

# Preface

In this third edition, all chapters have been updated, new chapters integrated, all case studies revised and recent data were integrated. The concept, as it is described below, remained unchanged.

Over the last few decades, international activities of companies have gained dramatically in importance. Empirical evidence for this statement can be found, for instance, in the rapid growth of world trade and in foreign direct investment flows as well as in the high share of intra-company trade on total world trade, indicating the relevance of cross-border value creation processes. Courses on International Management have, thus, become an integral part of most management studies at universities today and dedicated Masters and MBA programmes on International Management have emerged in recent years.

## Concept and Overview of this Book

This book intends to give a compact overview of the most relevant concepts and developments in International Management. Various strategy concepts of internationally active companies and their implementation in practice are the core of this book. It is not designed as a traditional textbook or a collection of case studies, but tries to combine both. The book introduces the complex and manifold questions of International Management in the form of 23 lessons that give a thematic overview of key issues and illustrates each topic by providing a comprehensive case study.

The book is divided into six major parts. Part I (“Introduction to Strategic International Management”) lays the foundation by explaining basic concepts and theories of International Management. The growing importance of emerging country multinationals will be taken into account. In Part II, the influence of the external environment on Multinational Corporations (MNCs) is described, looking into market barriers and regional integration, the competitive advantage of nations and the influence of country culture. Part III focuses on the coordination of internationally dispersed activities in a Multinational Corporation. An overview of formal and informal instruments is given and some coordination instruments are discussed in more detail. Another core decision with regard to international activities, the foreign operation mode, is dealt with in Part IV. After an overview of the basic types of foreign operation modes, the three main options – market, coopera-

tion and hierarchies – are explained in individual chapters. In this third edition export modes now also receive special attention. Part V is devoted to specific value chain activities, production & sourcing, R&D and marketing. At last, human resource management and international control are discussed as highly relevant business functions in Part VI of the book.

### **Teaching and Learning**

The book is primarily aimed at students at the beginning of their Masters studies who major in Business Administration, International Management, Strategic Management or related fields. In addition, practitioners who seek compact and practice-oriented information on international strategy concepts can benefit from the book. The case studies accompany each lesson in such a way that they provide additional content and a specific application of the individual lessons on the one hand. They are part of the explanation of the topic, but they also lead to suggested discussion subjects and questions in order to deepen the understanding of the topic.

Instructors are provided with additional resources. A set of PowerPoint slides can be downloaded from the publisher's website ([www.gabler.de](http://www.gabler.de)). Furthermore, for each case study, a solution draft can be obtained.

### **Acknowledgements**

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