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International Business 00/01





see inside front cover for details

1. The Nature of International Business

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2. The International Environment: Organizations and Monetary Systems

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Members of the Advisory Board are instrumental in the final selection of articles for each edition of ANNUAL EDITIONS. Their review of articles for content, level, currentness, and appropriateness provides critical direction to the editor and staff. We think that you will find their careful consideration well reflected in this volume.

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In publishing ANNUAL EDITIONS we recognize the enormous role played by the magazines, newspapers, and journals of the public press in providing current, first-rate educational information in a broad spectrum of interest areas. Many of these articles are appropriate for students, researchers, and professionals seeking accurate, current material to help bridge the gap between principles and theories and the real world. These articles, however, become more useful for study when those of lasting value are carefully collected, organized, indexed, and reproduced in a low-cost format, which provides easy and permanent access when the material is needed. That is the role played by ANNUAL EDITIONS.

New to ANNUAL EDITIONS is the inclusion of related World Wide Web sites. These sites have been selected by our editorial staff to represent some of the best resources found on the World Wide Web today. Through our carefully developed topic guide, we have linked these Web resources to the articles covered in this ANNUAL EDITIONS reader. We think that you will find this volume useful, and we hope that you will take a moment to visit us on the Web at http://www.dushkin.com to tell us what you think.

hen the first edition of Annual Editions: International Business was being compiled a few years ago, the world was extremely unstable. Power in the Soviet Union was very much in question. Hardliners had conducted a coup against the reform government. On August 19, 1991, Russian president Boris Yeltsin jumped on a tank outside the Russian parliament building and denounced the coup leaders, galvanizing the people to take back their government. On that same day, I was writing the introductory essay for the section of this book that included articles on the Soviet Union. In fact, I was typing the essay at the very moment when the news bulletin reporting Yeltsin's act came over the radio. Needless to say, I had to rewrite the essay.

With the subsequent dissolution of the Soviet Union and the turn to capitalism by its newly independent states, many new opportunities for international business have opened. In the future, virtually all countries and all organizations will be engaged in doing business with other organizations outside of their home countries. Students of business administration and, indeed, all people involved in business need to be aware of the new international environment. They need to recognize the opportunities and the problems associated with doing business outside of their home markets. They need to understand that the same types of opportunities await all who engage in business.

Business must respond to this change in the environment by keeping an open mind about the opportunities available to it on a global basis. The articles that have been chosen for Annual Editions: International Business 00/01 comprise a cross section of the current literature on the subject. The collection addresses the various aspects of international business, with emphasis on the foundations and environment of international trade and on how corporations respond to and deal with this environment. To this editor, the general tone of the articles seems to be growing more

optimistic than it was a few years ago. This trend has been borne out in this latest edition. No one claims that all the news is good (because it is not) or that all the problems have been solved (because they never will be), but there has been a change. Most of the literature seems to be more hopeful and less bleak and foreboding than it was at the start of the last decade of the twentieth century. There is more talk about opportunity and success and less talk about problems and failure. A new era has dawned.

This edition of Annual Editions: International Business 00/01 contains a number of features designed to make it useful for people interested in international business. These features include a topic guide for locating articles on specific subjects and a table of contents with abstracts that summarize each article and draw attention to key words in bold italics. This edition also has World Wide Web sites, which are cross-referenced by number to the topic guide, for further exploration of the topics. The volume is organized into four units dealing with specific interrelated topics in international business. Each unit begins with an overview that provides the necessary background information to allow the reader to place a selection in the context of the book. Important topics are emphasized, and challenge questions address major themes.

We would like to know what you think about our book. Please take a few minutes to complete and return the postage-paid article rating form in the back of the volume. We need your advice and assistance to help improve future editions of Annual Editions: International Business.

Thed Machney

Fred Maidment Editor

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2. America and the Global Economy, Sherrod Brown, Vital Speeches of the Day, March 1, 1998.	12

Vital Speeches of the Day, March 1, 1998. According to this speech by Ohio congressman Sherrod Brown to the City Club of Cleveland, Ohio, not everyone is happy with the results of the new global economy. 3. International Business: The New Bottom Line,

3. International Business: The New Bottom Line, Bruce Kogut, Foreign Policy, Spring 1998. Multinational corporations are the primary players in the international economy. What this means and how this happens is the subject of this article.

