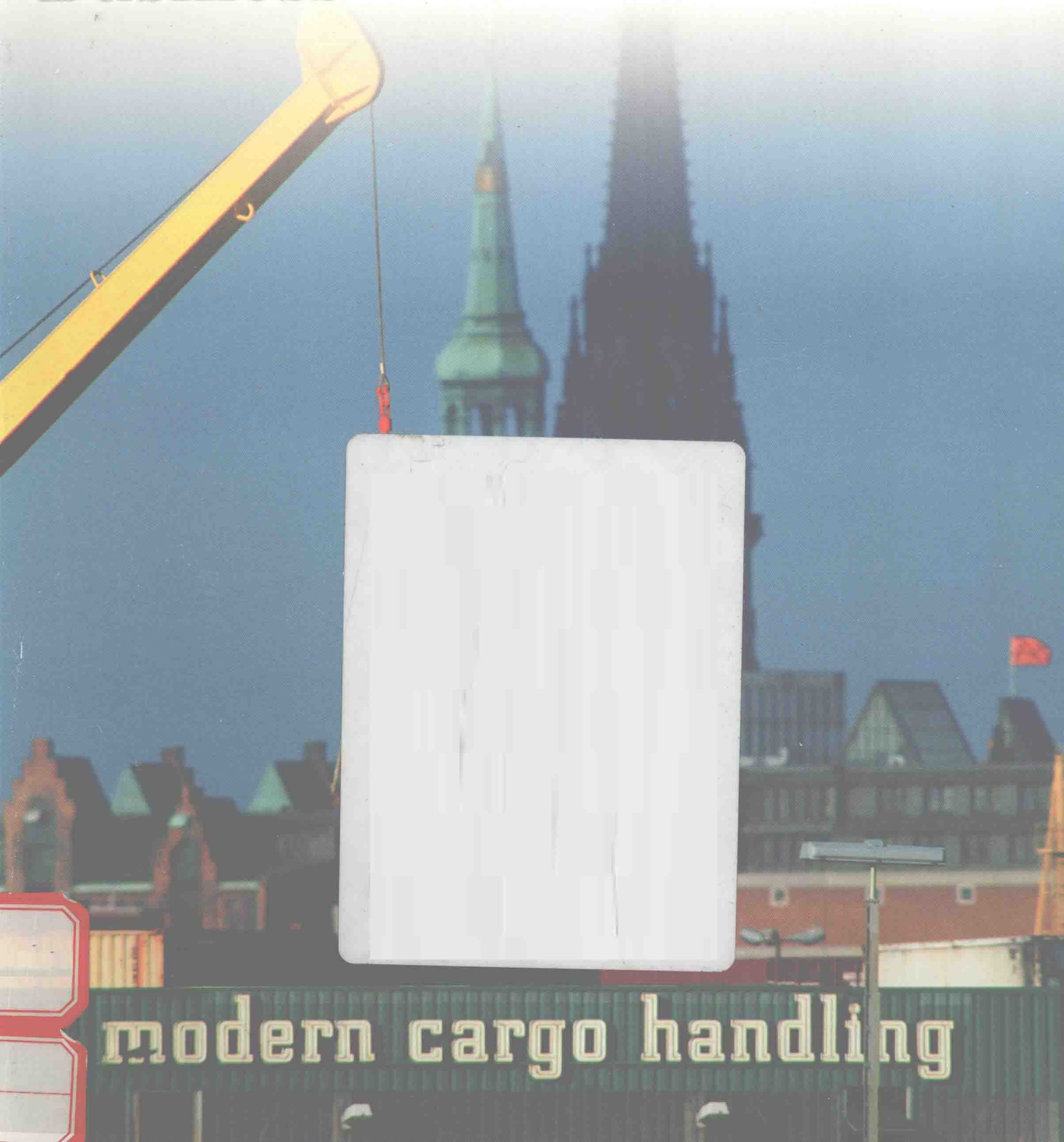


A·N·N·U·A·L E·D·I·T·I·O·N·S

International Business

02/03



modern cargo handling

A·N·N·U·A·L E·D·I·T·I·O·N·S

International Business

02/03

Eleventh Edition

EDITOR

Fred H. Maidment

Western Connecticut State University

Dr. Fred Maidment is associate professor of management at Western Connecticut State University in Danbury, Connecticut. He received his bachelor's degree from New York University and his master's degree from the Bernard M. Baruch College of the City University of New York. In 1983 Dr. Maidment received his doctorate from the University of South Carolina. He resides in Connecticut with his wife.

