# Contents

List of figures: page vi  
List of tables: ix  
List of boxes: xi  
Acknowledgments: xii  
Introduction: what this book is about and how to use it: xiv  

## PART I Foundations  
1 Corporate advantage: 3  
2 Synergies: benefits to collaboration: 29  
3 Governance costs: impediments to collaboration: 70  

## PART II Decisions about portfolio composition: increasing the scope of the corporation: 83  
4 Diversification: 85  
5 Ally or acquire?: 100  
6 Organic or inorganic growth?: 120  

## PART III Decisions about portfolio composition: reducing the scope of the corporation: 133  
7 Divestiture: stay or exit: 135  
8 Outsourcing: make or buy: 153  

## PART IV Decisions about portfolio organization: 173  
9 Designing the multi-business corporation: 175  
10 Designing the corporate HQ: 199  
11 Managing the M&A process: 227  
12 Managing the alliance process: 256  

Index: 288