B. INTERNATIONAL TRADE AND FOREIGN INVESTMENT

- 4. Size Doesn't Matter, Charles S. Lee, Far Eastern Economic Review, March 4, 1999.
 America prides itself on being the home of small business and entrepreneurship, but Korea is catching on to the American secret and promoting small- and medium-size organizations to ensure growth.
- 5. Foreign Investors' Deep Pockets, Juan Hovey, Nation's Business, April 1999. There is money available for expansion from overseas because the United States economy is so strong. Small- and medium-size companies are able to take advantage of this.

C. ECONOMIC THEORIES ON INTERNATIONAL TRADE, DEVELOPMENT, AND INVESTMENT

- 6. Human Capital and Socio-Cultural Values: Implications for Economic Development, Clifton R. Wharton Jr., Vital Speeches of the Day, February 15, 1999. Did the values espoused by Asian society play a role in the creation of the "Asian Tigers," in their demise, or both? Values certainly play a role in society, but they are not the only factors.
- 7. Trade Policy at a Cross Roads, I. M. Destler, Brookings Review, Winter 1999.
 According to I. M. Destler, United States trade policy suffers from a lack of leadership and direction. What is it going to do next and what direction is it going to take? There are threats to American success that could turn the current boom around if these questions are not dealt with.



The Nature of International Business

Seven selections describe the dynamics of today's international business community.

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The International Environment: Organizations and Monetary Systems

Four articles examine international organizations, the international monetary system, and the finance of international businesses.



The Foreign Environment

Sixteen selections discuss how international markets are influenced by the common pressures of financing, the economy, sociocultural dynamics, politics, the legal system, labor relations, and other forces.

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9. Are Joint Ventures Losing Their Appeal in China? Yim Yu Wong, Thomas E. Maher, Richard A. Jenner, Allen L. Appell, and Len G. Hebert, SAM Advanced Management Journal, Winter 1999. Doing business in China has always been difficult. The most popular solutions have been joint ventures with the Chinese, but the authors ask whether that is the best way to go.	41
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11. Reining in the IMF: The Case for Denying the IMF New Funding and Power, Marijke Torfs, Multinational Monitor, January/February 1998. The IMF has great power over the global economy, but who has any control over that power, and is it necessarily a good idea?	57
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13. Proceed with Caution, Far Eastern Economic Review, January 14, 1999. This is a round table discussion by several Asia-based money managers on the best places to invest in Asia. They warn that	65

B. ECONOMIC AND SOCIOECONOMIC FORCES

markets may not yet have bottomed out.

14. A Worldwide Rise in Living Standards, John Marks Templeton, The Futurist, January 1999.
Things are looking up for many people throughout the world, according to John Templeton. Living standards are up and, while there is still some poverty, many people are living better than

they ever have before.

15.	3 Global Scenarios: Choosing the World We Want, Allen Hammond, <i>The Futurist</i> , April 1999. What kind of world do we want in the twenty-first century? Here is the outline of three possible <i>scenarios</i> for the future, as Allen Hammond sees it.	74
c. s	SOCIOCULTURAL FORCES	
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17.	What the Future Holds: Three Themes that Affect America and the World, William Van Dusen Wishard, Vital Speeches of the Day, March 1, 1999. To be successful in the international marketplace, it is necessary to take advantage of the trends that are developing there. This article outlines three themes that will affect the United States and the world in the coming century.	81
D.	POLITICAL FORCES	
18.	Us and Them, Lívia Markóczy, Across the Board, February 1998. Cultural diversity is "in," especially in multinational organizations. But one should be careful when attributing differences between managers to their different cultures. After all, it could just be a simple person-to-person misunderstanding.	85
19.	Government and National Parliaments, Roy MacLaren, Vital Speeches of the Day, May 1, 1998. As the world becomes more global in orientation, the role of domestic government is likely to decline, according to Roy MacLaren.	90
20.	Trade Free or Die, Robert J. Samuelson, <i>The New Republic</i> , June 22, 1998. <i>Free trade</i> is the force that is making for a better world economy. It is a movement that must continue, says Robert Samuelson, because its end would mean an economic and political disaster.	94
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22. Doing Business in India: Aspects of the Political 104 **Dimension**, Mohan R. Limaye, Business Horizons, November/ December 1998.

Dealing with the government in India is always a difficult proposition and always has been. But, says Mohan Limaye, there are ways to be successful in this very complicated political and legal environment.

