Web Links

Chapter 1

Fortune Global 500
www.money.cnn.com/magazines/fortune/global500/2007/index.html
Search the Internet for "Fortune Global 500" – See the full list of America's largest corporations, including detailed company profiles and contact information.

United Nations Conference on Trade and Development
www.unctad.org
Home page of the United Nations Conference on Trade and Development UNCTAD releases statistics that are relevant for the analysis of international trade, foreign direct investment and commodities, and more explicitly for understanding the economic trends of developing countries over the past decades, particularly in the context of globalization.

Key Development Data & Statistics
www.worldbank.org/
Country Profiles
Country profiles are drawn from the World Development Indicators (WDI) database – the World Bank's primary database for cross-country comparable development data.

Chapter 2

History of Ryanair
www.ryanair.com/site/EN/about.php?page=About&sec=story
Ryanair was Europe's original low fares airline and is still Europe's largest low fares carrier. Here is a brief history of Europe's first and largest low fares airline…

Aon's Political Risk Map
www.aon.com/riskservices/political-riskmap/index.html
Companies with cross border interests in unstable or emerging markets face a volatile risk environment that requires careful planning and management.

Geert Hofstede™ Cultural Dimensions
www.geert-hofstede.com/
On each country page you will find the unique Hofstede graphs depicting the Dimension scores and other demographics for that country and culture – plus an explanation of how they uniquely apply to that country.

Chapter 3

Li & Fung
www.lifunggroup.com/front.html
Founded in Guangzhou in 1906, the Li & Fung Group is a multinational group of companies driving strong growth in three distinct core businesses - export sourcing through Li & Fung Limited, distribution through Integrated Distribution Services Group Limited (IDS) and retailing through Convenience Retail Asia Limited (CRA) and other privately held entities. The Li & Fung

Group has a total staff of over 34,000 across 40 economies worldwide, with a total revenue of close to US$14 billion in 2007.

IKEA Vision
www.ikea.com/ms/en_GB/about_ikea_new/our_business_idea/index.html
At IKEA the vision is to create a better everyday life for the many people. Their business idea supports this vision by offering a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them. Visit this site for an example of vision…

The Coca-Cola Company
www.cocacola.co.uk/Mission_Vision_and_Values/
An example of mission, vision and values.

Chapter 4

Texas Instruments (TI)
www.ti.com
See for example
www.ti.com/corp/docs/csr/index.shtml?DCMP=TIFooterTracking&HQS=Other+OT+footer_csr -
Take a look at TI's social and environmental performance.

GlaxoSmithKline plc.
www.gsk.com
GSK have a challenging and inspiring mission: to improve the quality of human life by enabling people to do more, feel better and live longer. In this section you will find information on the values and policies that guide their business and also their annual corporate responsibility report.

The Body Shop
www.thebodyshop.com/_en/_ww/services/aboutus_values.aspx
The Body Shop International plc is a global manufacturer and retailer of naturally inspired, ethically produced beauty and cosmetics products. The Body Shop is a leader in promoting greater corporate transparency, and they have been a force for positive social and environmental change through their campaigns around their five core Values: Support Community Trade, Defend Human Rights, Against Animal Testing, Activate Self-Esteem, and Protect Our Planet.

Caux Round Table
www.cauxroundtable.org/
The Caux Round Table (CRT) is an international network of experienced business leaders, who work with business and political leaders to design the intellectual strategies, management tools and practices to strengthen private enterprise and public governance to improve our global community. The CRT Principles for Business are a worldwide vision for ethical and responsible corporate behaviour and serve as a foundation for action for business leaders worldwide. As a statement of aspirations, The CRT Principles aim to express a world standard against which business behaviour can be measured.

UN Global Compact
www.unglobalcompact.org/
The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption. By doing so, business, as a primary agent driving globalization, can help ensure that markets, commerce, technology and finance advance in ways that benefit economies and societies everywhere.

Chapter 5

JISC
www.jiscinfonet.ac.uk/infokits/change-management
infoKit was developed out of a HEFCE Good Management Practice Project led by the University of Luton1 entitled 'Effecting Change in Higher Education'. The project team consulted widely on aspects of change in the sector and put together theories, approaches and tools that resonated with them and with those they talked to about their experiences of the practical difficulties of managing change.There are no easy solutions or quick fixes in the infoKit but we have attempted to give you some 'pathways' through the vast array of approaches and tools available by suggesting activities you may undertake at different stages of your change lifecycle.

