TABLE OF CONTENTS

INTRODUCTION

Michael R. Czinkota and Ilkka A. Ronkainen, Globalization: An Introduction and Assessment of Realities and Strategies 1

PART ONE NEW REALITIES OF THE GLOBAL MARKETPLACE 9

Jane Fraser and Jeremy Oppenheim, What's New About Globalization? 11

Jay Mazur, Labor's New Internationalism 23

PART TWO ENVIRONMENTS 33

Michael R. Czinkota, A National Export Assistance Policy for New and Growing Businesses 35

Michael R. Czinkota and Erwin Dichtl, Export Controls and Global Changes 46

Richard Brealey, The Asian Crisis: Lessons for Crisis Management and Prevention 58 Martin Vander Weyer, Mark Landler, and Doug Garr, Globalism vs. Nationalism vs. E-Business: The World Debates 77

Alexander D. Stajkovic and Fred Luthans, Business Ethics Across Cultures: A Social Cognitive Model 92

Ricky Y. K. Chan, An Emerging Green Market in China: Myth or Reality? 110

PART THREE STRATEGIES OF ENTRY AND OPERATIONS 121

Anil K. Gupta and Vijay Govindarajan, Managing Global Expansion: A Conceptual Framework 123

Ashwin Adarkar, Asif Adil, David Ernst, and Paresh Vaish, Emerging Market Alliances: Must They Be Win-Lose? 142

Güliz Ger, Localizing in the Global Village: Local Firms Competing in Global Markets 159

PART FOUR FUNCTIONAL AREAS 179

Briance Mascarenhas, Alok Baveja, and Mamnoon Jamil, Dynamics of Core Competencies in Leading Multinational Companies 181

Kenneth Simmonds, International Marketing—Avoiding the Seven Deadly Traps 196

John A. Quelch and Helen Bloom, Ten Steps to a Global Human Resource Strategy 207

Benjamin C. Esty, Petrozuata: A Case Study of the Effective Use of Project Finance 221

PART FIVE ORGANIZATION AND IMPLEMENTATION 247

Ingo Theuerkauf, David Ernst, and Amir Mahini, Think Local, Organize . . . ? 249

Henry P. Conn and George S. Yip, Global Transfer of Critical Capabilities 256

Julian Birkinshaw and Nick Fry, Subsidiary Initiatives to Develop New Markets 275

PART SIX MARKET SPECIFICS 291

Johan Ahlberg, Nicklas Garemo, and Tomas Nauclér, The Euro: How to Keep Your Prices Up and Your Competitors Down 293

Michael R. Czinkota and Masaaki Kotabe, Bypassing Barriers to Marketing in Japan 299

Reiner Springer and Michael R. Czinkota, Marketing's Contribution to the Transformation of Central and Eastern Europe 310

James A. Gingrich, Five Rules for Winning Emerging Market Consumers 327

PART SEVEN THE FUTURE 339

Michael R. Czinkota and Ilkka A. Ronkainen, International Business and Trade in the Next Decade: Report from a Delphi Study 341

Credits 358

Index 359