**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

**Global Strategy**

by Mike Peng

**5th Edition | Copyright 2022**

The world’s best-selling global business strategy textbook, Peng's GLOBAL STRATEGY, 5E draws on the latest research and integrates three leading views while providing innovative, comprehensive coverage.