Improvement and Development Agency
www.idea.gov.uk/idk/core/page.do?pageId=5817020
The IDeA works for local government improvement so councils can serve people and places better. Change management means different things to different people and different organisations. The information and downloads in this section describe change under two broad headings. First, the process that may be followed to bring about change. Second, the approach towards establishing a detailed understanding of an organisation's 'change readiness' and 'change competence'. The latter is aimed specifically at understanding the nature and extent of resistance to change 9 see, www.idea.gov.uk/idk/core/page.do?pageId=5829768). Change management toolkit
Description: This product will help identify what is required, and at which stage in the lifecycle of a programme or project, to ensure the active engagement of stakeholders in contributing to its success. It also provides worked examples of practical approaches to engaging stakeholders in the change.

Chapter 6

The Infosys Leadership Institute
www.infosys.com
The Infosys Leadership Institute initiates new recruits into Infosys with a rigorous foundation program and provides round-the-year training for managers. The Institute offers 16 instructor-led training programs and 59 e-learning programs. The Infosys Leadership Institute trains executives and grooms leaders through a multi-pronged approach - read about it here:
www.infosys.com/beyond-business/leadership-institute.asp

The Forum of Young Global Leaders
www.weforum.org/en/Communities/Young%20Global%20Leaders/index.htm
a unique, multistakeholder community of exceptional young leaders who share a commitment to shaping the global future.

Chapter 7

International Labour Organization (ILO)
www.ilo.org/global/lang--en/index.htm

The International Labour Organization (ILO) is the tripartite UN agency that brings together governments, employers and workers of its member states in common action to promote decent work throughout the world. "The rules of the global economy should be aimed at improving the rights, livelihoods, security, and opportunities of people, families and communities around the world." - World Commission on the Social Dimension of Globalization, 2004 (Note 1) Since 1919, the International Labour Organization has maintained and developed a system of international labour standards aimed at promoting opportunities for women and men to obtain decent and productive work, in conditions of freedom, equity, security and dignity. In today's globalized economy, international labour standards are an essential component in the international framework for ensuring that the growth of the global economy provides benefits to all. Note 1 - ILO: A Fair Globalization: Creating opportunities for all, Report of the World Commission on the Social Dimension of Globalization (Geneva, 2004), p. 143.

OECD – Public Employment and Management
www.oecd.org/
The work of the Directorate for Public Governance and Territorial Development on public sector employment and management supports productive managerial change and improved personnel policies in the public service, integrating them with budgetary and other reforms to improve the responsiveness of government and the efficient delivery of public services.

EUROPA
http://europa.eu/pol/socio/index_en.htm
EUROPA > Overviews > Employment and Social Affairs: EUROPA is the portal site of the European Union (http://europa.eu). It provides up-to-date coverage of European Union affairs and essential information on European integration. Users can also consult all legislation currently in force or under discussion, access the websites of each of the EU institutions and find out about the policies administered by the European Union under the powers devolved to it by the Treaties.

Chapter 8

BBC
www.bbc.co.uk
Investigate BBC values and Purpose, see for example www.bbc.co.uk/info/policies/diversity.shtml

GSK
www.gsk.com/about/diversity.htm
An example of GSK's stance on diversity

International Business Etiquette and Manners
www.cyborlink.com/
Having insight into the cultural dynamics of a country or region can be very helpful to understand why people act the way they do, and the appropriate way you should act while in that country. To assist with this understanding, each country page contains a Geert Hofstede Analysis.

Chapter 9

BP
www.bp.com
See for example BP Global, About BP, Who we are, Group organization

TNT
http://group.tnt.com/

see for example http://group.tnt.com/aboutus/organisation/index.aspx to find organization chart examples

Chapter 10

Dell
www.dell.com
Background information to support the case study

Illustrate business processes with Visio
http://office.microsoft.com/enus/help/HA010744131033.aspx
With Visio flowcharts you can see entire business processes at a glance. You can clarify what works and what doesn't in your team's task and information flow, analyze problems, and identify areas for improvement. You can also document your solutions to those problems, explaining the steps in your processes in as much or little detail as you need. This article describes how to: Choose the right flowchart for your process Create your flowchart Add text, links, and numbers Connect your process steps Work with large flowcharts

Chapter 11

Cargill/The Duckworth Group
www.cargill.com/
Cargill is an international producer and marketer of food, agricultural, financial and industrial products and services. Founded in 1865, this privately held company employs 160,000 people in 67 countries. Cargill Investments in the United Kingdom acquired leading flavour house The Duckworth Group in 2004.

