183–92
MTN, 104–18
Mudambi, R., 223
multinational enterprise future, 477–95
multinational enterprise management roles
executive duties, 421–24
functional management, 413–16
global business management, 409–12
subsidiary managers, 417–20
multinational enterprise means of
internationalization, 21–25
multinational enterprise (MNE)
definition, 12
influence in global economy, 13–16
mentality evolution process, 25–28
scope, 12–13
world’s largest, 15
multinational enterprise motivations to
internationalize
emerging
competitive positioning, 20
scale economies and product life cycles, 19
scanning and learning potential, 19–20
traditional
low-cost production, 17–18
market seeking behavior, 17
product cycle theory, 18–19
securing key supplies, 17
multinational flexibility, 153–55
multinational industries/strategies
and competitive advantage, 160, 163
decentralized administrative heritage, 219–20
power center in, 224
simultaneous responses to, 79
multinational mentality, 26–27
murder, 74–75
Mustacich, S., 97, 99–100, 102
Myers, P.S., 176
Nair, R.P., 399
Nakamura, K., 272–73
Nanda, A., 497
Napoli, S., 452–68
Narasimhan, L., 156
Narula, R., 223
national champion strategy, 73–75
NEC, 303–4, 422
Nehru, B., 246–47
Nelgen, S., 96
Nestlé
asset and resource management in, 410
decentralized administrative heritage, 219
global matrix challenges, 217
strategic model, 160
as transactional MNE, 487–88
unethical practices, 485–86
Newenham-Kahindi, A., 507
Nicolai, B., 279, 284
Nielsen, B.B., 421
Nigeria, 16, 469–73
Nigerian Communications Commission (NCC), 104–18
Nike, 484, 489
Noam, E.M., 111
non-governmental organizations, 485–90, 496
Nora Holdings Sdn Bhd, 367–76
North American Free Trade Agreement (NAFTA), 66, 489
not-invented-here (NIH) syndrome, 414–15
Office Depot, 76
offshore markets, 17
Ohmae, K., 352
Ohtsubo, E., 273–75
oil price increase, 68
Transnational Management Index (coded)

Olsen, A., 170–71
omni-channel retail strategy, 397–99
Orbis database, 14–15
organizational anatomy, 362
organizational systems, 22
origin of international business, 12
Orji, B., 116
Oshri, I., 33
Oururani, S., 441
outsourcing strategy, 67, 466–67, 497–99

Pakistan, 504–5
Panasonic
cross-border coordination, 412
global competitive advantage strategies, 161
innovation in, 297–98
mission statement, 230
scale, scope and factor costs, 66
Parente, R., 303
Park, J.H., 356
Parker, R., Jr., 92
Parkhe, A., 353
partner selection, 356–58
Parulkar, I., 334, 339–42
Paul, H.W., 64
Payne, J., 118
Peaple, A., 98
Peeters, C., 294
Pepsi, 70
Perlmutter, H., 28
Peters, T., 352
Pfizer, 159, 220, 412
pharmaceutical industry, 245–58, 376–79
Phillips
asset and resource management in, 410
decentralized administrative heritage, 219
innovation in, 160, 299
and Matsushita, 259–67
Pizza Hut, 430
Polman, P., 442–43, 494, 520–38
Porter, M.E., 151–52, 345, 492
Prasalad, C.K., 151–53, 354, 490–91
Pretzel Time, 431
Prevezer, M., 56
process for internationalization
“born global” strategy, 24–25
mentality evolution, 25–28
Uppsala model, 23–24

Procter & Gamble
alliance scope, 359
and Beiersdorf AG, 288
best practices management, 414
coordinated federation administrative
heritage, 220
functional managers in, 414
globally linked innovation, 300
international competitive advantage
strategies, 69, 71, 159
SK-II globalization project, 306–24
product cycle theory, 18–19
production costs as motivation, 17–18
protectionism, 67, 166–67
Puffer, S.M., 52, 55
Qualcomm, 294
Rachman, G., 88, 91
Raghava, Mahesh, 340
Ragozzino, R., 356
Rai, S., 394
Rajar, Asif, 254–58
Ranbaxy Laboratories, 380–91
Rannekleiv, S., 91
Reebok, 33
regulations (governmental) and child labor,
505–7
Evolution Locomotive project, 200
and internationalization, 72–75
and sweatshops, 485
tobacco industry, 486–87
in wine, 85
Renault-Nissan partnership, 350–51
repatriating activity, 35
research and development (R&D)
affected by strategic alliances, 350
Applied Research Technologies, 327–28
Beiersdorf AG, 281–82
global expenditure growth of, 293–94
and internationalization, 19, 78
and technology transfer, 348–49
reshoring activity, 35
responsive MNE, 483, 490–92
restaurant industry, 425–36
retail industry, 392–95, 496–507
Reuer, J.J., 356, 361
risk of strategic alliances, 352–54
Transnational Management Index (coded)

