**GLOBAL STRATEGY**

* **PART 1. FOUNDATIONS OF GLOBAL STRATEGY**
	+ Chapter 1. Strategizing Around the Globe
		- Why Study Global Strategy?
		- What Is Strategy?
			* Origin
			* Plan versus Action
			* Strategy as Theory
			* Strategy, Strategist, and Strategic Leadership
		- Fundamental Questions in Strategy
			* Why Do Firms Differ?
			* How Do Firms Behave?
			* What Determines the Scope of the Firm?
			* What Determines the Success and Failure of Firms Around the Globe?
		- What Is Global Strategy?
		- Globalization and Semiglobalization
			* What Is Globalization?
			* The Swing of a Pendulum
			* Black Swan and Risk Management
			* Semiglobalization
		- Debates and Extensions
			* Debate 1: Globalization versus Deglobalization
			* Debate 2: Strategic versus Nonstrategic Industries
			* Debate 3: Just-in-Time versus just-in-case Management
			* Fostering Critical Strategic Thinking Through Debates
		- Organization of the Book
		- Chapter Summary
		- Key Terms
		- Critical Discussion Questions
		- Topics for Expanded Projects
		- Closing Case. Emerging Markets Ethical Dilemma: Two Scenarios of the Global Economy in 2050
		- Notes
	+ Chapter 2. Managing Industry Competition
		- Defining Industry Competition
		- The Five Forces Framework
			* From Economics to Strategy
			* Rivalry among Competitors
			* Threat of Entrants
			* Bargaining Power of Suppliers
			* Bargaining Power of Buyers
			* Threat of Substitutes
			* Lessons from the Five Forces Framework
		- Three Generic Strategies
			* Cost Leadership
			* Differentiation
			* Focus
			* Lessons from the Three Generic Strategies
		- Debates and Extensions
			* Debate 1: Clear versus Blurred Definitions of Industry
			* Debate 2: Industry Rivalry versus Strategic Groups
			* Debate 3: Integration versus Outsourcing
			* Debate 4: Stuck in the Middle versus All-Rounder
			* Debate 5: Economies of Scale versus 3D Printing
			* Debate 6: Industry-Specific versus Firm-Specific and Institution-Specific Determinants of Performance
			* Making Sense of the Debates
		- The Savvy Strategist
		- Chapter Summary
		- Key Terms
		- Critical Discussion Questions
		- Topics for Expanded Projects
		- Closing Case. Emerging Markets: The Future of the Automobile Industry
		- Notes
	+ Chapter 3. Leveraging Resources and Capabilities
		- Understanding Resources and Capabilities
		- Resources, Capabilities, and the Value Chain
		- From SWOT to VRIO
			* The Question of Value
			* The Question of Rarity
			* The Question of Imitability
			* The Question of Organization
		- Debates and Extensions
			* Debate 1: Firm-Specific versus Industry-Specific Determinants of Performance
			* Debate 2: Static Resources versus Dynamic Capabilities
			* Debate 3: Offshoring versus Nonoffshoring
			* Debate 4: Domestic Resources versus International (Cross-Border) Capabilities
		- The Savvy Stategist
		- Chapter Summary
		- Key Terms
		- Critical Discussion Questions
		- Topics for Expanded Projects
		- Closing Case. Ethical Dilemma: H-E-B Fights Coronavirus
		- Notes
	+ Chapter 4. Emphasizing Institutions, Cultures, and Ethics
		- Understanding Institutions
			* Definitions
			* What Do Institutions Do?
			* How Do Institutions Reduce Uncertainty?
