

# Handbook of Research on International Strategic Management

*Edited by*

**Alain Verbeke**

*McCaig Chaired Professor in Management, Haskayne School of Business,  
University of Calgary, Canada, Associate Fellow, Centre for International  
Business and Management, Judge Business School, University of  
Cambridge, UK and Solvay Business School, University of Brussels  
(VUB), Belgium*

**Hemant Merchant**

*Professor of Management, University of South Florida - St. Petersburg,  
USA*

**Edward Elgar**

Cheltenham, UK • Northampton, MA, USA

# Contents

<i>List of contributors</i>	viii
Introduction <i>Alain Verbeke and Hemanl Merchant</i>	1
PART I CONCEPTUAL FOUNDATIONS OF INTERNATIONAL STRATEGIC MANAGEMENT	
1 Twenty key hypotheses that make internalization theory the general theory of international strategic management <i>Birgitte Grogard and Alain Verbeke</i>	7
2 The end of the opportunism versus trust debate: bounded reliability as a new envelope concept in research on MNE governance <i>Alain Verbeke and Nathan Greidanus</i>	31
3 The new eclectic paradigm and international business strategy <i>Sarianna M. Lundan</i>	64
4 The multinational enterprise as a global factory <i>Peter Buckley</i>	77
5 Dynamics of foreign operation modes and their combinations: insights for international strategic management <i>Gabriel R.G. Benito, Bent Petersen and Lawrence S. Welch</i>	93
6 Triple testing the quality of multinationality-performance research <i>Alain Verbeke and Paul Brugman</i>	116
PART II, .STRUCTURAL COMPLEXITIES IN INTERNATIONAL STRATEGIC MANAGEMENT	
7 New ideas about organizational design for modern MNEs <i>William G. Egelhoff and Joachim Wolf</i>	137
8 Initiative in multinational subsidiaries <i>Julian Birkinshaw and Shameen Prashantham</i>	155
9 Collaboration across borders: benefits to firms in an emerging economy <i>Rekha Kris/man, Niels G. Noorderhaven and Alex Eapen</i>	169
10 Joint venture configurations in big emerging markets <i>Hemant Merchant</i>	188

11	Building competitive advantage in international acquisitions: grey box conditions, culture, status and meritocracy <i>Vdo Zander, Lena Zander and H. Emre Yildiz</i>	211
12	What can international finance add to international strategy? <i>Lars Oxelheim, Trond Randoy and Arthur Stonehill</i>	238
PART III THE IMPLICATIONS OF DISTANCE FOR INTERNATIONAL STRATEGY		
13	A new perspective on the regional and global strategies of multinational services firms <i>Alan M. Rugman and Alain Verbeke</i>	257
14	Foundations of regional versus global strategies of MNEs <i>Christian Geisler Asmussen</i>	271
15	New insights on the role of location advantages in international innovation <i>Rajneesh Nanda and Grazia D. Santangelo</i>	291
16	The tenuous link between cultural distance and international strategy: navigating the assumptions of cross-cultural research <i>Hemant Merchant, Rosalie L. Tung and Alain Verbeke</i>	310
17	Institutional distance and international strategy <i>Deeksha Singh and Ajai S. Gaur</i>	328
18	Real options theory and international investment strategy: past, present and future <i>Jing Li, Yong Li and Alan M. Rugman</i>	342
PART IV NEW TOPICS IN INTERNATIONAL STRATEGIC MANAGEMENT		
19	Management research on emerging markets: existing trends and future opportunities <i>Hemant Merchant and Lori Allen-Ford</i>	363
20	Institutions and international entrepreneurship <i>Dara Szyliowicz and Tiffany Gahin</i>	388
21	Offshoring and MNC strategy <i>Debmalya Mukherjee and Ben L. Keclia</i>	413
22	Bottom-of-the-pyramid strategies and networks <i>Miguel Rivera-Santos and Carlos Rufin</i>	430
23	Reconceptualizing the MNE-development relationship: the role of complementary resources <i>Jonathan P. Doh and Jennifer Oetzel</i>	451

24	Multinational enterprises and climate change strategies <i>Ans Kolk and Jonatan Pinkse</i>	472
	<i>Index</i>	487