Rongxing Guo

Cross-Border Management

Theory, Method and Application

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Cross-Border Management

To Ronglian, Rongzhong, Rong'ai, Shurong, Rongxun, and Rongmei—from all of whom I have learnt how to deal with multi-dimensional border problems within a big family

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Preface

Globalization—an increasingly driving force behind the vibrant economies throughout the world since the last decades of the twentieth century—is shaping a new era of interactions among various political, cultural and economic groups. As a result, it is increasing the contacts between people across various boundaries–geographical, political and cultural. When people say that 'the world is becoming smaller every day', they are referring not only to the increased speed and ease of transportation and communications but also to the increased use of international and intercultural market to buy and sell goods. Today, the interactions among people with different national and cultural identities are deeper than ever before.

There is no doubt about the increasing awareness of the importance of cross-border transactions in our daily life. An increasing number of companies are now relying on production chains that straddle many politically and culturally distinctive areas. Raw materials and components may come from different linguistic or religious areas and be assembled in another, while marketing and distribution take place in still other venues. Consumers' decisions in, for example, New York or Shanghai may become information that has an almost immediate impact on the products that are being made—and the styles that influence them—all over the world. The overall heightened presence of foreign goods, foreign producers and even foreign-owned assets causes many to question the impact and desirability of all international and intercultural economic transactions.

In this book, we assume that, due to the existence of various border barriers, production factors (such as labor, capital, technology, and information) cannot freely flow across, and are unevenly distributed between all sides of borders. This creates inequalities, disagreements, tensions and even armed disputes among various stakeholders. This book considers various types of borders. In brief, the objectives of this book are:

- To clarify whether existing management theories and methods can be effectively applied in an entity (which can be defined as either an independent state, a region, a community, a culture, or a firm) after the latter is increasingly interactive with the rest of the world;

- To develop qualitative and quantitative methods by which to help make optimal decisions for the entity and, in the meantime, to maximize the positive (or minimize the negative) effects of the decisions on the rest of the world; and
- To design workable cross-border cooperation plans and conflict-management schemes by which policy-makers can better cope with the challenges and problems resulting from the increasingly interactive world.

Along with the increasing interactions between different parts of the world, the application of existing traditional theories and methods may become less effective, if not ineffective. This is particularly so when policymakers and practitioners want to seek rational and optimal solutions to complicated cross-border tasks.

This book intends to present a new approach to managing the increasingly interactive world. The use of the word "new" has two meanings. The first relates to the intent that I prefer a new definition of borders (which are natural, institutional, functional, or mixed) to the traditional definitions of them. The second concerns the fact that in this book I will apply (and, where necessary, develop) analytical tools, methods and models that are different from those used in other similar books.

A truly cross-disciplinary title, this book covers various disciplines of the social sciences as well as those of natural and environmental sciences and information technology. In brief, the key features of this book include the following:

- Develop a so-called 'cross-border' framework by which to solve the bilateral and multilateral problems and challenges stemming from the increasingly interactive world.
- Measure—qualitatively or quantitatively—various effects of borders on global and local economic activities.
- Provide various solutions or options to an efficient cross-border management, many of which cannot be found in other books.
- Adopt end-of-chapter case studies in parallel with shorter, boxed examples in the text, all of which are focused on the current situations of and the recent progresses towards cross-border management.

This book is not intended to serve as a standard textbook for a specific discipline or course. Instead, it is a multidisciplinary text. Specifically, I hope that this three-in-one book will satisfy the needs of students and specialists coming from the following three disciplines:

i. business administration
ii. international relations
iii. regional planning and resource management

Frankly, it is a challenging task for me to write suck kind of book. And students of each discipline may not be interested in some chapters of this book—even though I believe that, given that the world is becoming increasingly interactive, students of one discipline will need more knowledge of other disciplines. In this book, Chaps. 4, 11 and 18 are not for students of regional planning and management; Chaps. 10 and

12 are not written for business administration students; and Chap. 15 is not for international relations students.

Throughout this book, both customary and metric systems are adopted. This is intended to help readers to have knowledge of the diversity of the real world—an issue with which cross-border management should deal. A table of conversion from some US customary units to metric units is provided in Pages 401 and 402 at the end of this book.

Acknowledgements

Even though I began to write this book in early 2014, my research on cross-border issues can date back to as early as the late 1980s when I was a student. During the past decades, I have received encouragement and support from various organizations and individuals. They have been mentioned in my three early books: (i) "Border-Regional Economics," which was published by Physica-Verlag in 1996 and was reprinted in 2013; (ii) "Cross-Border Resource Management", which was published by Elsevier Science in its *Development in Environmental Science* series in 2005 (first edition) and 2012 (second edition); and (iii) "Territorial Disputes and Conflict Management: The Art of Avoiding War," which was published by Routledge in its *Security and Conflict Management* series in 2012. Some ideas and material in the present book draw on the above three books. However, they are not simply done by the 'copy-and-paste' approach. Most of the content that appears in this book is completely new and original.

I would like to thank Dr. Javier Sanchez-Reaza (Regional Development Policy Division of the OECD) who kindly sent me many useful documents and materials relating to the US-Mexico border area. Thanks also go to Ms. Jose-Luis Alvarez-Galvan (OECD), Mr. Oliver Torres (State of Chihuahua, Mexico) and Mr. John F. Cook (mayor of El Paso, Texas, USA) for their logistical assistance in 2011. During the field-surveys in southern China in January 2014, I received generous help from the following individuals: Mr Jia Gaoshan (Shaoguan city, Guangdong province), Mr Sheng Yaodong (Zhanjiang city, Guangdong province), and Mr Gao Ming (Xinglong town, Sanya city, Hainan province).

