

Contents



PREFACE

ix

I THE GLOBAL ENVIRONMENT

1

- 1 THE WORLD TRADE ORGANIZATION: PERSPECTIVES AND PROSPECTS >
Michael R. Czinkota

3

- 2 AMERICA'S NEW WORLD TRADE ORDER
Michael R. Czinkota and Masaaki Kotabe

9

- 3 GLOBAL NEIGHBORS: POOR RELATIONS
Michael R. Czinkota

20

- 4 ASSESSMENT OF SHIFTING GLOBAL COMPETITIVENESS: PATENT APPLICATIONS /
AND GRANTS IN FOUR MAJOR TRADING COUNTRIES
Masaaki Kotabe and Eli P. Cox, III

28

II THE ROLE AND INFLUENCE OF GOVERNMENT

41

- 5 EXPORT CONTROLS: PROVIDING SECURITY IN A VOLATILE ENVIRONMENT
Michael R. Czinkota and Erwin Dichtl

43

- 6 A MARKETING PERSPECTIVE OF THE US INTERNATIONAL TRADE COMMISSION'S
ANTIDUMPING ACTIONS: AN EMPIRICAL INQUIRY
Michael R. Czinkota and Masaaki Kotabe

52

- 7 A NATIONAL EXPORT ASSISTANCE POLICY FOR NEW AND GROWING BUSINESSES
Michael R. Czinkota

69

- 8 STATE GOVERNMENT PROMOTION OF MANUFACTURING EXPORTS: A GAP
ANALYSIS
Masaaki Kotabe and Michael R. Czinkota

78

III MANAGEMENT DIMENSIONS

97

- 9 REVISITING MULTINATIONAL FIRMS' TOLERANCE FOR JOINT VENTURES: A
TRUST-BASED APPROACH
Anoop Madhok

99

- 10 THE ROLE OF STRATEGIC ALLIANCES IN HIGH-TECHNOLOGY NEW PRODUCT
DEVELOPMENT
Masaaki Kotabe and K. Scott Swan

117

- 11 THE RETURN OF 7-ELEVEN ... FROM JAPAN: THE VANGUARD PROGRAM
Masaaki Kotabe

136

IV MARKETING DIMENSIONS

151

12 PRODUCT DEVELOPMENT THE JAPANESE WAY

Michael R. Czinkota and Masaaki Kotabe

153

13 THE "DEPTH" OF THE JAPANESE MARKET ORIENTATION: A COMPARISON ACROSS RANKS AND FUNCTIONS WITH US FIRMS

Masaaki Kotabe and Aldor R. Lancot, Jr.

159

14 A PERSPECTIVE OF MARKETING IN CENTRAL AND EASTERN EUROPE

Michael R. Czinkota, Helmut Gaisbauer, and Reiner Springer

171

V FINANCIAL AND ACCOUNTING DIMENSIONS

185

15 EXCHANGE RATE FLUCTUATIONS, PASS-THROUGH, AND MARKET SHARE

Kenichi Ohno

187

16 OPTIONS THINKING AND PLATFORM INVESTMENTS: INVESTING IN OPPORTUNITY

Bruce Kogut and Nalin Kulatilaka

200

17 ANOTHER HIDDEN EDGE: JAPANESE MANAGEMENT ACCOUNTING

Toshiro Hiromoto

217

VI IMPLEMENTING GLOBAL STRATEGY

223

18 HOW THE UNITED STATES CAN BE NUMBER ONE AGAIN: RESURRECTING THE INDUSTRIAL POLICY DEBATE

Peter R. Dickson and Michael R. Czinkota

225

- 19 GLOBAL SOURCING STRATEGY IN THE PACIFIC: AMERICAN AND JAPANESE
MULTINATIONAL COMPANIES
Masaaki Kotabe
238

- 20 THIRD GENERATION R&D: THE KEY TO LEVERAGING CORE COMPETENCIES
Mark Kesler, Diana Kolstad, and W. E. Clarke
257

VII EMERGING ISSUES
269

- X 21 GLOBALIZATION VERSUS REGIONALIZATION: WHICH WAY FOR THE
MULTINATIONAL?
Allen J. Morrison, David A. Ricks, and Kendall Roth
271

- 22 IT PAYS TO BE GREEN: THE MANAGERIAL INCENTIVE STRUCTURE AND
ENVIRONMENTALLY SOUND STRATEGIES
Giulio M. Gallarotti
283

- 23 SUSTAINABLE DEVELOPMENT VERSUS GLOBAL ENVIRONMENT: RESOLVING THE
CONFLICT
S. Fred Singer
307

INDEX
316