



高级商务英语系列教材

总主编 叶兴国 王光林



国际商务导论

An Introduction
to International Business

主 编 王艳艳

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我国的英语教育为国家的经济社会发展做出了重要贡献。正如一位著名英语教育家所言,在经济、科技等领域的每一项重大进展背后,都活跃着一批接受过英语专业教育的人才。但是,随着经济社会的迅猛发展和变化,特别是随着英语专业教育规模的急剧扩大和教育改革的不断深入,英语专业教育在赢得喝彩的同时也招来了诟病。20世纪90年代开始,英语教育界的有识之士开始关注英语专业人才的培养模式问题,关注的焦点是英语专业应该培养什么样的人、培养多少人和怎么培养人。

英语教育家关注的问题,就其本质而言,与经济学家关注的问题不谋而合。根据微观经济学的基本理念,在一个竞争性的市场环境中,对处于微观经济层面的企业来讲,生产什么和生产多少是一个关系到企业存亡的问题;而怎么生产则是一个事关企业得失的问题。微观经济学的这一基本理念并不是说怎么生产的问题不重要,对一个企业来说,和生产什么、生产多少一样,怎么生产也是一个事关存亡的问题。但是,在一个竞争性的市场环境中,生产什么和生产多少的问题相对企业的存亡是一个快变量。如果生产什么和生产多少搞错了,怎么生产的问题解决得再好,产品销不出去,企业也会即刻倒闭;而怎么生产的问题相对企业的存亡是一个慢变量。如果生产什么和生产多少搞对了,就会有时间和条件去逐步解决怎么生产的问题。当然,如果怎么生产的问题长期得不到解决,企业也会在市场竞争中失败,但对企业经营者的决策来讲,解决怎么生产的问题与解决生产什么和生产多少的问题有完全不同的含义。

如果仅仅从在竞争性环境下发展的角度来观察英语专业管理层的决策过程,微观经济学的这一基本理念同样也适用于英语专业人才的培养。目前,全国举办英语专业教育的高校近千所,在校接受英语专业教育的学生有数十万之多。社会对英语专业人才的接受程度呈两极分化态势。一方面,2011年凤凰网和中国雅虎等媒体发布的“中国高校本科毕业生薪酬TOP24排行榜”和“高校真实就业率排行”表明,一批以外语特别是英语教育见长或英语教育特色鲜明的外语院校的毕业生在就业和薪酬方面表现

出了强大的竞争力(全国外语院校协作组的17所外语院校仅占全国本科高校总数的1.5%,进入上述两个榜单的外语院校协作组成员分别有8所和5所,分别占上榜院校的33.3%和25%);另一方面,社会上大部分英语专业毕业生就业难,2010年教育部阳光高考网站把英语专业列为失业量较大、就业率持续走低且薪资较低的高失业风险型专业。

这组数据向我们昭示:在竞争日趋激烈的环境下,企业界由于没有解决好“生产什么和生产多少”的问题而遭淘汰的案例也有可能出现在英语教育界出现;在英语专业教育规模不断扩大的形势下,千校一面的培养模式亟待改变;环境已经发生了历史性的深刻变化,英语专业人才培养模式应该随着环境的变化而变化。

举办英语专业教育的近千所高等院校尽管是在同一个专业名称下实施教育,但这些院校在国家投资力度、学科门类、隶属关系、办学形式、办学体制、科研规模、所处区域、办学水平和服务层次等方面存在巨大差异。每一所高校都可以用矩阵式的排列从两个维度来描述类与型。即使同一类型院校,其办学基础和办学特色也往往各自不同。不同的大学有不同的历史和现实条件,发展轨迹和基础条件各不相同,所处的地域也不同,在长期的办学过程中都已形成了各自的特色和优势。每个学校只要找准自己的角色定位,选择适合自己的办学模式和发展路径,办出特色,办出水平,用特色鲜明的人才培养规格去满足各种细分的市场需求,就能赢得地位和尊敬。反之,如果培养出来的英语专业人才规格千校一面,势必造成英语专业人才的积压和贬值,对国家、院系和学生个人的发展都会产生不利的影响。