		- An Institution-Based View of Business Strategy
			* Overview
			* Two Core Propositions
			* Institutional Logics and Hybrid Organizations
		- The Strategic Role of Culture
			* The Definition of Culture
			* The Five Dimensions of Culture
			* Cultures and Strategic Choices
		- The Strategic Role of Ethics
			* The Definition and Impact of Ethics
			* Managing Ethics Overseas
			* Ethics and Corruption
		- A Strategic Response Framework for Ethical Challenges
		- Debates and Extensions
			* Debate 1: Opportunism versus Individualism/Collectivism
			* Debate 2: Cultural Distance versus Institutional Distance
			* Debate 3: Freedom of Speech versus Censorship on the Internet
		- The Savvy Strategist
		- Chapter Summary
		- Key Terms
		- Critical Discussion Questions
		- Topics for Expanded Projects
		- Closing Case. Emerging Markets Ethical Dilemma: IKEA’s Challenge in Saudi Arabia
		- Notes
* **PART 2. BUSINESS-LEVEL STRATEGIES**
	+ Chapter 5. Growing and Internationalizing the Entrepreneurial Firm
		- Entrepreneurship and Entrepreneurial Firms
		- A Comprehensive Model of Entrepreneurship
			* Industry-Based Considerations
			* Resource-Based Considerations
			* Institution-Based Considerations
		- Five Entrepreneurial Strategies
			* Growth
			* Innovation
			* Network
			* Financing and Governance
			* Harvest and Exit
		- Internationalizing the Entrepreneurial Firm
			* International Strategies for Entering Foreign Markets
			* International Strategies for Staying in Domestic Markets
		- Debates and Extensions
			* Debate 1: Traits versus Institutions
			* Debate 2: Slow Internationalizers versus Born Global Start-ups
			* Debate 3: High-Growth Entrepreneurship versus Ethically Questionable Behavior
		- The Savvy Entrepreneur
		- Chapter Summary
		- Key Terms
		- Critical Discussion Questions
		- Topics for Expanded Projects
		- Closing Case. Emerging Markets Ethical Dilemma: Boom in Busts: Good or Bad?
		- Notes
	+ Chapter 6. Entering Foreign Markets
		- Overcoming Liability of Foreignness
		- Understanding the Propensity to Internationalize
		- A Comprehensive Model of Foreign Market Entries
			* Industry-Based Considerations
			* Resource-Based Considerations
			* Institution-Based Considerations
		- Where to Enter?
			* Location-Specific Advantages and Strategic Goals
			* Cultural and Institutional Distances and Foreign Entry Locations
		- When to Enter?
		- How to Enter?
			* Scale of Entry: Commitment and Experience
			* Modes of Entry: The First Step on Equity versus Nonequity Modes
			* Modes of Entry: The Second Step in Making Actual Selections
		- Debates and Extensions
			* Debate 1: Liability versus Asset of Foreignness
			* Debate 2: Old-Line versus Emerging Multinationals: OLI versus LLL
			* Debate 3: Global versus Regional Geographic Diversification
			* Debate 4: Contractual versus Noncontractual Approaches of Entry
		- The Savvy Strategist
		- Chapter Summary
		- Key Terms
		- Critical Discussion Questions
		- Topics for Expanded Projects
		- Closing Case. Emerging Markets: Ethical Dilemma: How Firms from Emerging Economies Fight Back
		- Notes
	+ Chapter 7. Making Strategic Alliances and Networks Work
		- Defining Strategic Alliances and Networks
		- A Comprehensive Model of Strategic Alliances and Networks
			* Industry-Based Considerations
			* Resource-Based Considerations
			* Rarity
			* Imitability
			* Organization
			* Institution-Based Considerations
		- Formation
			* Stage One: To Cooperate or Not to Cooperate?
			* Stage Two: Contractual or Equity Modes?
			* Stage Three: How to Position the Relationship?
