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**Globalization**

 **Learning objectives**

* Understand what is meant by the term *globalization.*
* Recognize the main drivers of globalization.
* Describe the changing nature of the global economy.
* Explain the major arguments in the debate over the impact of globalization.
* Understand how the process of globalization is creating opportunities and challenges for business managers.

This chapter introduces the emergence of the globally integrated business world. Globalization has reduced the traditional barriers to cross-border trade and investment (distance, time zones, language, differences in government regulations, culture, and business systems).

To begin the discussion of contemporary issues in international business, macro-economic and political changes in the last 30 years are reviewed.

Information technology and other technological innovations have put global markets within the reach of even small firms in remote locations. Yet, in spite of all its benefits, globalization has an underside. Critics point out its adverse effects, including those on developing nations.

The opening case explores the growth of medical tourism in the twenty-first century, spurred in part by rising health care costs, a shortage of medical specialists, and the emergence of a global health care marketplace. The closing case explores Boeing’s decision to outsource much of the production of its 787 Dreamliner and the impact that this decision has had on manufacturing.

OUTLINE OF CHAPTER 1: GLOBALIZATION

Opening Case: Medical Tourism and the Globalization of Health Care

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Critical Thinking and Discussion Questions

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Classroom Discussion Point

Ask students to describe how international business has affected them in their day so far. Ask them about who made the clothes they are wearing, what type of food they ate for breakfast or lunch (muesli cereal, sushi, Italian-style coffee), what type of cell phone they have and where it was made, where their car was designed and manufactured, where the components for their computer were manufactured, and so on. Many students will be surprised at just how often international business affects their daily lives. Some will recognize that companies like Nissan have design facilities and manufacturing operations in the United States, but will be surprised to learn that Sodexho, a cafeteria operator for many universities, is a French company; or that many supermarket chains have been acquired by foreign operators (Stop and Shop by the Dutch Ahold, Trader Joe’s by the German Albrechts). The point to drive home is that our consumption patterns are already very dependent on international business.

Next, ask students the *why* aspect of this issue: Why, for example, are so many of our clothes made outside North America?

Finally, encourage students to think about the integrated world economy versus distinct national economies by asking about the type of car they own. Drive the discussion towards a consideration of whether talking about the nationality of a car makes sense. Is a Mercedes Benz assembled in Alabama an American car? Is a Chevrolet assembled in South Korea a Korean car? Volvo is now owned by Geely of China; Jaguar and Land Rover, which had been part of Ford, are now owned by India’s Tata Motors; and BMW owns Rolls-Royce. Are there any cars that are truly made in a single country?

OPENING CASE: Medical Tourism and the Globalization of Health Care

Summary

The opening case explores the rise of medical tourism over the past 20 years, as rising costs and a shortage of qualified specialists in the United States have led providers and patients alike to take advantage of lower-cost alternatives in the emerging global health care marketplace. For example, MRI images from patients in the United States may now be analyzed by radiologists in India, reducing both cost and turnaround time. Each year some 150,000 patients from the West receive medical treatment in Indian hospitals, where services on average cost 10-20% less than in the United States. In addition, patients from China and other countries with a developing economy have also begun to engage in medical tourism by seeking advanced medical treatments in South Korea, India, Singapore, and even the United States. Discussion of the case can begin with the following questions:

Suggested Discussion Questions

1. Discuss the factors that led to the emergence of the global health care marketplace. Beyond rising costs and a shortage of physicians in the United States, how have changes in technology or the broader economy driven U.S. patients and providers to seek services outside of the country?

**Answer:** Health care costs in the United States increased from approximately 5 percent of the gross domestic product (GDP) in the 1960s to more than 17 percent in 2013, and projections suggest costs will reach 20 percent of GDP in the mid-2020s. The average annual health care costs for a family of four in 2015 reached $24,671 in 2015, nearly triple the amount recorded in 2001. The financial crisis of 2008-2009 and the resulting recession highlighted the rising cost of health care in the United States, and widespread unemployment as well as cuts in employer health plan benefits led many individuals to seek less expensive treatment options.

Coinciding with the focus on the rising cost of health was the emergence of new communications technologies, particularly the Internet. Access to the Internet provided patients with an improved understanding of treatments available and of the costs associated with them. Patients were able to shop for lower-cost providers and to read about the experiences of persons who had travelled abroad for medical care. Likewise, the Internet made it possible for doctors from all over the world to share information quickly and efficiently, reducing their workloads and associated costs by enabling partnership with qualified specialists in developing economies.

2. What effect will the globalization of health care have on the quality of medical services in developing economies? Will a few countries with advanced facilities become international health care destinations, while services in developing countries continue to lag? Or will the loss of potential revenues provide an incentive for governments in developing countries to improve the quality of their domestic health care systems?