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Eleventh Edition

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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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To the Reader

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.

When *Annual Editions: International Business* was first being compiled, the world was extremely unstable. Power in the Soviet Union was very much in question, and 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 when the news bulletin reporting Yeltsin's act came over the radio. Needless to say, I had to rewrite the essay.

Today, we are entering another era of instability. On September 11, 2001, the United States was savagely attacked by terrorists at the World Trade Center in New York and at the Pentagon outside of Washington. It is unclear where this is going to lead, but one thing is certain. The world changed when the airliners tore into the towers of the World Trade Center. What the world will be like in the coming months and years remains to be seen.

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.

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 02/03* comprise a cross section of the current literature on the subject. To this editor, the general tone of the articles seemed to be growing more optimistic over the past several years, but now, with the terrorist attacks on the United States, there may be a change. Now, some people are asking questions about the benefits of international trade and questioning the workings of such organizations as the WTO, IMF, and World Bank. The disruption of meetings in Seattle showed that many people are now less than convinced of the benefits of world trade. This trend has been borne out in the eleventh edition of *Annual Editions: International Business*. Things are better than they were a decade ago. While some have benefited there are great numbers of people who have not benefited at all, and, indeed, are in worse shape. Most of the literature seems to be more hopeful and less bleak and foreboding than it was at the start of the 1990s, and it will be interesting to see

whether this trend continues. There is, for now, more talk about opportunity and success and less talk about problems and failure. But there is trouble brewing on the international trade front, now further complicated by the recent surge in international terrorism.

This edition of *Annual Editions: International Business 02/03* contains a number of features designed to make it useful for people interested in the field; including a *topic guide* for locating articles on specific subjects and a *table of contents* with abstracts that summarize each article. This edition also contains *World Wide Web* sites that can be used to further explore the topics. The volume is organized into four units that deal 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.

We would like to know what you think of *Annual Editions: International Business*. Please complete and return the postage-paid *article rating form* in the back of the volume. Your advice and assistance to help will improve future editions.



Fred Maidment
Editor

Topic Guide

This topic guide suggests how the selections in this book relate to the subjects covered in your course. You may want to use the topics listed on these pages to search the Web more easily.

On the following pages a number of Web sites have been gathered specifically for this book. They are arranged to reflect the units of this *Annual Edition*. You can link to these sites by going to the DUSHKIN ONLINE support site at <http://www.dushkin.com/online/>.

ALL THE ARTICLES THAT RELATE TO EACH TOPIC ARE LISTED BELOW THE BOLD-FACED TERM.

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Values

10. Who Gets to Run the World?

World Wide Web Sites

The following World Wide Web sites have been carefully researched and selected to support the articles found in this reader. The easiest way to access these selected sites is to go to our DUSHKIN ONLINE support site at <http://www.dushkin.com/online/>.

AE: International Business

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

Internet Resources for International Economics & Business

<http://dylee.keel.econ.ship.edu/econ/>

Dr. Daniel 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.

NewsPage

<http://www.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.

STAT-USA

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

A service of the U.S. Department of Commerce, this essential site 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.

UNIT 1: The Nature of International Business

Business Policy and Strategy

<http://www.aom.pace.edu/bps/bps.html>

This 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.

Harvard Business School

<http://www.hbs.edu>

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

Information Institute: Law About... Pages

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

Explore this site's 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.

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 site that 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.

North American Free Trade Association (NAFTA)

<http://www.mac.doc.gov/nafta/index.htm>

NAFTA's stated objective is "to provide accurate and timely information to U.S. exporters experiencing market access barriers in Canada or Mexico."

OECD/FDI Statistics

<http://www.oecd.org/daf/investment/>

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.