为顺应各种历史性的深刻变化,各英语院系的专业人才培养模式正呈现多样化和个性化发展的趋势。改革方案虽各有特色,但就其方向而言,大致可以分为两类:有的院系主张主动为社会经济发展服务,培养复合型英语人才;有的主张正本清源,回归英语学科本质。各种主张都是各院系理性思考和选择的结果,都有其内在合理性,并没有高低优劣之分。英语专业人才培养模式的多样化和个性化发展是在英语专业培养规模急剧扩大、社会需求发生深刻变化的形势下,英语院系为求生存求发展科学定位的必然结果。

特别值得一提的是,对外经济贸易大学、广东外语外贸大学和上海对外贸易学院等院校从20世纪90年代就开始探索建设商务英语专业。在中国国际贸易学会商务英语研究会的指导下,已经连续举办十届全国高校商务英语研讨会。2006年,教育部批准目录外试办商务英语本科专业;

2012年公布的《普通高等学校本科专业目录》正式把商务英语列入了“基本专业目录”。这是教育管理高层根据变化了的形势对英语专业教育做出的适应性调整。先目录外试办再进入基本目录的过程反映了教育管理高层积极慎重的科学态度。在近千所高校举办英语专业本科教育,数十万在读英语专业本科生,进出口总额约占GDP总额百分之五十的情况下,举办商务英语本科专业的必要性和重要性不言而喻。

目前,全国设立商务英语本科专业的院校已有几十所,开设商务英语课程的院校有几百所之多。为了给设立商务英语本科专业和开设商务英语课程的院系提供一套高质量的商务英语系列教材,我们应外研社之邀,组织编写了“高级商务英语系列教材”。在编写过程中,我们力求体现以下编写原则:

1. 商务英语教材应该与教育主管部门的战略意图相吻合。国家教育主管部门要求高校创新人才培养模式,提升人才培养质量的战略意图和《国家中长期教育改革和发展规划纲要(2010—2020年)》提出的“适应国家经济社会对外开放的要求,培养大批具有国际视野、通晓国际规则、能够参与国际事务和国际竞争的国际化人才”的要求应该在教材中有所体现。

2. 商务英语教材应该适应国际商务领域发生的深刻变化。加入世界贸易组织后,我国的商务领域已经发生了深刻变化。以国际贸易为例,贸易的运行对象已经从传统的货物贸易向包括货物贸易、服务贸易和知识贸易在内的“大贸易”拓展;贸易政策涉及的范围已经从过去单纯的贸易政策领域向与贸易有关的领域延伸;贸易的体制环境已经从封闭的国内贸易体制环境向开放的全球多边贸易体制环境转型;国家对贸易的管理方式已经从传统的内外贸分割管理向内外贸一体化管理的方向转变;贸易运行平台已经从传统的贸易运行平台转向数字化、信息化和网络化的贸易运行平台。本系列教材力求克服教材内容严重滞后于国际商务实际的通病。

3. 商务英语教材应该涵盖国际商务的方方面面。国际商务可以定义为任何为了满足个人或机构需要而进行的跨境商业交易。具体地说,国际商务包括商品、资本、服务、人员和技术的国际流通,知识产权(包括专利、商标、技术、版权等)的跨境交易,实物资产和金融资产投资,用于当地销售或出口的来料加工或组装,跨国的采购和零售,在国外设立仓储和分销系统等。商务包括贸易和投资以及与贸易和投资有关的方方面面。就所涉及的领域而言,商务涉及了营销、金融、税收、结算、跨国公司管理、对外直接投资、知识产权、电子商务、贸易法律和跨文化交际等

领域。就所涉及的行业而言,商务不仅包括贸易和投资,还包括运输、旅游、银行、广告、零售、批发、保险、电信、航空、海运、咨询、会计等行业。上述领域和行业都是商务的组成部分,上述环境下使用的英语就是商务英语。

“高级商务英语系列教材”共十二册,包括《高级综合商务英语(1-2)》、《高级商务英语听说(1-2)》、《高级商务英语写作》、《新编进出口英语函电》、《高级商务笔译》、《高级商务口译》、《高级商务英语阅读(1-2)》、《跨文化交际导论》、《国际商务导论》。