F. LABOR FORCES

23. The China Factor, Ben Dolven, Far Eastern Economic 111 Review, March 18, 1999. Singapore is a small and wealthy city-state that needs highly skilled and motivated workers. It is getting many of them from mainland China.

24. Building Teams across Borders, Charlene Marmer 113 Solomon, Global Workforce, November 1998. How do you get people from different cultures, different countries, and even different languages to work together? This article has some ideas on building teams across borders.

G. COMPETITIVE FORCES

25. Anxiety in Steel Country: A Mill Town Trembles 118 and Waits, Jay Nordlinger, National Review, March 22,

Not everyone benefits from world trade. Some communities are fighting for their lives.

- 26. Controlling Economic Competition in the Pacific 121 Rim, Charles W. Kegley Jr., USA Today Magazine (Society for the Advancement of Education), May 1998. The future of world trade and security is going to be dependent upon the countries of the the Pacific Rim-especially Japan and
- 27. The Growing Challenge to Internationalism, J. Ørstrøm Møller, The Futurist, March 1999. The world has been on an expansive course of internationalism since the end of World War II. Unfortunately, not everyone has benefited from that experience and a backlash is building.

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How **Management** Deals with **Environmental Forces**

Seventeen articles discuss challenging aspects of managing in the international business community.

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MARKET ASSESSMENT AND ANALYSIS

28. The Atlantic Century? Business Week, February 8, 134

For years Asia was the focus of rapid economic growth, but that could now be changing with the advent of the twenty-first century. The United States and Europe may once again be the drivers of the world economy.

29. A Self-Help Guide for Emerging Markets, Martin Feldstein, Foreign Affairs, March/April 1999. Dealing with uncertainties in emerging markets is difficult. Countries need to be careful to make sure that they have adequate reserves to meet their financial obligations.

B. MARKETING INTERNATIONALLY

30. Brand Positioning through Advertising in Asia, North America, and Europe: The Role of Global Consumer Culture, Dana L. Alden, Jan-Benedict E. M. Steenkamp, and Rajeev Batra, Journal of Marketing, January 1999.

The idea of a global consumer culture as a way of positioning products in a variety of markets is a new and interesting idea that

the authors explore in this article.

31. Impact of the Global Media Revolution, Steve Bell, USA Today Magazine (Society for the Advancement of Education), March 1999.

The true meaning of the term "Global Village" can be seen in the media where CNN delivers news to the Secretary of State faster than the State Department or the CIA can.

C. EXPORT AND IMPORT PRACTICES AND PROCEDURES

32. Foreign Trade Zones: How Your Company Can
Profit from International Zones inside the United
States, George F. Hanks and Lucinda Van Alst, Management Accounting, January 1999.
Foreign trade zones are a way for firms to increase their return on investment. Proper and intelligent use of these zones can save a company thousands of dollars.

33. The Key to America's Growth: International Sales, Lawrence S. Davidson, USA Today Magazine (Society for the Advancement of Education), March 1999. In the future, says Lawrence Davidson, the growth of the American economy will depend on global sales. That is where the action should be because that is where the growth is.

D. EAST-WEST RELATIONS

34. Building Successful Partnerships in Russia and 167
Belarus: The Impact of Culture on Strategy, Linda
M. Randall and Lori A. Coakley, Business Horizons,
March/April 1998.

There has been a great change in **what used to be the Soviet Union** in terms of the structure of the economy. But the behaviors and attitudes of Russian and Belorussian managers are lagging seriously behind during this transition period.

35. Comparing Chinese and Western Cultural Roots: 175
Why "East Is East and . . . ," Jack Scarborough, Business Horizons, November/December 1998.
The differences between western and eastern culture and why those differences are important when doing business in those areas are explored here by Jack Scarborough.

E. FINANCIAL MANAGEMENT

36. Strengthening the Architecture of the International Financial System, Robert E. Rubin, Vital Speeches of the Day, May 1, 1998.

The problems suffered by the Pacific Rim economies over the past years are discussed, as are some possible solutions.

F. PRODUCTION SYSTEMS

37. The World as a Single Machine, lain Carson, The 190 Economist, June 20, 1998.
While developed nations may have a shrinking manufacturing sector, all that means is that the manufacturing of goods is now a global enterprise.

G. LABOR RELATIONS, POLICIES, AND MANAGEMENT

- 38. The Right Way to Manage Expats, J. Stewart Black and Hal B. Gregersen, Harvard Business Review, March/April 1999.
 Organizations that send expatriots to other countries often
- do not receive the full benefit of their experience. This article has some ideas on how to correct that situation.