Sales & Marketing Executives International

<http://www.smei.org>

Visit this home page of the worldwide association Sales & Marketing Executives (SME). 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.

World Trade Centers Association (WTCA)

<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, and guests to the site can also gain entry to interesting trade-related information.

UNIT 2: The International Environment: Organizations and Monetary Systems

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.

Institute of International Bankers (IBB)

<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.

International Labour Organization (ILO)

<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.

Lex Mercatoria: International Trade Law Monitor

<http://lexmercatoria.net>

Access a number of resources related to international trade from this site, 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.

Resources for Economists on the Internet

<http://rfe.org>

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.

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.

UNIT 3: Foreign Environment

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.

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.

Facilities and Incentives for Foreign Investment in India

<http://216.34.146.180/webdirectory/396pg1.htm>

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.

Foreign Direct Investment Is on the Rise Around the World

http://www.neweconomyindex.org/section1_page04.html

FDI data are a clear indicator of the trend toward globalization, as this report demonstrates.

International Economic Law Web Site

http://www.fletcher.tufts.edu/inter_econ_law/

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.

United States Trade Representative (USTR)

<http://www.ustr.gov>

The 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.

WWV Virtual Library Demography & Population Studies

<http://demography.anu.edu.au/VirtualLibrary>

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.

UNIT 4: How Management Deals With Environmental Forces

International Marketing Review

<http://www.mcb.co.uk/imr.htm>

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."

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.

Research and Reference FAQs (Library of Congress)

<http://lcweb.loc.gov/faq/research.html>

This research and reference site of the Library of Congress will provide 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.

Telecommuting as an Investment: The Big Picture—John Wolf

<http://www.svi.org/telework/forums/messages5/48.html>

Many issues related to telecommuting, including its potential role in reducing environmental pollution, are addressed here. 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 1

The Nature of International Business

Unit Selections

1. **International Trade: Globalization vs. Protectionism**, Alan Greenspan
2. **Creating a Global Mindset**, Herbert Paul
3. **The “Globalization” Challenge: The U.S. Role in Shaping World Trade and Investment**, Robert E. Litan
4. **Europeans Covet U.S.**, Nick Lico
5. **Size Doesn’t Matter**, Charles S. Lee
6. **Trade Shows, Trade Missions and State Governments: Increasing FDI and High-Tech Exports**, Timothy J. Wilkinson and Lance Eliot Brouters
7. **What Role for Multinationals in the New Theories of International Trade and Location?** Grazia Ietto-Gillies
8. **Managing Global Expansion: A Conceptual Framework**, Anil K. Gupta and Vijay Govindarajan

Key Points to Consider

- The world is growing smaller. How have improvements in transportation and communication affected international trade? As a manager, how would you take advantage of them?
- If you were a manager, how would you get your employees to think within a global perspective? Do you think this will be important in the future? Why or why not?
- Why do you think the trade missions are important for American organizations in European countries? Do you think this is a waste of money or a sound investment?
- Why is global expansion important for an organization?



Links: www.dushkin.com/online/

These sites are annotated in the World Wide Web pages.

Business Policy and Strategy

<http://www.aom.pace.edu/bps/bps.html>

Harvard Business School

<http://www.hbs.edu>

Information Institute: Law About... Pages

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

International Business Resources on the WWW

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

North American Free Trade Association (NAFTA)

<http://www.mac.doc.gov/nafta/index.htm>

OECD/FDI Statistics

<http://www.oecd.org/daf/investment/>

Sales & Marketing Executives International

<http://www.smei.org>

World Trade Centers Association (WTCA)

<http://www.wtca.org>

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UNIT 1

The Nature of International Business

Eight selections describe the dynamics of today's international business community with special attention to international trade and investment.

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Part A. Introduction to International Business

1. **International Trade: Globalization vs. Protectionism**, Alan Greenspan, *Vital Speeches of the Day*, April 15, 2001

International trade and the economic development it has helped to engender is the subject of this speech by the chairman of the Federal Reserve Board to the committee on finance of the United States Senate. It discusses the advantages of international trade over protectionism.

