

Managin
usine:

C

ional

1,234 5,678

CAMBRIDGE
UNIVERSITY PRESS

	<i>List of figures</i>	<i>page</i>	viii
	<i>List of tables</i>		ix
	<i>List of boxes</i>		x
	<i>Preface</i>		xiii
1	Introduction		1
1.1	The rise of China in the world economy		1
1.2	Development of international business in China		4
1.3	, The challenge faced by transnational corporations in China		13
1.4	<i>j</i> The structure of the book		17
1.5	Summary		20
	Further reading		20
	Questions for discussion		21
2	Look before you leap	/	22
2.1	China's foreign trade regime	/	22
2.2	China's foreign direct investment regime		29
2.3	China's foreign exchange regime		42
2.4	A comment on gradualism		45
2.5	Summary	-	47
	Further reading	/ s	48
	Questions for discussion	•	49
3	Manage <i>guanxi</i> strategically		50
3.1	Introduction		50
3.2	Environment scanning for <i>guanxi</i>		54
3.3	Formulation and implementation of <i>guanxi-based</i> strategies		61
3.4	Evaluation and control of <i>guanxi-based</i> strategies		65
3.5	Summary		69

	Further reading	70
	Questions for discussion	70
4	Select an entry mode	72
4.1	Introduction	72
4.2	Entry modes in China	77
4.3	Main considerations for entry mode selection	85
4.4	Combination of entry modes: a solution?	91
4.5	Summary	91
	Further reading	92
	Questions for discussion	> 93
5	Form an alliance	94
5.1	International business alliances in China	94
5.2	Partner selection	99
5.3	Control over alliances	105
5.4	Conflict management	111
5.5	Summary	117
	Further reading	118
	Questions for discussion	119
6	Negotiating with Chinese partners	120
6.1	Introduction	120
6.2	Cultural roots of the Chinese negotiatio'n style	123
6.3	Characteristics of the Chinese negotiation style	132
6.4	Tips for negotiating with Chinese partners	140
6.5	Summary	149
	Further reading	150
	Questions for discussion	150
7	Production operations management	152
7.1	The siting of manufacturing facilities	152
7.2	The choice of location	157
7.3	The localization of sourcing	162
7.4	The localization of research and development	166
7.5	Summary	174
	Further reading	175
	Questions for discussion	176

8	Marketing management	177
8.1	The Levitt debate	177
8.2	Product	181
8.3	Price	186
8.4	Promotion	190
8.5	Distribution	196
8.6	Summary	199
	Further reading	200
	Questions for discussion	200
9	Human resource management	202
9.1	Staffing	202
9.2	Retaining Chinese employees	210
9.3	Managing expatriates	218
9.4	Summary	227
	Further reading	227
	Questions for discussion	228
10	k The protection of intellectual property rights	229
10.1	Widespread infringement of IPR in China	229
10.2	China's IPR regime	233
10.3	Shortcomings in China's IPR regime	238
10.4	Tips for IPR protection in China	244
10.5	Summary	250
	Further reading	251
	Questions for discussion	251
11	Corporate finance considerations	253
11.1	Taxation	253
11.2	Banking services	260
11.3	The securities market	264
11.4	Accounting	269
11.5	Summary	275
	Further reading	276
	Questions for discussion	276
	<i>References</i>	278
	<i>Index</i>	285