本系列教材的编写人员都是具有长期商务英语教学经验的教师,主要来自上海对外贸易学院、华东师范大学、上海外国语大学、香港中文大学、澳大利亚昆士兰大学等院校。

本系列教材主要供高等院校英语专业、商务英语专业和财经类专业高年级学生使用,也可供具有相当英文水平的商界从业人员使用。

中国国际贸易学会商务英语研究会的专家学者对本系列教材的编写给予了诸多帮助。在此,向关心和帮助本系列教材编写的所有人员一并表示衷心感谢。

由于编者水平有限,书中难免有不妥甚至错误之处。我们恳切地希望大家提出宝贵意见。

叶兴国

中国国际贸易学会商务英语研究会理事长

随着经济全球化的加速发展,国际商务交流与合作已经全方位展开,文化的差异也就难免给国际商务合作造成摩擦和障碍。比如,随着越来越多的跨国企业和合资企业的建立,人力资源的来源日益呈现出国际化的趋势。一种经营战略在某一特定文化中十分成功,在另一文化中却可能导致灾难性的失败,这样的例子在国际上屡见不鲜。可以断言,实行国际化经营的企业在国际商务活动中如不重视商务环境差异问题,必将招致损失。认真研究国际商务中的环境问题不但是降低风险、免遭失败之必需,更是创造更多经营机会之必需。基于此考虑,我们编写了这本《国际商务导论》,旨在帮助读者了解并掌握商务方面的基本知识,增强跨文化理解能力,克服文化冲突,加强商务沟通与合作,应对经济全球化背景下日益频繁的跨国商务交流活动。

《国际商务导论》从商务文化基本理论入手,层层深入,详尽分析了商务文化与全球化、国内外商务文化差异、商业道德和社会责任、国际商务未来发展方向、微观商务环境(国际商务策略、组织文化、跨文化管理、国际营销)和宏观商务环境(政府政策与经济体制、法律体制、金融环境、科技环境)等方面的理论,并选用丰富典型的商务案例予以分析,引导读者活学活用。每章均配有案例导读、正文、关键词、课后练习、案例分析及补充阅读、思考题等,帮助读者掌握重点,拓宽思维,提高分析应用能力。

在内容设计方面,本书特别注意结合商务英语专业学生的实际需要。大多数学生学习这个专业的主要目的是为了毕业后从事有关的涉外商务工作,而不仅仅是为了科学研究或学术交流。鉴于此专业需求,本书在编写内容上着重介绍了全球商务宏观环境(外部环境)和微观环境(企业内部)中的商务因素,以帮助他们更好地适应企业商务活动的外部与内部环境。其次,本书中涉及的商务文化不局限于英语国家商务实践。商务英语专业毕业生或商务从业人员在工作中会接触具有不同文化背景、说各国语言的对象,因此,我们认为在教学中笼统地用“英语国家”替代所有国家是不妥当的,不符合当今各地国际商务活动开展的实际,阻碍了商务英语专业

人才培养模式的优化。本书在编排时特意运用了不同国别的商务案例，强调商务全球化及跨文化差异，更具有实践指导意义。另外，本书特别强调了道德价值观等深层文化因素，因为商业道德和社会责任这些深层文化对人们的商务活动起着约束和指导作用。

本书的主要编写特色有以下几点：

1. 注意各章论题的整体连贯性。首次尝试在国际商务教材中运用一个整合的框架将各章内容整合起来，强调文化理论与商务实践的密切关联。

2. 注重综合性和现代性。及时吸收国际商务的最新研究成果和实际案例，拓展了读者的思路。

3. 可读性和趣味性强。该书通过各章的案例导读、正文、关键词、章后的总结等让学生不断地复习和巩固已学的知识，同时通过各种案例讨论题、小组课题、在线课题等多角度强化和应用所学理论知识。

4. 关注宏观和微观层面的商务现象。宏观方面包括政府政策、经济体制、法律体制、金融环境、科技环境等对商务活动的影响；微观方面则从国际商务策略、组织文化、管理文化、营销文化等方面分析企业内部的商务现象。