**Answer:** Student responses to this question may vary. Some experts believe that the ability of affluent individuals to purchase world class health care in foreign countries eliminates the incentive for hospitals in developing countries to improve the quality of their services. Overall, they argue, medical tourism does little to improve the quality of global health care and only benefits the small percentage of patients who have the means to seek care in other countries.

Others suggest that medical tourism will lead to greater cooperation between providers in developed and developing countries, including a rise in the number of physician exchanges. This, in turn, will lead to better training of doctors and improved care in developing countries. In addition, when affluent individuals receive high-quality care in a foreign country, they may be able to influence their governments and other institutions in their home countries to make improvements to the health system based on their experiences.

3. The rise of medical tourism means that hospitals are facing a growing number of patients from different linguistic and cultural backgrounds. How might health care practices change to accommodate these differences?

**Answer:** The globalization of health care means that medical professionals must be aware of cultural differences that may affect their ability to communicate with patients or to perform certain medical procedures. Linguistic barriers may be overcome by having translators on staff or by providing doctors with basic language training. Cultural barriers can be addressed by providing doctors with cultural sensitivity training or by maintaining a culturally diverse medical staff. Physician exchanges, which have become increasingly common in the era of globalized medicine, may be key in ensuring that hospitals are able to provide quality care to all patients regardless of their nationality or cultural background.

Another Perspective: To explore more about issues related to medical tourism, visit the website of Patients Beyond Borders, a U.S.-based organization that publishes guides to receiving medical care in foreign countries. {[www.patientsbeyondborders.com](../../../AppData/Local/Microsoft/Windows/INetCache/Content.Outlook/9I3C1KVC/www.patientsbeyondborders.com)}.

LECTURE OUTLINE

This lecture outline follows the Power Point Presentation (PPT) provided along with this instructor’s manual. The PPT slides include additional notes that can be viewed by clicking on “view,” then on “notes.” The following provides a brief overview of each Power Point slide.

**Slide 1-3** What Is Globalization?

Globalization is a shift toward a more integrated and interdependent world economy.

Globalization has two components: the globalization of markets and the globalization of production.

**Slides 1-4 and 1-5** Globalization of Markets?

In many markets the emergence of a global marketplace has begun to occur. There are three causes: falling barriers to cross-border trade have made it easier to sell internationally; consumer tastes and preferences are converging on some global norm helping to create a global market; and firms are facilitating the trend by offering standardized products worldwide creating a global market.

**Slide 1-6** Globalization of Production

The **globalization of production** refers to the sourcing of goods and services from locations around the globe to take advantage of national differences in the cost and quality of **factors of production** (such as labor, energy, land, and capital). By doing this, companies hope to lower their overall cost structure and/or improve the quality or functionality of their product offering, thereby allowing them to compete more effectively.

**Slides 1-7 through 1-11** Emergence of Global Institutions

Globalization has created the need for institutions to help manage, regulate and police the global marketplace. Institutions that have been created to help perform these functions are the **General Agreement on Tariffs and Trade (GATT),** the **World Trade Organization (WTO),** the **International Monetary Fund (IMF),** the **World Bank,** and the **United Nations (UN),** and the **G20.**

Another Perspective: A comprehensive overview of GATT is available at

{<http://www.ciesin.org/TG/PI/TRADE/gatt.html>}.

The **World Trade Organization (WTO)** is primarily responsible for policing the world trading system and making sure nation-states adhere to the rules laid down in trade treaties. The **International Monetary Fund (IMF)** was created to maintain order in the international monetary system and the World Bank was set up to promote economic development. The **United Nations (UN)** was created to preserve peace through international cooperation.

Another Perspective: The World Trade Organization maintains an excellent web site at {<http://www.wto.org/>}. This site provides information about recent trade disputes, "hot" areas of international trade, and the status current talks.

**Slide 1-12** Drivers of Globalization

The two macro factors underlie the trend towards greater globalization: the decline in the barriers to free flow of goods, services, and capital; and technological change in communications, information processing, and transportation technologies.

**International trade** occurs when a firm exports goods or services to consumers in another country.

**Foreign direct investment (FDI)** occurs when a firm invests resources in business activities outside its home country.

**Slides 1-13 through 1-15** Globalization and Firms

The lowering of trade barriers made globalization of markets and production a theoretical possibility, technological change made it a tangible reality. Managers today operate in an environment that offers more opportunities, but is also more complex and competitive than that of a generation ago.

**Slides 1-16 through 1-18** The Changing World Output and World Trade Picture

In the 1960s: the U.S. dominated the world economy and the world trade picture, U.S. multinationals dominated the international business scene, and about half the world—the centrally planned economies of the communist world—was off limits to Western international business.