The following individuals and organizations have provided photos and maps that have been adopted by this book. They are: Buddhi N. Shrestha of Bhumichitra Mapping, Kathmandu, Nepal (Fig. 12.1), Gao Ming of Heilongjiang Technology University, Harbin, Heilongjiang, China (Fig. 15.3), University of Texas Libraries, University of Texas at Austin (Fig. 1.3), the government of Hong Kong Special Administrative Region (Figs. 2.1b and 12.4), Commonwealth of Australia (Fig. 8.1), and U.S. Central Intelligence Agency, Washington, DC (Figs. 9.2, and 10.2). In addition, this book also uses photos published in the Wikimedia Commons, the original authors of which are: Frank Janssen (Fig. 1.2), Tos (Fig. 1.4), Historicair

(Fig. 6.1), Fly Navy (Fig. 12.2), Wladyslaw (Fig. 12.3), Benutzer (Fig. 15.1), James Reyes (Fig. 17.1), Seyon (Fig. 17.2), and an anonymous author (Fig. 15.2).

The data cited in Case 3 of Chap. 3 are provided by the Open Technology Institute of the New America Foundation. The major part of Case 6 of Chap. 6 is based on an article entitled "The East China Sea disputes: Context, claims, issues, and possible solutions" (*Asian Perspectives*, vol. 31(2007), pp. 127–167). Dr Dean J. Ouellette (Institute for Far Eastern Studies, Kyungnam University, Seoul, Republic of Korea, also Assistant Editor to the journal of *Asian Perspective*) has kindly granted me in his e-mail of July 30, 2014 to use this material without conditions.

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During the review and revision stage, the feedback and encouragement received from Mr. Toby Chai, Ms Lydia Wang and other editors and readers at Springer have helped us refine many parts of this research. However, all views and errors in this book certainly are mine only.

Huairou, Beijing, China Summer 2014 Rongxing Guo

List of Abbreviations

ADIZ	Air Defense Identification Zone
APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of Southeast Asian Nations
B2B	Business-to-business
B2C	Business-to-consumer
BCP	Boundary Control Point
BDS	BeiDou System
CBP	Customs and Border Protection
CEPA	Closer Economic Partnership Arrangement
CJV	Cooperative Joint Venture
CPA	Comprehensive Peace Agreement
DMZ	Demilitarized zones
DNS	Domain Name System
DSB	Dispute Settlement Body
e-BCMS	electronic Border Control Management System
EEZ	Exclusive Economic Zone
EJV	Equity Joint Venture
EKC	Environmental Kuznets Curve
EU	European Union
FDI	Foreign Direct Investment
FTP	File Transfer Protocol
FTZ	Free Trade Zone
GFW	Great Firewall
GNSS	Global Navigation Satellite System
GPS	Global Positioning System
GTI	Greater Tumen Initiative
GWB	George Washington Bridge
HTTP	Hypertext Transfer Protocol
I2P	Invisible internet project
IBRU	International Boundaries Research Unit
ICC	International Court of Justice
ICEC	Information and Communications Ethics Committee

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ICJ	International Court of Justice
ICRC	International Committee of the Red Cross
IDL	International Date Line
IGAD	Intergovernmental Authority on Development
IGCP	International Gorilla Conservation Program
IGO	International Governmental Organization
ILA	International Law Association
IMS-GT	Indonesia-Malaysia-Singapore Growth Triangle
IP	Internet Protocol
IUCN	World Conservation Union
JDZ	Joint Development Zone
JPDA	Joint Petroleum Development Area
LMB	Lower Mekong Basin
M&A	Mergers and Acquisitions
MDL	Military demarcation line
MOU	Memorandum of understanding
MRC	Mekong River Commission
NAFTA	North American Free Trade Agreement
NATO	North Atlantic Treaty Organization
NBA	Niger basin authority
NGO	Nongovernmental organization
OAS	Organization of American states
OMVS	Organization pour La Mise en valeur de Fleuve Sénégal
OPEC	Organization of Petroleum Exporting Countries
OSCE	Organization for Security and Cooperation in Europe
PCA	Permanent court of arbitration
PCIJ	Permanent court of international justice
POP	Post office protocol
PRS	Public regulated service
PTA	Preferential trade arrangement
SAARC	South Asian Association for Regional Cooperation
SADC	Southern Africa Development Community
SAR	Special administrative region
SARC	South Asian Association for Regional Cooperation
SEZ	Special Economic Zone
SIJORI-GT	Singapore-Johor-Riau Growth Triangle
SIS	Schengen Information System
TBA	Tri-border area
TCP	Transmission Control Protocol
TRADP	Tumen River Area Development Program
TSS	Traffic separation scheme
UNCLOS	United Nations Convention on the Law Of the Sea
UNMIK	United Nations Mission Interim in Kosovo
UNSC	United Nations Security Council
URL	Uniform Resource Locator

UTC	Coordinated universal time (French: Temps Universel Coordonné)
VIS	Visa Information System
VPN	Virtual Private Network
WTO	World Trade Organization

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