Ritter, J., 280
Rivas, J.L., 47
Roberts, M., 245
Robinson, J., 102
Roderick, L., 71
roles
executive, 421–24
functional management, 413–16
global business management, 409–12
subsidiary managers, 417–20
Rosenberg, Bill, 21
Roth, K., 411
Royal Dutch Shell, 16
Rudden, E., 151
Rugman, A.M., 22
Ruitenber, R., 91
Russia
GDP, 52
IMAX Corporation, 125, 127–29
internationalization difficulties in, 51–56
joint venture with Mabe, 56–61
pharmaceutical market in, 246
population decrease in, 54
Ryanair, 69
SABMiller, 183–92
Sakari Oy, 371–76
Sakkah, N., 359
Saltenyte, U., 128
Samsung Electronics, 16, 348–49
SAP, 348–49
Saputo, E., 91
Saunders, A., 442
scale economies
and competitive advantage, 157, 159
and global integration, 65
and internationalization, 19, 21
scanning and learning potential, 19–20
Schindler Holdings Ltd., 452–68
Schmid, S., 76
Schniedersjans, A.M., 33
Schniedersjans, D.G., 33
Schniedersjans, M.J., 33
Schonfeld, E., 199
“School of Five” educational program, 448–49
Schwartzel, E., 125
scope economies, 65–66, 157, 159
senior management committee (SMC), 299
Shah, P., 134–49
Shanghai Automotive Industry Corp. (SAIC), 354
Sharma, M., 337
Sharma, R., 55, 57, 56
Sharma, S., 347
Shashidhar, A., 394, 398, 400
Shell, 217
Sher-Wood Hockey, 36–38
Shi, L.H., 234
Shkolyar, N., 57
Sidibe, M., 446–47
Siemens, 413
Singh, S., 443–52
Sinopec Group, 16
Sitkin, S.B., 356
Skapinker, M., 524
small- and medium-sized enterprises (SME), 25
Smedley, T., 531
Smith, D., 185
Smith, S., 524
Soccie, M., 91
social networking, 24
social responsibility
and IKEA, 496–507
and MNE behavior, 490–95
in Tanzania, 517
socialization, 227, 423
Son, A., 394
Sonnet, P., 186–87, 190–91
Sony, 221
South Africa, 16, 134–49
South Korea
Lundbeck in, 245–58
pharmaceutical market in, 246, 249, 252–53
Spain, 91
Spillane, C., 117
sports equipment industry, 29–38
Starbucks, 69, 217, 492
State Grid Corporation of China, 16
Sterling Partners, 242–43
Stern, S., 442
Sthanunathan, S., 160
Stopford, J.M., 215–16
strategic advantage, 225–26, 520–38
Transnational Management Index (coded)