Bosch Group
www.bosch.com/content/language2/html/index.htm
The global orientation of the Bosch Group is almost as old as the Bosch company itself. The first international Bosch branches were set up at the end of the 19th century, and work on the construction of a Bosch factory in the United States began in 1909. Today, Bosch is active on every continent and has subsidiaries and associated companies in more than 50 countries. Bosch operates roughly 290 production sites worldwide, of which more than 200 are located outside Germany – in Europe, North and South America, Africa, Asia and Australia.

The World Bank
www.worldbank.org
Statistics form the foundation upon which sound policy is built. The mission of the World Bank's Data Group is to provide high quality national and international statistics to clients within and outside the Bank and to improve the capacity of member countries to produce and use statistical information. As part of the international statistical system, the Data Group works with other organizations on new statistical methods, data collection activities, and statistical capacitybuilding programs. This group also coordinates the analytical and statistical work related to monitoring progress towards the Millennium Development Goals. Key Data Publications:

- World Development Indicators 2008
- Global Development Finance 2007
- Global Economic Prospects 2008
- Data Resources
- Education database
- Gender database

- Health, Nutrition & Population database
- Poverty database: PovcalNet
- Country Statistical Information

BCS
http://www.bcs.org/
Established in 1957, the British Computer Society (BCS) is the leading body for those working in IT. With a world-wide membership now over 65,000 members in over 100 countries, BCS is the qualifying body for Chartered IT Professionals (CITP).

Chapter 12

Yellow Pages System
www.webpronews.com/expertarticles/2005/12/29/knowledgemanagement-creating-asustainable-yellow-pages-system
See Creating a Sustainable Yellow Pages System. By Chris Collison

KM resource centre
www.kmresource.com/exp_cases.htm
Knowledge Management Explorer > Case Studies in Knowledge Management This collection of case studies, articles, and corporate web sites provides insights into the use of KM in industry today.

IBM Knowledge management technology
www.research.ibm.com/journal/sj/404/marwick.html
The goal of this paper is to provide an overview of technologies that can be applied to knowledge management and to assess their actual or potential contribution to the basic processes of knowledge creation and sharing within organizations. The aim is to identify trends and new developments that seem to be significant and to relate them to technology research in the field, rather than to provide a comprehensive review of available products.

Chapter 13

Computer Weekly article
www.computerweekly.com/Articles/2006/03/14/214718/shopping-for-holistic-enterprisesystems.htm
Shopping for holistic enterprise systems –

SAP
www.sap.com/index.epx
Business software – comprising enterprise resource planning and related applications such as supply chain management, customer relationship management, product life-cycle management, and supplier relationship management - SAP provides a comprehensive range of enterprise software applications and business solutions

Kraft Foods Inc
www.sap.com/demos/mmov/presentation_2.htm?swf_Location=MMOV_Player_1_15_sm.swf&xml_Location=../videos/08/ctv/KraftFoods_Ziskasen_CTV_01.xml&swf_height=450&swf_width=660
Video: Kraft Foods Inc. is one of the world's largest food and beverage companies, with 2007 revenues of more than $37 billion. Discover how this global giant used SAP ERP to take

advantage of shared services, leverage new business opportunities, and enable efficient acquisitions.

Chapter 14

GSI Commerce Inc
www.gsicommerce.com
Provide a robust suite of e-commerce and multichannel solutions to power all aspects of online business and integrate with offline channels.

Simply-Sol.com
www.tools2learn.co.uk/
An example of a SME e-business to complement the case found at Kelly (2009:472) - Simply-Sol.com Ltd was conceived from a partnership formed in 2002. Developing innovative solutions that support the sustainability and development of people and organisations is their primary focus. Simply-Sol.com Ltd is a "Full Member" of the British Learning Association.

Internet
www.livinginternet.com/
This site is a free, in-depth reference about the Internet.