 39. Measuring Return on Investment: Do You Know 200
- What Your International Assignments Are
 Worth? Charlene Marmer Solomon, Global Workforce,
 March 1999.
 How much should you be paying for people to take international
 assignments? What are they worth in terms of staff development,
 skills, and technological expertise?

H. STRATEGIC MANAGEMENT AND ORGANIZATIONAL DESIGN

40. Fall of a Keiretsu: How Giant Mitsubishi Group 204 Lost Its Way, Business Week, March 15, 1999. Mitsubishi and other kerietsus of Japan were once considered among the mightiest industrial organizations in the world. Today, that is no longer the case.

41.	Opportunity Knocks, Simon Elegant, Far Eastern Economic Review, March 12, 1998. Even as the economies in Asia tumble, opportunities abound in the marketplace for business investment—not only for firms out-	20
	side of Asia but also for firms inside.	

I. CONTROLLING AND STAFFING

42. Stopping the Revolving Door to France's Board- rooms, Thomas Kamm, Wall Street Journal, May 7, 1998.

Internationalization is prompting changes in the ways that organizations do business and in who heads those organizations. Nowwhere is this more evident than in France.

43. Why HR Managers Need to Think Globally, Carla 215 Joinson, HR Magazine, April 1998.
In the new world of the global economy, an organization must think in terms of a global marketplace. This includes, most especially, the human resources arm of the organization.

J. TRENDS AND NEW DIRECTIONS

44. Could It Happen Again? The Economist, February 20, 221 1999.

During the past 60 years, inflation has been the curse of most economies in the world, but that could be changing. **Deflation** can be even worse than inflation.

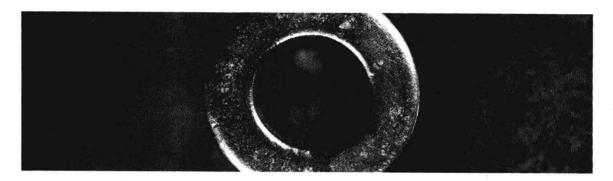
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A·N·N·U·A·L E·D·I·T·I·O·N·S

International Business

00/01

Ninth Edition



EDITOR

Dr. Fred MaidmentPark College

Dr. Fred Maidment is associate professor and department chair of the Department of Business Education at Park College. He received his bachelor's degree from New York University and his master's degree from Bernard M. Baruch College of the City University of New York. In 1983 he received his doctorate from the University of South Carolina. His research interests include training and development in industry. He resides in Kansas City, Missouri, with his wife and children.

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Topic Guide

This topic guide suggests how the selections and World Wide Web sites found in the next section of this book relate to topics of traditional concern to international business students and professionals. It is useful for locating interrelated articles and Web sites for reading and research. The guide is arranged alphabetically according to topic.

The relevant Web sites, which are numbered and annotated on pages 4 and 5, are easily identified by the Web icon () under the topic articles. By linking the articles and the Web sites by topic, this ANNUAL EDITIONS reader becomes a powerful learning and research tool.

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AE: International Business

The following World Wide Web sites have been carefully researched and selected to support the articles found in this reader. If you are interested in learning more about specific topics found in this book, these Web sites are a good place to start. The sites are cross-referenced by number and appear in the topic guide on the previous two pages. Also, you can link to these Web sites through our DUSHKIN ONLINE support site at http://www.dushkin.com/online/.

The following sites were available at the time of publication. Visit our Web site-we update DUSHKIN ONLINE regularly to reflect any changes.

General Sources

1. Internet Resources for International Economics & Business

http://dylee.keel.econ.ship.edu/intntl/int_home.htm Dr. Daniel Y. Lee of the College of Business at Shippensburg University maintains this site, which lists Internet resources related to economics and business in general, references, and specific international business topics such as international development.

2. NewsPage

http://pnp1.individual.com

This site from Individual, Inc. provides daily business briefings and more in-depth stories related to such fields as computing and media, banking and finance, health care, insurance, and transportation and distribution.

3. STAT-USA

http://www.stat-usa.gov/stat-usa.html

This essential site, a service of the U.S. Department of Commerce, presents daily economic news; a myriad of links to databases, statistical releases, and selected publications; and general information on export and international trade as well as business leads and procurement opportunities.