5. 注重国别商务文化差异。案例注重不同国家的商务实践，包括美国、英国、德国及日本等经济发达国家，还有以中国为代表的发展中国家的案例介绍。

6. 全英文编著。利用原汁原味的英文原版资料，能有效提高读者的英语阅读水平，扩充其词汇量。

本书可作为高等院校英语专业、商务英语专业或财经类专业高年级学生使用，同时也可作为跨国企业、涉外企业的中高层管理人员及从业人员的必备参考书。

王艳艳

2012年10月

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Chapter 1

Business Culture and Globalization

Learning Objectives

1. Understand the definition and nature of international business.
2. Have a general idea of the main international business activities.
3. Understand the definition and characteristics of globalization.
4. Know the names and main responsibilities of main global institutions.
5. Understand the main causes and drives of globalization.

Opening Case

Under the Radar

Godrej, an Indian conglomerate, goes global its own way

The world is used to big Indian firms planting flags in foreign fields. Now the subcontinent's medium-sized firms are venturing abroad, too, and often proving quicker and nimbler than their peers in other emerging economies.

Take the Godrej Group, a family-controlled conglomerate based in Mumbai. The firm began as a lockmaker in 1897. While the Indian economy was closed it could not expand abroad much, so it diversified wildly: into soap, typewriters, forklift trucks, animal feed and talcum powder. When India opened up in the 1990s, it had to become less jumbled and to shape up, says Adi Godrej, the chairman. "We put our thinking caps on."

After a false start experimenting with joint ventures with foreign firms, the group has settled on having clearly defined divisions, typically fully controlled. Together they have sales of \$3.3 billion, with the largest being Godrej Consumer Products, a sort of mini-Unilever that cranks out soap, detergent, hair products and weapons for waging war on creepy-crawlies. This unit has led the foray overseas, with deals in Nigeria, Indonesia, Argentina, Britain and South Africa since late 2005. It has spent about \$1 billion, says Mr. Godrej, and now makes about a third of its sales outside India. In June, it announced the acquisition of Darling Group, which sells hair extensions in 14 countries in Africa.

If a Western firm did this, it might be clobbered by fund managers for being too thinly spread. Indian investors have been more open-minded: Godrej Consumer's shares have more than tripled since the end of 2007, valuing the firm at \$3.2 billion. Mr. Godrej says the key is to pick niche products with sizeable local market shares which pass under the radar of big global rivals. Aware of its limited pool of managers and knowledge of new countries, Godrej grants the acquired firms autonomy. Its financial disclosure is surprisingly poor, but the deals have all boosted earnings, it says, and more are likely.

Godrej will eventually face a universal problem: how to marry ambition with family control. Two big holding companies sit above Godrej Consumer. Such fiddly holding chains can cause problems if the family is unwilling or unable to fund new investments or accept the alternative of losing control. Godrej may be different, though. The holding companies are not mere shells, but maintain profitable operations in their own right, have manageable debt and are sitting on a vast plot of land in Mumbai that could eventually be worth billions of dollars.

So the family probably has the resources to fund expansion without resorting to financial engineering. All that's left for them is to agree with one another. Today Mr. Godrej supervises the firm peacefully along with his brother and cousin, while employing a cadre of professional managers. The next generation is making its way up the ladder. By tradition all family members on the payroll are expected to meet for lunch on Thursdays. It's likely they will be more jet-lagged and stressed than in the past, but with luck there won't be any food fights for a while.

▲ Questions

1. How did the Godrej Group, a medium-sized company, develop into an international business?
2. What problems does Godrej face in the international business transactions?

Part One

The global economy is profoundly affecting every aspect of our daily life. You may drive to work in a car designed in Germany, and assembled in China with components made in Japan. While having your lunch in KFC, you may play your iPad designed in the US and produced in China, and call your family with a SAMSUNG mobile phone. While traveling in London, you may find most of the souvenirs are made in China. The symbols of popular culture are identical all over the world: from Coca-Cola and Starbucks to iPad, MTV shows and IKEA stores.