Internet
www.isoc.org/internet/history/
See links offering a broad range of perspectives on the history of the Internet.

Forrester
www.forrester.com/rb/research
Forrester Research is an independent research company that provides pragmatic and forward-thinking advice to global leaders in business and technology. See for example the free research section: e.g. November 14, 2008: eBusiness And The Economy by Sucharita Mulpuru or ERP Applications 2008 by R "Ray" Wang, Paul D. Hamerman Or Net Marketing Will Take 18% Of Budget By 2012 European Online Marketing Tops €16 Billion In 2012 an introduction by Jaap Favier

Chapter 15

Dyson - on line store
www.dyson.co.uk
Used to accompany the active learning case (Kelly 2009:485) - demonstrate products etc

The Dyson story
www.international.dyson.com/
Used to accompany the active learning case (Kelly 2009:485) - About Dyson: Why Dyson? TV Ads .

Dyson: From idea to prototype
www.international.dyson.com/testhouse/testhouse2.asp
See Kelly (2009:499)

EurOMA
www.euroma-online.org

An international network of academics and practitioners from around the world who have a common interest in the continuing development of Operations Management. The Association promotes and provides a wide range of activities designed to advance the teaching of Operations Management.

POMS
www.poms.org/
Production and Operations Management Society (POMS) is an international professional organization representing the interests of POM professionals from around the world.

Chapter 16

Virgin
www.virgin.com
Web site to provide context for Active Learning Case in Kelly (2009:519)

Interbrand
www.interbrand.com/
See Kelly (2009:536) Interbrand started in 1974 – they create and manage brand value by making the brand central to the business's strategic aims. See BEST GLOBAL BRANDS 2008 Each year the Best Global Brands generates increasing amounts of interest from companies and practitioners associated with brands.

Chartered Institute of Marketing
www.cim.co.uk
A leading international body for marketing and business development.

AMA
www.marketingpower.com
The American Marketing Association (AMA) is the largest marketing association in North America. It is a professional association for individuals and organizations involved in the practice, teaching and study of marketing worldwide.

ASA
www.asa.org.uk/asa/
Find out how the UK's system of advertising regulation is set up and funded and how the ASA works to protect consumers by ensuring that the standards of advertisements is kept high, whether a complaint is made or not.

ESOMAR
www.esomar.org/
ESOMAR is the world organisation for enabling better research into markets, consumers and societies.

Chapter 17

First Pacific
www.firstpacco.com
Used to support the case study (Kelly 2009:553) – First Pacific (HKEx: 00142) is a Hong Kong-based investment and management company with operations located in Asia. Its principal business interests relate to Telecommunications, Consumer Food Products, Infrastructure and Natural Resources.

PLDT
www.pldt.com.ph
Used to support the case study (Kelly 2009:553) - Philippine Long Distance Telephone Company
(PSE: TEL; NYSE: PHI) is the leading telecommunications service provider in the Philippines.

Indofood
www.indofood.co.id
Used to support the case study (Kelly 2009:553) a "Total Food Solutions" company engaged in
food manufacturing, processing, marketing and distribution. It is based in Jakarta and is listed on
the Indonesia Stock Exchange.

Metro Pacific Investments Corporation
www.mpic.com.ph
Metro Pacific Investments Corporation (MPIC) (PSE: MPI) is a publicly-listed investment and
management company based in the Philippines with holdings in infrastructure, utilities, real estate
development and healthcare enterprises.

World Trade Organization
www.gatt.org/
World Trade Organization's official site.

The World Bank Group
www.worldbank.org/
The World Bank is a vital source of financial and technical assistance to developing countries
around the world.

International Monetary Fund
www.imf.org
The International Monetary Fund (IMF) is an organization of 185 countries, working to foster
global monetary cooperation, secure financial stability, facilitate international trade, promote high
employment and sustainable economic growth, and reduce poverty around the world.

Chartered Institute of Management Accountants
www.cimaglobal.com
CIMA is a leading membership body that offers a globally recognised professional management
accounting qualification.

IASB
www.iasb.org/Home.htm
The Website of the International Accounting Standards Board – IASB aim to develop, in the
public interest, a single set of high quality, understandable and international financial reporting
standards (IFRSs) for general purpose financial statements.