

Index

Note: Page numbers followed by “n” with numbers indicate footnotes.

- Academia, grounding work in, 4, 7–9
- Adroit negotiations, 113
- ‘Agile HR’, 74
- American businesses in Latin America, 24
- American MNCs, 21
- Apple, 58
- Artefacts, 118–119
- Artefacts, Behaviours, and Core Values (ABCs), 118–119
- Assets, maturity of, 54
- Attitudes, 64
- Audit of human resources function, 73
- Barbados
 - characteristics, 5–6
 - populations, 4
- Behaviours, 118–119
 - latent cultural, 64
- Beliefs, 64
- Blunders in International Business* (Ricks), 105
- Britain, 24
- Bullwhip effect, 79
- Business News Daily*, 37
- Business to government relationship, 93
 - blunders, 99–100
 - clearing domestic legal and regulatory issues, 102
 - economic theories and, 94
 - emergence of modern state, 93–94
 - Keynesianism school of thought, 95–97
 - Laissez-faire* school of thought, 94–95
 - Marxism school of thought, 98–99
 - protectionism school of thought, 97–98
 - understanding international trade agreements, 100–101
- Buyer-driven commodity chains, 8
- Buyer/seller relationship, 82
- Canada, 24
 - characteristics, 5–6
 - diaspora population, 13
- Captive governance, 8
- Caribbean, 2
 - gravity of blunder firms, 84
 - international business operations, 3–4
 - management style of Caribbean firm, 66
- CARICOM, 4
- Case development method, 12–13
- Chief executive officer (CEO), 13–14, 64
- Chief financial officer (CFO), 64
- Clearing domestic legal and regulatory issues, 102
- Commodity, 82
 - chains, 7–8, 11
 - finished, 7
 - systems, 7
- Competitors, 56
- Convergence, 66–68
- Core values, 118–119
- Cross-listings, 52–53
- Cultural/culture
 - A-B-C of, 118
 - application of, 65–68
 - blunder, 71–72
 - literacy, 65, 74, 117–118, 120
 - marketing blunders from, 44–47

- problems, 119–121
- sensitivity, 46
- Data analyses, 16
- Data collection, 14, 16
- Debt in international context, 52
- Debt sourcing, 53–54
- Direct sales distribution model (DSD model), 38
- Distribution, marketing blunders in, 38–41
- Divergence, 66–68
- Documentary review, 14
- Eclectic theory/paradigm, 31–32
- Economic
 - system, 67
 - theories and business to government relationship, 94
- Equity in international context, 52
- Evolving supply process, 79
- Faulty Airbags Dilemma, 40
- FDA approval, 42
- Filière* approach, 4–5, 7
- Finance blunders (*see also* Marketing blunders)
 - among firms from developing countries, 55
 - filling demand, 57–58
 - firm's capital structure, 52–53
 - pricing, 55–57
 - risk models to reducing, 54–55
 - source, 51–52
 - sourcing of debt, 53–54
- Firms
 - capital structure, 52–53
 - demographic characteristics, 15
 - finance blunders from developing countries, 55–58
 - moving into international business arena, 64
 - selection, 13–14
 - strategisation, 92
- Food and Drug Administration (FDA), 101–102
- Ford Motor Corporation, 58
- Foreign direct investments (FDIs), 1–2, 20, 23
 - outward FDI flows, 23
 - outward FDI stock, 24
- France, 24
- Free enterprise, 95
- Fujitec, 115
- General Motor's Oldsmobile, 58
- General Theory of Employment, Interest, and Money, The* (Keynes), 95–96
- Generalisation, 115–117
- Germany, 24
- Global commodity chain (GCC), 7, 9
- Global production networks, 9
- Global value chain (GVC), 7, 9–12
- Globalization, 63
- 'Goldilocks' debate, 34
- Gross domestic product (GDP), 54
- Hierarchy, 8
- Horizontal positioning, 81
- Human resource management, 63
 - application of culture, 65–68
 - key developments in international arena, 64–65
- Human resources (HR), 107–108
- Human resources blunders (*see also* Marketing blunders)
 - cultural and language blunder, 71–72
 - general blunders in HR node of value chain, 72–73
 - in international business firms from developing countries, 68
 - recruitment and skill set blunders, 68–71
- Human resources function, 74–75
 - audit of, 73
 - changing nature of, 74
- Identification, 64
 - of supply chain members, 81