		- Evolution
			* Combating Opportunism
			* Evolving from Strong Ties to Weak Ties
			* From Corporate Marriage to Divorce
		- Performance
			* The Performance of Strategic Alliances and Networks
			* The Performance of Parent Firms
		- Debates and Extensions
			* Debate 1: Majority JVs as Control Mechanisms versus Minority JVs as Real Options
			* Debate 2: Alliances versus Acquisitions
			* Debate 3: Acquiring versus Not Acquiring Alliance Partners
		- The Savvy Strategist
		- Chapter Summary
		- Key Terms
		- Critical Discussion Questions
		- Topics for Expanded Projects
		- Closing Case. Fiat Chrysler: From Alliance to Acquisition
		- Notes
	+ Chapter 8. Managing Competitive Dynamics
		- Strategy as Action
		- Industry-Based Considerations
			* Collusion and Prisoner’s Dilemma
			* Industry Characteristics and Collusion vis-à-vis Competition
		- Resource-Based Considerations
			* Value
			* Rarity
			* Imitability
			* Organization
			* Resource Similarity
			* Competitor Analysis
		- Institution-Based Considerations
			* Formal Institutions Governing Domestic Competition: A Focus on Antitrust
			* Formal Institutions Governing International Competition: A Focus on Antidumping
		- Attack and Counterattack
			* Three Main Types of Attack
			* Awareness, Motivation, and Capability
		- Cooperation and Signaling
		- Debates and Extensions
			* Debate 1: Strategy versus Antitrust Policy
			* Debate 2: Competition versus Antidumping
		- The Savvy Strategist
		- Chapter Summary
		- Key Terms
		- Critical Discussion Questions
		- Topics for Extended Projects
		- Closing Case. Ethical Dilemma: Is There an Antitrust Case Against Big Tech?
		- Notes
* **PART 3. CORPORATE-LEVEL STRATEGIES**
	+ Chapter 9. Diversifying and Managing Acquisitions Globally
		- Product Diversification
			* Product-Related Diversification
			* Product-Unrelated Diversification
			* Product Diversification and Firm Performance
		- Geographic Diversification
			* Limited versus Extensive International Diversification
			* Geographic Diversification and Firm Performance
		- Combining Product and Geographic Diversification
		- A Comprehensive Model of Diversification
			* Industry-Based Considerations
			* Resource-Based Considerations
			* Institution-Based Considerations
			* The Evolution of the Scope of the Firm
		- Acquisitions
			* Setting the Terms Straight
			* Motives for Mergers and Acquisitions
			* Performance of Mergers and Acquisitions
		- Debates and Extensions
			* Debate 1: Product Relatedness versus Other Forms of Relatedness
			* Debate 2: Old-Line versus New-Age Conglomerates
			* Debate 3: High Road versus Low Road in Integration
			* Debate 4: Acquisitions versus Alliances
		- The Savvy Strategist
		- Chapter Summary
		- Key Terms
		- Critical Discussion Questions
		- Topics for Expanded Projects
		- Closing Case. Emerging Markets: Ethical Dilemma: Puzzles Behind Emerging Multinationals’ Acquisitions
		- Notes
	+ Chapter 10. Strategizing, Structuring, and Innovating Around the World
		- Multinational Strategies and Structures
			* Pressures for Cost Reduction and Local Responsiveness
			* Four Strategic Choices
			* Four Organizational Structures
			* The Reciprocal Relationship between Multinational Strategy and Structure
		- A Comprehensive Model of Multinational Strategy, Structure, and Innovation
			* Industry-Based Considerations
			* Resource-Based Considerations
			* Institution-Based Considerations
		- Worldwide Learning, Innovation, and Knowledge Management
			* Knowledge Management
			* Knowledge Management in Four Types of Multinational Enterprises
			* Globalizing Research and Development
			* Problems and Solutions in Knowledge Management
		- Debates and Extensions
			* Debate 1: Headquarters Control versus Subsidiary Initiative
			* Debate 2: Customer-Focused Dimensions versus Integration, Responsiveness, and Learning
		- The Savvy Strategist
		- Chapter Summary
		- Key Terms
		- Critical Discussion Questions
		- Topics for Expanded Projects
		- Closing Case. Emerging Markets Ethical Dilemma: Subsidiary Initiative at Schenck Shanghai Machinery
		- Notes
	+ Chapter 11. Governing the Corporation Globally
		- Owners
			* Concentrated versus Diffused Ownership
			* Family Ownership