2

2. **Creating a Global Mindset**, Herbert Paul, *Thunderbird International Business Review*, March/April 2000

How important are the attitudes, perceptions, and mindset of managers *in developing a truly global organization*? Corporate mindset cannot be overemphasized and it must be carefully developed if companies are going to be successful in the global economy.

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3. **The "Globalization" Challenge: The U.S. Role in Shaping World Trade and Investment**, Robert E. Litan, *Brookings Review*, Spring 2000

What will be the American role *in globalizing trade and investment*? One thing that is certain is that it is going to be important and will affect the international economy in the decades to come.

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Part B. International Trade and Foreign Investment

4. **Europeans Covet U.S.**, Nick Lico, *Advertising Age*, April 9, 2001

The American auto market is the largest automobile market in the world, but not every manufacturer is in it. Those that are not would like to be and are making plans.

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5. **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.

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6. **Trade Shows, Trade Missions and State Governments: Increasing FDI and High-Tech Exports**, Timothy J. Wilkinson and Lance Eliot Brouterers, *Journal of International Business Studies*, Winter 2000

Some people accuse governors of states of going on junkets when they go on *trade missions* and to trade shows to encourage foreign direct investment. This article shows that those trips may actually be worth it.

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Part C. Economic Theories of International Trade, Development, and Investment

7. **What Role for Multinationals in the New Theories of International Trade and Location?**, Grazia Ietto-Gillies, *International Review of Applied Economics*, October 2000

Multinational corporations (MNCs) spread their activities, whether sales, production, or administrative, throughout the world. This article attempts to provide a theoretical basis for the decisions of MNCs to locate facilities in certain countries and regions and not in others.

24

8. **Managing Global Expansion: A Conceptual Framework**, Anil K. Gupta and Vijay Govindarajan, *Business Horizons*, March/April 2000

Companies are going to have to become global if they are to survive. This article outlines several reasons for this and provides a conceptual framework for strategy selection in the international environment.

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UNIT 2

The International Environment: Organizations and Monetary Systems

Five articles examine international organizations, the international monetary system, and the finance of international business.

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Part A. International Organizations

9. **A Q&A on the WTO, IMF, World Bank, and Activism**, Michael Albert, *Z Magazine*, January 2000

Not everyone is happy with **the global economy**. Michael Albert offers some of the reasons why.

42

10. **Who Gets to Run the World?**, Devesh Kapur, *Foreign Policy*, November 2000

Where is the talent going to come from to operate the global agencies that are so important to the maintenance of world peace and global trade and development? Are the best people being developed and selected for these positions? Perhaps not.

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Part B. International Monetary System and Balance of Payments

11. **The Deficit That Just About Everyone Overlooks**, Clive Crook, *National Journal*, February 17, 2001

During the economic boom of the 1990s there was one bit of bad economic news that nearly everyone overlooked and that was **the balance of payments**. Now with the U.S. economy slowing down, people might begin to pay attention.

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12. **Managing in the Euro Zone**, Nicholas G. Carr et al., *Harvard Business Review*, January/February 1999

Nicholas Carr presents a group of short essays from executives who will be **dealing with the new euro** on a daily basis. They describe how they think it will affect their businesses.

54

13. **How Costly Are IMF Stabilization Programs?**, Michael Hutchison, *FRBSF Economic Letter* (Federal Reserve Bank of San Francisco), March 30, 2001

During the 1990s, several countries in Asia had to submit to **IMF stabilization programs** in order to get their economies back on track. Naturally, there was a cost associated with doing that.

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UNIT 3

Foreign Environment

Fourteen 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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Part A. Financial Forces

14. **America and Euroland**, Steven Everts, *World Policy Journal*, Winter 1999/2000

As Europe continues to unite, both politically and economically, it will establish itself as a power in its own right. The question is, how will its relationship with the United States develop?

66

15. **Paris Club Comes Under Attack**, Brian Caplen, *Euromoney*, September 2000

The Paris Club is a group of sovereign creditors working under the auspices of the French treasury that has ruled over debt negotiations for many years and has not been subject to criticism. That, however, would appear to be changing.