The Nature of International Business

4. Business Policy and Strategy

http://www.aom.pace.edu/bps/bps.html This site, the home page of the Business Policy and Strategy Division of the U.S. Academy of Management, is packed with information about the theory and practice of international business. The division is interested in the roles and problems of general managers.

5. Harvard Business School

http://www.hbs.edu

This Web site of the Harvard Business School provides useful links to library and research resources, to the Harvard Business Review, and to information regarding executive education as well as other topics.

6. Information Institute: Law about . . . Pages

http://www.law.cornell.edu/topical.html

Explore this site's extensive searchable index to learn about a myriad of international legal subjects. Organized by topic, it provides useful summaries with links to key primary source material and off-Net references.

7. International Business Resources on the WWW

http://ciber.bus.msu.edu/busres.htm

Michigan State University's Center for International Business Education and Research provides this invaluable site, which allows a keyword search and points you to a great deal of trade information and leads, government resources, and related periodicals. It also provides general and specific country and regional information.

8. North American Free Trade Association (NAFTA)

http://www.mac.doc.gov/nafta/nafta2.htm

This is the home page of the North American Free Trade Association (NAFTA). The organization's stated objective is "to provide accurate and timely information to U.S. exporters experiencing market access barriers in Canada or Mexico."

9. OECD/FDI Statistics

http://www.oecd.org/daf/cmis/fdi/statist.htm Explore foreign direct investment trends and statistics on this site from the Organization for Economic Cooperation and Development. It provides links to many related topics and addresses the issues on a country-by-country basis.

10. Sales & Marketing Executives International

http://www.smei.org

Visit this home page of Sales & Marketing Executives (SME), a worldwide association of sales and marketing management. Through this "Digital Resource Mall," you can access research and useful articles on sales and management. You can even listen in as marketing leaders discuss their latest strategies and ideas.

11. World Trade Centers Association

http://www.wtca.org

WTCA On-Line presents this site as a news and information service. Members can access the Dun & Bradstreet Exporters' Encyclopaedia and other valuable sources, but quests to the site can also gain entry to interesting trade-related information.

The International Environment: **Organizations and Monetary Systems**

12. Center for International Business Education and Research

http://www.cob.ohio-state.edu/ciberweb/ Surf this site for information about international business/trade organizations and emerging markets, and for news links to related topics.

13. Institute of International Bankers

http://www.iib.org

Examine this site for information on the Institute of International Bankers, IBB events, and publications in order to become familiar with trends in international banking. The site also features regulatory compliance issues relating to the Year 2000 date change.

14. International Labour Organization

http://www.ilo.org

ILO's home page leads to links that describe the goals of the organization and summarizes international labor standards and human rights. Its official UN Web site locator can point you to many other useful resources.

15. Lex Mercatoria: International Trade Law Monitor

http://lexmercatoria.net

Use this valuable site to access a wealth of resources related to international trade, including data on the European Union and the International Monetary Fund. Among its

many links, it addresses such topics as Principles of International Commercial Contracts and UN Arbitration Laws.

16. Resources for Economists on the Internet

http://coba.shsu.edu/EconFAQ/EconFAQ.html
This site and its links are essential reading for those interested in learning about the Organization for Economic Cooperation and Development, the World Bank, the International Monetary Fund, and other important international organizations.

17. WashLaw

http://www.washlaw.edu

This site from the Washburn University School of Law Library Reference Desk can direct you to primary documents related to GATT and other information about the agreement. It also reproduces world constitutions and the text of NAFTA and other major treaties.

The Foreign Environment

18. Chambers of Commerce World Network

http://worldchambers.net

This site of the World Network of Chambers of Commerce and Industry describes itself as "The world's first, oldest, and largest business network." Access a global index of Chambers of Commerce & Industry and Chambers for International Business, as well as information on "Strategic Alliance Partners" such as G-7.

19. Charts and Tables Related to Foreign Direct Investment in Japan

http://www.jef.or.jp/news/jp/index.html
This site from the Japan Economic Foundation presents
charts illustrating trends of foreign direct investment in Japan.

20. CIBERWeb

http://ciber.centers.purdue.edu

The Centers for International Business Education and Research work to increase and promote Americans' capacity for international understanding and economic enterprise. This site is useful for exploring issues of doing business in a global market.

21. Facilities and Incentives for Foreign Investment in India

http://india-times.com/frinvest/fr_inv.html India Times summarizes salient features of the foreign-investment climate in India, one of the largest markets in the world. It discusses technology transfer, industrial licensing, capital market investment, and other topics.

