

---

# Contents

---

<i>The editors</i>	<i>vii</i>
<i>List of contributors</i>	<i>viii</i>
<i>Preface</i>	<i>xiii</i>
<i>Acknowledgements</i>	<i>xiv</i>
1 Introduction: the role of SMEs in the global economy <i>Lester Lloyd-Reason and Leigh Sear</i>	1
<b>PART I PROCESSES AND PRACTICES OF SMEs AND GLOBAL TRADING</b>	
2 Doing business: the nature of global trading <i>Alan Griffiths, Stuart Wall, Carsten Zimmermann and Ronald Klingebiel</i>	11
3 Traditional and emergent forms of global trading <i>Leo Paul Dana, Hamid Etemad and Richard Wright</i>	39
4 Trade trends in Transatlantica: a profile of SMEs in the United States and Europe <i>Leslie E. Palich and D. Ray Bagby</i>	55
<b>PART II MANAGEMENT, LEADERSHIP AND STRATEGY IN GLOBAL SMEs</b>	
5 Entrepreneurs and their personal and business relations: shaping manufacturing SMEs' global strategy <i>Telma Barbosa and Ted Fuller</i>	81
6 Managing with complexity, uncertainty and ambiguity <i>Keith Herrmann</i>	103
7 Managing the global operation <i>Tim Mazzarol</i>	132
<b>PART III LEARNING, SKILLS AND KNOWLEDGE IN DOING GLOBAL BUSINESS</b>	
8 Skills and knowledge needs of the global SME <i>Terry Mughan and Lester Lloyd-Reason</i>	157
9 Competitive intelligence and the global SME <i>Jonathan Calof and Paul Dishman</i>	178

10	The choreography of internationalisation: innovative forms of learning and activities of small and medium-sized enterprises in international markets <i>Jay Mitra</i>	192
<b>PART IV SMEs IN THE GLOBAL ECONOMY: POLICY PERSPECTIVES</b>		
11	Foresights, futures and scenarios for the global SME <i>Stuart Smith</i>	219
12	SMEs in the global economy: policy perspectives <i>Leigh Sear and Lester Lloyd-Reason</i>	234
	<i>Index</i>	243