- Inadequate capacity, 84–85
- Inadequate production planning, 86–88
- Industrial Dynamics, 7–8
- Industrial organisation theory, 28–29
- Information and communication technologies (ICTs), 1
- Ingredients, 119
- Innovation within value chain, 9–10
- International business, 2*n*1
 - marketplace, 106
- International business blunders
 - A-B-C of culture, 118
 - actions taken to lessen impact of mistakes, 112–113
 - cultural literacy, 117–118
 - cultural problems, 119–121
 - generalisation, 115–117
 - human resources, 107–108
 - impact, 107
 - ingredients, 119
 - leadership, 113–114
 - legal impact, 111–112
 - lessons learnt, 115
 - margins, 110–111
 - negotiations, 113
 - reputation, 108–109
 - research, 121–123
- International business firms, human resources blunders in, 68–73
- International business operations, 3
 - case development method, 12–13
 - data analyses, 16
 - data collection, 14, 16
 - demographic characteristics of firms, 15
 - development and writing of case, 16–17
 - documentary review, 14
 - focus on Caribbean, 3–4
 - grounding work in academia, 4, 7–9
 - innovation within value chain, 9–10
 - organisation of text, 17
 - selection of firms, 13–14
 - value chain, GVC and supply chain, 10–12
- International entrepreneurship, 2*n*1
- International markets, 32
- International supply chains, 9
- International trade agreements, 100–101
- Internationalisation, 106
- Jamaica, 13
 - characteristics, 5–6
 - populations, 4
- Japanese market, 116
- Keynesianism school of thought, 95–97
- Laissez-faire* school of thought, 94–95
- Laissez-faire* system, 94
- Language blunder, 71–72
- Latent cultural behaviours, 64
- Leadership, 74–75, 113–114
 - style, 71
- Legal impact, 111–112
- Loss of business, 109
- Macro-economic instability, 51
- Management thinking and action
 - convergence, 67
- Margins, 110–111
- Market economy, 95
- Market governance, 8
- Marketing blunders (*see also* Finance blunders; Human resources blunders)
 - culture, 44–47
 - distribution, 38–41
 - product positioning, 41–44
- Marketing function, 37
- Marxism school of thought, 98–99
- Marxist theory, 94
- Modular governance, 8
- Multinational corporation (MNC), 19–20, 27
 - eclectic theory/paradigm, 31–32

- industrial organisation theory, 28–29
- new schools of thought, 33–34
- product cycle theory, 29–30
- trade theories, 28
- transaction cost/internalisation theories, 30–31
- Multinational enterprise (MNE), 1, 19*n*1
- history, 20–28
- non-financial multinationals from developing economies, 25–27
- Multinational firm, 53
- National economic strength, 91
- Negotiations, 113
- Neo-American capitalism, 95
- Network configuration, 81
- OLI theory, 31–32
- Organisation of text, 17
- Overgeneralisation about management styles, 74
- Parker Pen Company, 116
- Peace of Westphalia*, 93
- PESTEL model, 54
- PESTER model, 54
- Practitioner literature, 39–40, 44
- Pricing blunders, 55–57
- Private ownership of property, 95
- Procter and Gamble, 37, 42
- Producer-driven commodity chains, 8
- Product cycle theory, 29–30
- Product positioning, marketing blunders in, 41–44
- Production chain, 78–80
- Protectionism school of thought, 97–98
- Psychic distant, 2*n*1
- Rajah*, 64
- Raytheon, 91
- Recruitment blunder, 68–71
- Relational governance, 8
- Reputation, 108–109
- Reputational damage, 108–109
- Research, 121–123
- Risk models to reducing finance blunders, 54–55
- Rules-based multilateral trading system, 100
- School of thought
 - Keynesianism, 95–97
 - Laissez-Faire*, 94–95
 - Marxism, 98–99
 - protectionism, 97–98
- Selling in international market, 44
- Skill set blunder, 68–71
- Social and business networks, 124–125
- Societies, 67
- Sourcing of debt, 53–54
- Sovereignty, 91
- Stable supply process, 79
- Structural dimensions of network, 81
- Supply chain (*see also* Value chain), 10–12, 78
 - bullwhip effect, 79
 - configuration, 80–81
 - elements of supply process, 79
 - international, 9
 - management, 81–84
 - mercurial nature of demand and supply, 79, 80
- Supply chain blunders, 84
 - inadequate capacity, 84–85
 - inadequate production planning, 86–88
 - un-timeliness in meeting deliverables, 85–86
- ‘Third World Multinationals’, 24, 27
- Trade theories, 28
- Transaction cost/internalisation theories, 30–31
- Transportation, 1
- Trinidad, 13
 - populations, 4
- Trinidad and Tobago, characteristics of, 5–6

- Un-timeliness in meeting deliverables, 85–86
- United Kingdom (UK),
 - characteristics of, 5–6
- United Nations Conference on Trade and Development (UNCTAD), 1, 23, 105
- United States
 - characteristics, 5–6
 - diaspora population, 13
- United States, 24
- Value added taxes (VAT), 55–56
- Value chain (*see also* Supply chain), 8–12
 - general blunders in HR node of, 72–73
 - innovation within, 9–10
- Values, 64
- Volkswagen’s Seat Cover Dilemma, 40
- Welspun/Target Fallout, 40
- Xerox, 58