



*Second Edition*

# GLOBAL AND TRANSNATIONAL BUSINESS

*Strategy and Management*

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# **Global and Transnational Business: Strategy and Management**

**Second Edition**

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**Global and  
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Strategy and Management**

**Second Edition**

# PREFACE TO THE SECOND EDITION

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International business is one of the most fertile areas of academic research in British and American university business schools, and the number of research articles and textbooks produced in the area in recent years is testimony to this intellectual fecundity. The eclecticism of the field, drawing as it does on studies in general strategy, politics, economics and philosophy presents another set of challenges to authors such as ourselves – what to include for completeness and what to leave out or excise in the interests of accessibility and brevity. We acknowledge this tension and hope we have pitched this second edition about right.

Two issues distinguish this edition from the first: an increased emphasis on knowledge as a source of transnational competitive advantage and a modification to the way in which case materials are used.

We felt it important in this edition to reflect the debate in the strategy literature on the sources of competitive advantage to international businesses. In explaining competitive advantage from the perspective of knowledge management and organization learning, we have dismissed neither the competitive positioning school nor the core competence/resource-based perspective. We view the understanding of competitive advantage from a knowledge-based perspective as an enrichment of both of the previous explanations and seek to explain this synergy at several points in the text as the context requires. This has meant substantial revisions to Chapters 1, 2, 6 and 9.

The second change made for the second edition is in the way in which case materials are presented. The first edition contained a suite of six ‘long’ cases at the end of the text. After feedback from our adopters and some discussion, including with the publisher, we decided to change the focus of the cases. We have reduced the number of cases at the conclusion of the book to two (retaining the Nike case and adding a new one on McDonald’s) and added several shorter ones as ‘in-chapter’ examples. We hope this new format provides for an effective learning experience.

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Nigel Evans (principal lecturer in travel and tourism) contributed material on Nokia (Chapter 2), Holiday Inn (Chapter 7), airlines (Chapters 4 and 14), British Airways (Chapter 12) and DaimlerChrysler (Chapter 14). Sonal Minocha (lecturer in strategic management) contributed notes on pharmaceuticals (Chapter 4), Body Shop (Chapter 9) and Aventis (Chapter 14). All other cases and illustrations were written by the authors.

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