22. International Economic Law Web Site

http://www.tufts.edu/fletcher/inter_econ_law/index.htm
This site of the International Economic Law Group of the American Society of International Law contains valuable research tools and links to Web resources regarding international law.

23. United States Trade Representative

http://www.ustr.gov

This home page of the U.S. Trade Representative provides links to many other U.S. government resources of value to those interested in international business. It notes important trade-related speeches and agreements and describes the mission of the USTR.

24. WWW Virtual Library Demography & Population Studies

http://coombs.anu.edu.au/ResFacilities/ DemographyPage. html

Through this Internet guide to demography and population studies, learn about leading information facilities of value and/or significance to researchers in the field of demography. The site is provided by Australian National University.

How Management Deals with Environmental Forces

25. International Marketing Review

http://www.mcb.co.uk/cgi-bin/journal1/imr/
Visit this home page of the journal International Marketing
Review to gather leads to a number of resources and articles. It also provides for interactive discussion and an "International Meeting Place."

26. IR-Net

http://www.ir-net.co.za

Examine this site of South Africa's Industrial-Relations Network as a sample of how different countries address labor issues. It provides information on mediation and conciliation, discusses the International Labour Organization, and notes many library and resource links.

27. Kitchener Business Self-Help Office: Seven Steps to Exporting

http://www.city.kitchener.on.ca/kitchener_import_ export.html

This site describes seven steps to exporting, from selecting an export market to actually beginning to export. It addresses such critical topics as distribution, pricing, and subsidiaries.

28. MELNET

http://www.bradford.ac.uk/acad/mancen/melnet/ index0.html

MELNET, self-described as a "World Class Business Network," is a virtual cooperative for people looking to improve the way they do business. Through this interactive site, you can learn about such important topics as branding.

29. Research and Reference (Library of Congress)

http://lcweb.loc.gov/rr/

This research and reference site of the Library of Congress will lead you to invaluable information on different countries. It provides links to numerous publications, bibliographies, and guides in area studies that can be of great help to the international businessperson.

30. Telecommuting as an Investment: The Big Picture—John Wolf

http://www.svi.org/telework/forums/messages5/48.html
This page deals with the many issues related to telecommuting, including its potential role in reducing environmental pollution. The site discusses such topics as dealing with unions, employment-law concerns, and the impact of telecommuting on businesses and employees.

We highly recommend that you review our Web site for expanded information and our other product lines. We are continually updating and adding links to our Web site in order to offer you the most usable and useful information that will support and expand the value of your Annual Editions. You can reach us at: http://www.dushkin.com/annualeditions/.

Unit Selections

Introduction to International Business

- Grow Your Company in New Markets, Charlene Marmer Solomon
- 2. America and the Global Economy, Sherrod Brown
- 3. International Business: The New Bottom Line, Bruce Kogut

International Trade and Foreign Investment

- 4. Size Doesn't Matter, Charles S. Lee
- 5. Foreign Investors' Deep Pockets, Juan Hovey

Economic Theories on International Trade, Development, and Investment

- Human Capital and Socio-Cultural Values: Implications for Economic Development, Clifton R. Wharton Jr.
- 7. Trade Policy at a Cross Roads, I. M. Destler

Key Points to Consider

- The world is growing smaller. How have improvements in transportation and communication affected international trade?
- Economies are growing all over the world, but the most rapid growth is in the emerging countries of the Pacific Rim. How is this important to businesspeople in the strategic planning of their businesses?
- How has the mobility of production factors changed their importance when considering theories of international trade?

DUSHKINON LINKS

www.dushkin.com/online/

- 4. Business Policy and Strategy http://www.aom.pace.edu/bps/bps.html
- 5. Harvard Business School http://www.hbs.edu
- 6. Information Institute: Law about ... Pages http://www.law.cornell.edu/topical.html
- 7. International Business Resources on the WWW http://ciber.bus.msu.edu/busres.htm
- 8. North American Free Trade Association (NAFTA) http://www.mac.doc.gov/nafta/nafta2.htm
- OECD/FDI Statistics
 http://www.oecd.org/daf/cmis/fdi/statist.htm
- Sales & Marketing Executives International http://www.smei.org
- 11. World Trade Centers Association http://www.wtca.org

These sites are annotated on pages 4 and 5.