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Part B. Economic and Socioeconomic Forces

16. **Corporate Governance: The Role of Market Forces**, Ira M. Millstein, *OECD Observer*, Summer 2000

Corporate governance will continue to evolve as a response to the changing conditions in which corporations find themselves. It is, at this point, unclear as to exactly where this evolution is headed. What is clear is that as circumstances change, so will the way that companies run their businesses.

78

17. **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.

80

18. **Backlash: Behind the Anxiety Over Globalization**, Aaron Bernstein, *Business Week*, April 24, 2000

International trade might be helping to raise ***the standard of living*** of most Americans, but not everyone is benefiting. People are nervous about their jobs, their future, and their family's well-being.

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Part C. Sociocultural Forces

19. **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.

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20. **Empires Without Umpires**, *The Economist*, April 7, 2001

Chinese commercial organizations outside of China are, from a Western perspective, unique in how they do business. This article provides some insight into these unique institutions.

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21. **Korean Business Culture for Foreign Investors**, *Korea Herald*, September 20, 2000

Doing business in Korea can be difficult. Not knowing the culture can be a major problem for non-Koreans, but enlisting the assistance of the office of the Investment Ombudsman can help.

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Part D. Political Forces

22. **Chile's Democratic Challenge**, Sara Larrain, *Multinational Monitor*, April 2001
Chile is trying to recover from **years of dictatorship**. It is a very rough road that Chile is having to travel, but slow progress is being made, according to this interview with Sara Larrain, the executive director of the Sustainable Chile program. 100
23. **Globalization: Obsession or Necessity?**, James W. Thomson, *Business and Society Review*, Volume 104, Number 4
Does **globalization** serve the **interests** of citizens, corporations, shareholders, governments, management? These are the questions that are raised in this article. 105
24. **Serving Up the Commons: A Guest Essay**, Tony Clarke, *Multinational Monitor*, April 2001
As **multinational organizations** expand and look for additional business, one of the areas they are going to be looking at will be functions that have traditionally been performed by governments. 109

Part E. Legal Forces

25. **Antitrust**, David W. Conklin and Peter H. Pocklington Jr., *Ivey Business Journal*, July 2000
As the world changes to a **global economy**, antitrust considerations are starting to take on a greater concern than was the case a few years ago. David Conklin and Peter Pocklington offer some interesting observations in this article. 112

Part F. Competitive Forces

26. **The Internationalization of Competition Policy: Implications for International Business**, Yusaf Akbar, *Thunderbird International Business Review*, January/February 2000
One of the problems facing organizations is how they are going to deal with the changing business environment, especially **competition policy** as determined not only by nation-states but by supranational organizations such as the WTO. 117
27. **International Alliance Negotiations: Legal Issues for General Managers**, Elise Campbell and Jeffrey J. Reuer, *Business Horizons*, January/February 2001
Joint ventures and other types of **international alliances** are often used when an organization wants to enter a foreign market. However, there are risks associated with each type of arrangement, and executives must be vigilant. 127



UNIT 4

How Management Deals With Environmental Forces

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

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Part A. Market Assessment and Analysis

28. **The Challenge of Global Customer Management**, David B. Montgomery and George S. Yip, *Marketing Management*, Winter 2000
Today, **multinational corporations** want to deal with other multinational corporations on a global customer management basis. No longer is there one price for North America and another for Europe—MNCs want a single global price with a single global standard. 136