strategic alliances
building
alliance scope, 359
partner selection, 356–58
costs of, 354–55
managing
boundary interface, 360–61
interface integration/knowledge flows, 361–62
strategic governance, 362
MNE challenges, 346–48
reasons for
economies of scale and risk, 350–51
global competition, 349
industry convergence, 349–50
merger alternative, 351
technology exchange, 348–49
risks of, 352–54
structural stages model of international organization, 215–16
Sturgeon, T., 19
Stürmlinger, D., 276, 280, 291
subsidiary input, 296
subsidiary management, 417–20
subsides (governmental), 73
Sully de Luque, M., 72
supply security, 17
sustainable living program, 444, 494, 520–38
Sutherland, M., 183
Swatch Project, 453
sweatshops, 484–85
Taiwo, I., 112
Tann, A., 272
Tanzania, 507–19
tariff barrier decline, 17–18
Tata Motors, 166
technological innovation
3M, 297
cassava beer, 187–89
Evolution Locomotive project, 196
and global integration, 68
IMAX Corporation, 119
in India, 393–94
and localization pressures, 77
locally leveraged, 300
management of, 413–14
mobile broadband, 366
and offshoring decisions, 294
Phillips and Matsushita, 259–60
and social responsibility, 491
Yushan Bicycles, 177
technology transfer, 348–49, 414–15
Teece, D.J., 157
telecommunications industry
alliances in, 351
governmental regulations and, 104–18
innovation in emerging markets, 334–42
licensing in, 294
Telekom Malaysia Bhd (TMB), 365–71
TelkomTelstra Indonesia, 352–53
Thompson, S.J., 357
Tidey, A., 100
Timmer, J., 265
tobacco industry, 486–87
Torekull, B., 496
Toyota Motor, 16, 161, 221
transactional MNE, 481, 487–90, 513
transformational MNE, 483, 492–95, 513
521–33
transitional MNE, 513
transnational corporation (TNC), 13
transnational industries/strategy
and administrative heritage, 222–23
building
anatomy, 228
physiology, 229
psychology, 229–31
change process management
changing functional management role, 234–35
disenchantment with formal matrix structure, 233
redefining organizational structure, 233–34
competitive advantage, 161–62
development
flexibility, 227–35
managing integration, 215–22
responsiveness, 222–27
environmental transition to, 80–82
knowledge management
central models, 296–98
locally leveraged, globally linked, 300–1
local models, 298–300
processes, 301–6
transnational industries/strategy (cont.)
- power center in, 224
- transnational mentality and competition
  - goals and means, 152–58
  - international, multinational, global, and transnational, 158–62
  - strategic tasks, 162–67
- transnational mentality defined, 27–28
- transnational organization characteristics
  - flexible integrative process, 226–27
  - multidimensional perspective, 224–25
- transportation industry, 193–211
- Trompenaars, F., 71
- Tsingtao Brewery Company, 423–24
- Turkey, 246

- Uber, 349
- UN Global Compact, 75, 529
- Unilever
  - asset and resource management in, 410
  - competing through sustainability, 520–38
  - decentralized administrative heritage, 219
  - globally linked innovation, 302
  - in India, 436–52, 491
  - innovation in, 298, 415
  - international industries/strategies, 69
  - localization pressures, 72
  - market share, 71
  - multinational strategy of, 160
  - organizational flexibility in, 226–27
  - social responsibility in, 494
- Union Carbide, 486
- Unisys, 346
- UNITE HERE (union), 35
- United Cereal, 167–76
- United Kingdom, 91, 246
- United Nations, 13, 505–7
- United Nations World Conference on Trade and Development (UNCTAD), 14–15, 73

- United States
  - coordinated federation administrative heritage, 220–21
  - GDP, 16
- hourly manufacturing compensation costs in, 36

- international competitive advantage strategies, 159–60
- international motivations for MNEs, 17–18
- Levendary Café in, 428–30
- pharmaceutical market in, 246
- regulations and subsidies, 74
- wine statistics, 91
- Uppsala model, 23–24
- urban schools liquids initiative, 448–52
- Vahlne, J.-E., 23
- value chain governance, 19
- value chain replication, 22
- van den Bosch, F.A.J., 361
- van den Houten, G., 183–92
- van der Klugt, C., 264–65
- van Riemsdijk, H., 261–62
- van Wamelen, A., 187
- Vernon, R., 18–19, 495
- Veseth, M., 90
- Vittal, L., 77
- Vlessing, E., 126
- Volkswagen, 16, 166
- Volvo, 74
- von Sychowski, P., 125
- von Zedtwitz, M., 301
- Vyas, P., 325–33
- Wagner, J., 327–30
- Wallace, P., 117
- Wallis, W., 105, 113
- Wal-Mart, 16, 23, 484
- Walsh, B., 83
- Wang, C., 96
- Warrior Sports, 33
- Waterman, R., 352
- Wazir, R., 91
- WeChat, 72
- Weidemann, R., 111
- Wells, L.T., 215–16
- White, J.C., 234
- Willcocks, L.P., 33
- Williamson, P.J., 76
- Wilson, J., 84
- Wind, J., 160
- wine industry, 83–104, 420
## Transnational Management Index (coded)

| Winig, L., 235 | Yamashita, T., 271–72 |
| Wöcke, A., 104 | Yan, A., 416 |
| World Bank, 16, 133 | Yaziji, M., 495 |
| world boards, 241–42 | Yellow Booklet, 261–62 |
| World Health Organization (WHO), 439 | Yoshino, M.Y., 452 |
| World Trade Organization (WTO), 66, 390 | Yushan Bicycles, 176–83 |
| Wu, S., 103 | Zeng, M., 76 |
| Wyeth, 247 | Zhang, M., 29 |
| Xerox, 217, 355 | Zhu, G., 416 |
| Xu, T., 104 | Zou, S., 234 |