Basics of International Business

International business is a term used to describe business transactions that take place between two or more countries beyond their political boundaries. The parties involved in the transactions may include individuals, companies or governmental agencies. International business also refers to all those business activities involving cross-border transactions of goods, services or resources, including capital, skills, people, finance, banking, insurance, construction, etc. Such activities include buying raw materials in one country and shipping them to another country for producing, shipping finished goods from one country to another for sale, and borrowing money from the bank in one country and financing business operations in another, etc.

International business differs from domestic business basically because domestic business involves transactions within the boundaries of one country while international business involves transactions across national boundaries. Specifically, international business may differ from domestic business in the following aspects:

- The cultures of different countries may differ from each other greatly, which will influence the business activities in many ways.
- The government policies concerning business activities may differ from country to country. The party concerned has to adjust to different government policies in different countries. Ignorance or misunderstanding of the policies might cause great trouble.
- Different countries may have different economic systems, leading to great differences in economic structures, business activities, business conventions, etc.
- The legal systems of the countries may differ, so international businesses have to adjust their practices to comply with the local laws. Ignorance of the local law systems may bring fatal damage to the international business.
- The countries involved in international business may use different currencies, and thus the party concerned has to convert its currency into another and is encountered with risks of

foreign exchange rate.

- Different technological developments in different countries may cause problems in the international business.

In today's globalized world, studying international business is important for a number of reasons.

Firstly, most companies have international operations or are affected by the global economy. For today's students, in your first job, for example, you could be part of a team including people from the US, Japan, Mexico and the UK. An overall understanding of international business would help you cooperate well with your colleagues, understand more about the company's expectations and prepare for your future career. Even small businesses also become more and more involved in the international economy. If you start your own business in the future, you may find yourself using foreign-made equipments, manufacturing products to be sold in foreign markets and competing with foreign firms, which is the case for millions of small and medium-sized enterprises in Zhejiang province, China.

Another reason for you to study international business is to obtain knowledge and skills about cultural differences. Within the process of globalization, understanding the cultural similarities and differences of the world's peoples and nations is becoming more and more important. You will have more and more opportunities to encounter, work with and serve people from different cultural backgrounds. Knowing something about how people of a different culture think, behave and conduct business will be of great help for your future life.

Finally, modes of operation in international business may differ from those used domestically. Knowledge of the international environments of economy, finance, government policies, legal systems, technology, etc. will give you a competitive edge in your future career.

International Business Activities

Traditionally international business activity refers to exporting and importing. However, in today's world, many other forms of international business activities can be easily found.

Exporting and Importing

Exporting is the selling of goods or services made in one country for use or resale in other countries. Importing refers to the buying of goods or services made in other countries for use or resale in one's own country. Exporting and importing are actually divided into two kinds. One is trade in goods, such as raw materials, electric appliances and clothing, also called merchandise exports and imports or visible trade. The other refers to trade in services, such as traveling and banking, which is also called service exports and imports, or invisible trade.

Exports are often important for many companies, including multinational corporations (MNCs) or small and medium-sized companies. Most of the small and medium-sized enterprises in Zhejiang and Guangdong provinces of China rely on exporting. Exporting and importing are both important for countries. As Figure 1.1 shows, they account for a large portion in some countries' GDP.

Figure 1.1

Exports and Imports of Goods and Services as Percentage of GDP for Some Key Countries

Countries	Exports		Imports	
	2000	2007	2000	2007
China	23.33	38.41	20.92	29.61
India	12.82	20.43	13.72	24.45
Japan	10.88	17.75	9.43	16.06
Republic of Korea	38.56	41.92	35.71	40.41
Canada	45.58	34.96	39.83	33.02
United States	11.04	11.90	14.90	17.01
Argentina	10.89	24.63	11.52	20.34
Brazil	9.98	13.36	11.74	11.85
France	28.81	26.86	27.82	28.40
Germany	33.38	47.17	33.08	40.17
Italy	26.77	28.85	25.82	29.10
Netherlands	70.08	74.20	64.54	65.98
United Kingdom	27.63	26.61	29.47	29.64
Australia	19.30	19.69	21.35	20.93
New Zealand	35.03	28.31	33.36	29.16

International Investments

The second form of international business activities is international investment, which refers to any economic behaviors through which investors invest their assets in countries other than their own with the expectation of positive returns. International investments are often divided into two types: foreign direct investments (FDI) and foreign indirect investments (also foreign portfolio investments).