29. End of an Era , <i>U.S. News & World Report</i> , October 8, 2001 The economy was in deep trouble before the terrorist attacks on September 11, 2001 , but what additional effects these horrendous events will have on our economy is the topic of this article.	143
Part B. Market Internationally	
30. The Nation as Brand , Simon Anholt, <i>Across the Board</i> , November/December 2000 Products have reputations and so do nations. Exploiting the national identity of brands may be stereotyping, but it does work. Once "made in Japan" meant cheap, shoddy merchandise, but nobody thinks that anymore. Good national reputations can be applied to new products entering the international market, but it is tricky.	148
Part C. Export and Import Practices and Procedures	
31. The Secret of U.S. Exports: Great Products , Philip Siekman, <i>Fortune</i> , January 10, 2000 U.S. exports are in high demand, especially high-tech goods that are high quality and on the cutting edge.	152
32. Entrepreneur Helps Tribes Create Free Trade Zones , Ron Selden, <i>Knight-Ridder/Tribune Business News</i> , April 17, 2000 Free trade zones are one of the ways to encourage import/export activity. They can be used by many groups, including Native American tribes.	156
Part D. East-West Relations	
33. Post-Cold War International Relations: Trends and Portents , Sharif M. Shuja, <i>Contemporary Review</i> , February 2001 What will the world be like in the twenty-first century? Sharif Shuja has some thoughts on the issues.	158
34. The Russian Approach to Human Rights Intervention , Dmitry Shlapentokh, <i>Contemporary Review</i> , March 2001 Now that the cold war is over and the Soviet Union is no more, the Russians have become cynical about human resources, a subject in which they once thought the West believed.	161
Part E. Financial Management	
35. Does a Currency Union Boost International Trade? , Andrew K. Rose, <i>California Management Review</i> , Winter 2000 How much does a currency union boost trade between the members of that union? The answer appears to be more than one might guess.	163
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36. Procurement Enters the Digital Age , Erika Morphy, <i>Global Business</i> , January 2000 The Internet is playing a role in procurement, not only in the United States, but all over the world.	169
Part G. Labor Relations, Policies, and Management	
37. Workers in the New Economy , John Evans, <i>OECD Observer</i> , Summer 2000 Workers in the new economy are going to have to realize that they are working in a global economy . Social and economic problems in Malaysia will affect workers in Canada and have an impact on their wages. Corporations that view the market for their goods as global will also view the market for jobs as global. Labor unions are going to have to devise strategies to deal with this fact.	176

38. The Right Way to Manage Expats , J. Stewart Black and Hal B. Gregersen, <i>Harvard Business Review</i> , March/April 1999 <i>Organizations that send expatriots</i> to other countries often do not receive the full benefit of their employees' experiences. This article has some ideas on how to correct that situation.	178
39. Globalization: Two Faces, Both Ugly—Workers in Rich, Poor Countries Face a Common Enemy , David Bacon, <i>Dollars and Sense</i> , March/April 2000 Much of the <i>production in the developing world</i> for European and American corporations is done under conditions that would be unacceptable in either Europe or America. Yet attempts to improve conditions are often thwarted by governments that do not allow their workers to organize into local or global unions.	185
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40. Asia Sourcing: Playing Leapfrog , Erika Morphy, <i>Global Business</i> , January 2000 Much of Asia is still behind North America <i>in the use of digital technology</i> as applied to business. But many countries are catching up and will have the advantage of knowing the mistakes that were made by others.	189
41. A Business Model for the New Economy , Richard E. S. Boulton, Barry D. Libert, and Steve M. Samek, <i>Journal of Business Strategy</i> , July 2000 Today, <i>the assets of a company</i> are not only to be found in bricks and mortar, inventory, and equipment. The most important assets are often what is in the mind of the employees of the firm. The problem is how to reflect important intangible assets in a company's balance sheet.	192
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42. Business Success in Eastern Europe: Understanding and Customizing HRM , Dimiter Kiriazov, Sherry E. Sullivan, and Howard S. Tu, <i>Business Horizons</i> , January/February 2000 Managerial employees are looking for different things in <i>Eastern Europe</i> in terms of compensation than they are in the West. This article outlines some of those differences.	198
43. Staffing Global Marketing Positions: What We Don't Know Can Make a Difference , Michael Harvey and Milorad M. Novicevic, <i>Journal of World Business</i> , Volume 35, Number 1, 2000 <i>Hiring the right people</i> can make all the difference in terms of the success or failure of an organization that is trying to enter a new market.	202
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44. Reforming Globalization , Jay Mandle, <i>Challenge</i> , March/April 2001 Globalization is certainly the trend, but <i>there are reforms that need to be instituted</i> . Jay Mandle discusses two of them.	211
45. The Core of the Global Economy , William Richard Smyser, <i>The World & I</i> , April 2001 The European Union and the United States are the <i>core of the global economy</i> . How they interact and how the EU will handle its expansion over the next 10 years will be a key to what happens in and to the global economy.	215
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