			* State Ownership
		- Managers
			* Principal-Agent Conflicts
			* Principal-Principal Conflicts
		- Board of Directors
			* Board Composition
			* Leadership Structure
			* Board Interlocks
			* The Role of Boards of Directors
			* Directing Strategically
		- Governance Mechanisms as a Package
			* Internal (Voice-Based) Governance Mechanisms
			* External (Exit-Based) Governance Mechanisms
			* Internal Mechanisms + External Mechanisms = Governance Package
		- A Global Perspective
		- A Comprehensive Model of Corporate Governance
			* Industry-Based Considerations
			* Resource-Based Considerations
			* Institution-Based Considerations
		- Debates and Extensions
			* Debate 1: Opportunistic Agents versus Managerial Stewards
			* Debate 2: Global Convergence versus Divergence
			* Debate 3: Value versus Stigma of Multiple Directorships
			* Debate 4: State Ownership versus Private Ownership
		- The Savvy Strategist
		- Chapter Summary
		- Key Terms
		- Critical Discussion Questions
		- Topics for Expanded Projects
		- Closing Case. Emerging Markets Ethical Dilemma: The Private Equity Challenge
		- Notes
	+ Chapter 12. Strategizing on Corporate Social Responsibility
		- A Stakeholder View of the Firm
			* A Big Picture Perspective
			* Stakeholder Groups, Triple Bottom Line, and ESG
			* A Fundamental Debate
		- A Comprehensive Model of Corporate Social Responsibility
			* Industry-Based Considerations
			* Resource-Based Considerations
			* The CSR-Economic Performance Puzzle
			* Institution-Based Considerations
		- Debates and Extensions
			* Debate 1: Reducing versus Contributing toward Income Inequality
			* Debate 2: Domestic versus Overseas Social Responsibility
			* Debate 3: Active versus Inactive CSR Engagement Overseas
			* Debate 4: Race to the Bottom (“Pollution Haven”) versus Race to the Top
		- The Savvy Strategist
		- Chapter Summary
		- Key Terms
		- Critical Discussion Questions
		- Topics for Expanded Projects
		- Closing Case. Emerging Markets Ethical Dilemma: The Ebola Challenge
		- Notes
* **PART 4. INTEGRATIVE CASES**
	+ Integrative Case 1. The Consulting Industry
		- Sellers and Buyers
		- Rivalry
		- New Entrants
		- Substitutes
		- Challenges
		- Case Discussion Questions
	+ Integrative Case 2. The Asia Pacific Airline Industry
		- Substitutes and Suppliers
		- Customers
		- Rivalry Among Incumbents
		- New Entrants
		- The Bright Future
		- Coping with the Coronavirus
		- Case Discussion Questions
	+ Integrative Case 3. LEGO’s Secrets
		- Case Discussion Questions
	+ Integrative Case 4. BMW at 100
		- One Hundred Years Young
		- Innovations in Mobility
		- Connected Cars
		- New Energy Vehicles
		- Autonomous Driving
		- Urban Mobility Systems
		- Digitalization of Operations
		- Human Robot Co-Working
		- Additive Manufacturing
		- Outlook
		- Case Discussion Questions
	+ Integrative Case 5. Occidental Petroleum (Oxy): From Also-Ran to Segment Leader
		- Starting Small
		- Saving the Parent Company
		- Argentina and Agility
		- Oxy Today
		- Case Discussion Questions
	+ Integrative Case 6. Tesla’s CEO Quits Presidential Councils
		- Case Discussion Questions
	+ Integrative Case 7. Legalization of Ride-Hailing in China
		- Beijing Cracked Down on Ride-Hailing in 2015
			* Beijing Authorities Identified Didi and Other Private Cars as “Black (Unlicensed) Taxis”
			* Two “Private Cars” Were Seized
			* Officials Said that “Private Car” Service Was Unlicensed and Illegal
			* The Software Operators Said that “Private Cars Are Not the Same as Unlicensed Cars”
			* Passengers Said that “the Private Car Service Has Hidden Dangers, But It Should Not Be Completely Banned”
			* Expert Opinion: To Use the Internet to Make Travel More Convenient in Accordance with the Law
		- Online Ride-Hailing Has Gained Legal Status
			* The Introduction of New Policies
			* Response of Online Ride-Hailing Companies
		- Case Discussion Questions
	+ Integrative Case 8. The Final Frontier of Outsourcing to India
		- A Global Industry
		- Players of Commercial Surrogacy
		- The Institution-Based View
		- The Resource-Based View
		- Expert Input: Mr. Hari G. Ramasubramanian
			* Question 1. What was Mr. Hari G. Ramasubramanian’s Motivation to Start the First Law Firm in India on Surrogacy Law?