Foreign direct investment, according to the World Bank, refers to the net inflows of investment to acquire a lasting management interest (10% or more of voting stock) in an enterprise operating in an economy other than that of the investor. It usually involves participation in management, joint-venture and transfer of technology and expertise. There are two types of FDI: inward foreign direct investment and outward foreign direct investment. The largest flows of foreign investment occur between the industrialized countries and regions (North America, Western Europe and Japan). But flows to non-industrialized countries and regions are increasing sharply. The United States is the world's largest recipient of FDI. More than \$228 billion in FDI flowed into the United States in 2010, with European countries contributing more than 80% of the total.

Foreign indirect investment or foreign portfolio investment refers to the purchase of stocks, bonds and money market instruments by foreigners for the purpose of realizing a financial return, which does not result in foreign management ownership or legal control. Some examples of foreign portfolio investment are: purchase of shares in a foreign company, purchase of bonds issued by a foreign government, acquisition of assets in a foreign country and purchase of stocks in a foreign company.

Licensing, Franchising and Management Contracts

There are also some other forms of international business activities. Licensing, franchising and management contracts are the most important ones. Licensing refers to the business arrangement in which a firm in one country gives permission to a firm in another country for the use of its intellectual property including patents, trademarks, brand names or copyrights in return for a royalty payment. Franchising is the practice of using another firm's successful business model. For the franchisor, the franchise is an alternative to building "chain stores" to distribute goods and avoid investment and liability over a chain. The franchisor's success is the success of the franchisees. The franchisee is said to have a greater incentive than a direct employee because he/she has a direct stake in the business. A management contract is an arrangement under which a firm in one country agrees to perform the necessary managerial functions and operational control of another firm in another country in return for a fee. Management contracts involve not only selling a method of doing things but actually doing them. A management contract can involve a wide range of functions, such as technical operation of a production facility, management of personnel, accounting, marketing services and training. Management contracts are often conducted where there is lack of local skills to run a project. It is an alternative to foreign direct investment as it does not involve high risks but can yield higher returns for the company.

A firm which involves in any of these forms of international business activities can be called an international business. Thus, international business can also be defined as any organization that engages in business transactions that take place between two or more countries beyond their national boundaries. When you come across the term international business, you need to determine whether it refers to the cross-border business transactions or an organization engaging in business transactions across borders.

Multinational corporation (MNC) or multinational enterprise (MNE) is a term used to describe a firm that manages production or delivers services in more than one country. Or it is more precisely defined as a firm “that engages in foreign direct investment and owns or controls value-adding activities in more than one country” (Dunning, 1993). An MNC usually has its management headquarters in one country, known as the home country, and operates in several other countries, known as host countries. Some MNCs are very large and influential, with budgets that even exceed some countries’ GDPs. MNCs may greatly influence local economies, and even the world economy, and thus play an important role in international relations.

Globalization

Many people argue that we are living in the era of globalization because of the rapid development of international business. Globalization can be defined as “the inexorable integration of markets, nation-states and technologies...in a way that is enabling individuals, corporations and nation-states to reach around the world farther, faster, deeper and cheaper than ever before” (Friedman, 2000). It refers to the shift toward a more integrated and interdependent world economy. Globalization can be demonstrated in two aspects: globalization of markets and globalization of production.

Globalization of Markets

Globalization of markets refers to the merging of separate national markets into one global market. The tastes and preferences of consumers in different nations are converging on some global norm. Thus a global market has been created. Consumer products such as Coca-Cola soft drinks, McDonald’s hamburgers, IKEA furniture and Apple’s iPad are popular in different nations. By offering the same products worldwide, the MNCs help to create a global market. In many cases, the same competitors often confront each other in nation after nation. For instance, Coca-Cola and Pepsi Co., McDonald’s and KFC, Boeing and Airbus often enter into a new country one by one, to prevent their competitors from gaining an advantage. As MNCs follow each other around the world, they bring with them the whole business culture which is successful in other national markets, including products, operating strategies, marketing