

Brief Contents

Preface 15

Acknowledgments 25

About the Authors 27

Chapter 1	Strategic Management Essentials	31
	THE COHESION CASE: NESTLÉ S.A., 2016 (NSRGY)	54
Chapter 2	Outside-USA Strategic Planning	67
Chapter 3	Ethics, Social Responsibility, and Sustainability	95
Chapter 4	Types of Strategies	119
Chapter 5	Vision and Mission Analysis	157
Chapter 6	The Internal Audit	177
Chapter 7	The External Audit	217
Chapter 8	Strategy Generation and Selection	247
Chapter 9	Strategy Implementation	285
Chapter 10	Strategy Execution	321
Chapter 11	Strategy Monitoring	359
Appendix	Guidelines for Case Analysis	385

Glossary 397

Name Index 407

Subject Index 413

Assurance of Learning Exercise 1E: Strategic Planning at Nestlé S.A.	65
Assurance of Learning Exercise 1F: Interview Local Strategists	67
Chapter 2 Outside-USA Strategic Planning	67
EXEMPLARY COMPANY SHOWCASED: HONDA MOTOR COMPANY (HMC)	68
Nature of Doing Business Globally	68
Multinational Firms	70
• Different Languages	71
• Labor Union across Europe	71
ACADEMIC RESEARCH CAPSULE 2-1: HOW MANY LANGUAGES ARE THERE GLOBALLY?	71
Advantages and Disadvantages of Doing Business Globally	72
The Global Challenge	73
Tax Rates and Tax Inversions	74
Tax Rates	74
ACADEMIC RESEARCH CAPSULE 2-2: HOW DO FIRMS DECIDE WHERE TO EXPAND?	74
Tax Inversions	76
American Versus Foreign Business Culture	76
Communication Differences across Countries	78
Business Culture across Countries	79
Mexico's Business Culture	79
• Japan's Business Culture	80
• China's Business Culture	81
• India's Business Culture	82
Business Climate across Countries	82
Africa's Business Climate	83
• Brazil's Business Climate	85
• Indonesia's Business Climate	85
• India's Business Climate	85
• Mexico's Business Climate	85
Vietnam's Business Climate	87
IMPLICATIONS FOR STRATEGISTS	88
IMPLICATIONS FOR STUDENTS	88
Chapter Summary	89
Key Terms and Concepts	89
Issues for Review and Discussion	89
ASSURANCE OF LEARNING EXERCISES	90
Assurance of Learning Exercise 2A: Nestlé S.A. Wants to Enter Africa. Help Them.	90
Assurance of Learning Exercise 2B: Assess Differences in Culture across Countries	91
Assurance of Learning Exercise 2C: Honda Motor Company Wants to Do Business in Vietnam. Help Them.	91
Assurance of Learning Exercise 2D: Does My University Recruit in Foreign Countries?	92
MINI-CASE ON AIRBUS GROUP SE (AIR 2A): HOW WELL IS AIRBUS PERFORMING GLOBALLY?	92
Current Readings	93
Endnotes	93