			* Question 2. What are the Laws and Medical Benefits Currently Available to Protect the Surrogate Mother?
			* Question 3. We are Hearing a Lot about the Surrogacy Regulation Bill 2016. How Effective is this Going to be for the Surrogacy Outsourcing Industry for India in the Future?
		- Going Forward
		- Case Discussion Questions
	+ Integrative Case 9. Volkswagen’s Emissions Scandal
		- Volkswagen’s Notorious “Defeat” Device
		- How the Deception Was Unearthed
		- Corporate Fallout
		- Impact on the Diesel Auto Industry
		- “Dieselgate” Continues to Assail Volkswagen
		- Case Discussion Questions
	+ Integrative Case 10. Private Military Companies
		- From Rome to Syria
		- Global Competition and Challenges
		- In Search of New Hot Spots
		- Enlightened Self-Regulation?
		- Case Discussion Questions
	+ Integrative Case 11. SnowSports Interactive: A Global Start-Up’s Challenges
		- History of the Company
		- The Product and Services
		- The Industry
		- The Financial Situation
		- The Company Strategy
		- A Global Market for SSI?
		- Case Discussion Questions
	+ Integrative Case 12. Business Jet Makers Eye China
		- Institutions
		- Resources and Capabilities
		- Case Discussion Questions
	+ Integrative Case 13. Carlsberg in Russia
		- Case Discussion Questions
	+ Integrative Case 14. Enter North America by Bus
		- Case Discussion Questions
	+ Integrative Case 15. Etihad Airways’ Alliance Network
		- Case Discussion Questions
	+ Integrative Case 16. Jobek do Brasil’s Joint Venture Challenges
		- The Hammock and Leisure Furniture Industry
		- Social and Environmental Certifications
		- History of Jobek DO Brasil
		- Product Design
		- The Adoption of the FSC Certification Standard and the Supply of Certified Wood
		- International Marketing
		- Production and Distribution
		- The International Joint Venture with Hatteras
		- The Crisis and Future Challenges
		- Case Discussion Questions
	+ Integrative Case 17. Saudi Arabia in OPEC: Price Leader in a Cartel
		- OPEC
		- Saudi Arabia in the 1980s
		- Saudi Arabia in 2020
		- Case Discussion Questions
	+ Integrative Case 18. AGRANA: From a Local Supplier to a Global Player
		- From Central and Eastern Europe to the World
		- Product-Related Diversification
		- Acquisitions
		- Diversifying into Biofuel
		- Case Discussion Questions
	+ Integrative Case 19. Nomura’s Integration of Lehman Brothers
		- The Opportunity of a Lifetime
		- Integration Challenges
		- Postacquisition Performance
		- Case Discussion Questions
	+ Integrative Case 20. Cyberattack on TNT Express and Impact on Parent Company FedEx
		- Fedex’S 2016 Acquisition of TNT Express
		- Preparing for Cybersecurity Incidents
		- Wannacry and Petya Ransomware
		- Wannacry Cyberattacks in May 2017
		- Notpetya Cyberattacks in June 2017
		- TNT Struggles to Operate Following the Cyberattack
		- The Impact
		- Case Discussion Questions
	+ Integrative Case 21. Shanghai Disneyland
		- Case Discussion Questions
	+ Integrative Case 22. Samsung’s Global Strategy Group
		- Case Discussion Questions
	+ Integrative Case 23. Corporate Governance the HP Way
		- Lost Its Way
		- Stopping the Free Fall
		- A Tale of Two HP Companies
		- Case Discussion Questions
	+ Integrative Case 24. When CSR Is Mandated by the Government in India
		- Case Discussion Questions
	+ Integrative Case 25. Wolf Wars
		- Case Discussion Questions

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