## Contents

Preface by John H. Dunning and Karl P. Sauvant ..... vii
Acknowledgements ..... ix
Introduction: Transnational corporations and business strategy - the foundations of an emerging field by Donald J. Lecraw and Allen J. Morrison ..... 1
Part One: Strategy formulation: process

1. A framework for strategic planning in multinational corporations
P. Lorange ..... 31
2. A model and recent developmentsW.A. Dymsza44
3. The real story behind Honda's success R.T. Pascale ..... 64
4. Strategic management in multinational companies Y.L. Doz ..... 93
Part Two: Strategy formulation: content
5. Do you really have a global strategy?
G. Hamel and C.K. Prahalad ..... 123
6. Changing patterns of international competition M.E. Porter ..... 138
7. Global strategy: an organizing framework S. Ghoshal ..... 170
8. Getting back to strategy K. Ohmae ..... 194
9. The Hypermodern MNC - a heterarchy? G. Hedlund ..... 207
Part Three: Strategy implementation: organization
(10) The multinational business enterprise: what kind ofinternational organization?
L.T. Wells, Jr. ..... 237
10. MNCs: get off the reorganization merry-go-round

- C.A. Bartlett ..... 255

12. Strategy and structure of U.S. multinationals: an exploratory study
J.D. Daniels, R.A. Pitts and M.J. Tretter ..... 267
13. Strategy and structure in multinational corporations: a revision of the Stopford and Wells model W.G. Egelhoff ..... 283
Part Four: Strategy implementation: strategic control and ownership
14. Bringing the environment back in: the social context of business strategy J. Pfeffer ..... 307
15. Joint ventures with Japan give away our future R.B. Reich and E.D. Mankin ..... 324
16. The characteristics of joint ventures in developed and developing countries P.W. Beamish ..... 338
17. Understanding alliances: the role of task and organizational complexity J.P. Killing ..... 352
18. Multinational corporations: control systems and delegation issues
B.R. Baliga and A.M. Jaeger ..... 365
Select bibliography ..... 386
Name index ..... 389
Subject index ..... 395
