

THE OXFORD HANDBOOK OF
STRATEGY

VOLUME II
CORPORATE STRATEGY

Edited by

DAVID O. FAULKNER
AND
ANDREW CAMPBELL

OXFORD
UNIVERSITY PRESS

CONTENTS

<i>List of Figures</i>	vn
<i>List of Tables</i>	x
<i>List of Boxes</i>	xi
<i>List of Contributors</i>	xii
<i>Abbreviations</i>	xvii

17. Introduction to Volume II: Corporate and International
Strategy, Change, and Flexibility

ANDREW CAMPBELL AND DAVID FAULKNER

PART III CORPORATE STRATEGY

18. Why Diversify? Four Decades of Management Thinking	17
MICHAEL GOOLD AND KATHLEEN LUCHS	
19. The Rationale for Multi-SBU Companies	43
C. K. PRAHALAD AND YVES L. DOZ	
20. The Role of the Parent Company	
ANDREW CAMPBELL	
21. Mergers and Acquisitions: Motives, Value Creation, and Implementation	95
RICHARD SCHOENBERG	
22. Cooperative Strategy: Strategic Alliances and Networks	118
DAVID FAULKNER	

PART IV INTERNATIONAL STRATEGY

- | | |
|--|-----|
| 23. International Strategy | 159 |
| DAVID FAULKNER | |
| 24. Strategies for Multinational Enterprises | 183 |
| ALAN RUGMAN AND ALAIN VERBEKE | |
| 25. Globalization and the Multinational Enterprise | 206 |
| PETER BUCKLEY | |

PART V CHANGE

- | | |
|-------------------------------|-----|
| 26. Managing Strategic Change | 237 |
| RICHARD WHIPP | |
| 27. Turnarounds | 267 |
| PETER MCKIERNAN | |
| 28. Organizational Structure | 319 |
| RICHARD WHITTINGTON | |
| 29. Strategy Innovation | 349 |
| PETER J. WILLIAMSON | |

PART VI FLEXIBILITY

- | | |
|--|-----|
| 30. Game Theory in Strategy | 383 |
| J. H. POWELL | |
| 31. Strategy, Heuristics, and Real Options | 416 |
| BRUCE KOGUT AND NALIN KULATILAKA | |
| 32. Strategic Flexibility: Creating Dynamic Competitive Advantages | 447 |
| HENK W. VOLBERDA | |

- | | |
|--------------|-----|
| <i>Index</i> | 507 |
|--------------|-----|