**Slides 1-19 through 1-21** The Changing Foreign Direct Investment Picture

The share of world output generated by developing countries has been steadily increasing since the 1960s. There has been a sustained growth in cross-border flows of foreign direct investment.

**Slide 1-22** What Is A Multinational Enterprise

A **multinational enterprise** is any business that has productive activities in two or more countries.

**Slide 1-23** The Changing World Order

The collapse of communism in Eastern Europe represents a host of export and investment opportunities for Western businesses. The economic development of China presents huge opportunities and risks, in spite of its continued Communist control. Mexico and Latin America also present tremendous new opportunities both as markets and sources of materials and production

**Slide 1-24** Think Like a Manager

Hisense CEO Zhou Houjian led his company to become one of China’s top-selling electronics manufacturers using a strategy of rapid innovation and low-cost manufacturing. If you were given the chance to run a leading electronics company, would you use a similar approach to grow your brand? Or would you devote more time to research and development and produce fewer products at a higher price point?

**Slide 1-25** The Global Economy of the Twenty-First Century

Firms should be aware that while the more integrated global economy presents new opportunities, it also could result in political and economic disruptions that may throw plans into disarray

**Slide 1-26** The Globalization Debate

Is the shift toward a more integrated and interdependent global economy a good thing?

Anti-globalization protesters now turn up at almost every major meeting of a global institution. Protesters fear that globalization is forever changing the world in a negative way.

**Slide 1-27** Globalization, Jobs, and Income

Critics of globalization worry that jobs are being lost to low-wage nations.

Supporters of globalization argue that free trade will result in countries specializing in the production of those goods and services that they can produce most efficiently, while importing goods and services that they cannot produce as efficiently.

**Slide 1-28** Globalization, Labor Policies, and the Environment

Critics of globalization argue that that free trade encourages firms from advanced nations to move manufacturing facilities offshore to less developed countries with lax environmental and labor regulations.

Supporters of free trade point out that tougher environmental regulation and stricter labor standards go hand in hand with economic progress and that foreign investment often helps a country to raise its standards.

**Slide 1-29** Globalization and National Sovereignty

Critics of globalization worry that economic power is shifting away from national governments and toward supranational organizations such as the World Trade Organization (WTO), the European Union (EU), and the United Nations.

However, supporters of globalization contend that the power of these organizations is limited to what nation-states agree to grant, and that the power of the organizations lies in their ability to get countries to agree to follow certain actions.

Another Perspective: To explore economic freedom and globalization, go to The Fraser Institute’s Economic Freedom of the World Report at {[www.freetheworld.com](http://www.freetheworld.com)}.

**Slide 1-30** Globalization and the World’s Poor

Critics of globalization argue that the gap between rich and poor has gotten wider and that the benefits of globalization have not been shared equally.

Supporters of free trade suggest that the actions of governments have made limited economic improvement in many countries.

**Slide 1-31** Managing in the Global Marketplace

Managing an **international business** (any firm that engages in international trade or investment) is different from managing a domestic business because countries differ, managers face a greater and more complex range of problems, international companies must work within the limits imposed by governmental intervention and the global trading system, and international transactions require converting funds and being susceptible to exchange rate changes.

Another Perspective: An interesting site for companies interested in exporting their services is available at {<http://www.ita.doc.gov/td/sif/exporting_services_overseas.htm>}.

CRITICAL THINKING AND DISCUSSION QUESTIONS

QUESTION 1: Describe the shifts in the world economy over the last 30 years. What are the implications of these shifts for international businesses based in Great Britain? North America? Hong Kong?

ANSWER 1: Over the last 30 years, there has been a shift away from a world in which national economies are relatively self-contained entities, isolated by barriers to trade and investment, and differences in government regulation, culture, and business systems and toward a world where barriers to trade and investment are declining, cultures are converging, and national economies are merging into an integrated, interdependent global economic system. As companies from Japan and emerging markets like China play a more vital role in the world economy, the dominance of companies from the United States and Western Europe has diminished. Significant implications for British firms involve their need to look beyond Europe and America for investment and opportunities. Consumer spending power is growing the most quickly in developing countries. British firms also face the opportunity (and the threat) of attracting Asian firms interested in Britain as a launch pad for the European market. For North American firms, the same holds true, although the importance of the increasing prosperity in Latin America suggests a potentially huge market in “their backyard.” Hong Kong, while losing its “independence,” is perceived as the gateway to the immense market of mainland China. While the free market freedoms Hong Kong firms have enjoyed are now less taken for granted, access to China is improving along with the move towards a market economy within China. International businesses based in all three locations are facing new opportunities and threats.

QUESTION 2: “The study of international business is fine if you are going to work in a large multinational enterprise, but it has no relevance for individuals who are going to work in small firms.” Evaluate this statement.

ANSWER 2: Globalization is changing the world economy. Firms, even small ones, can no longer ignore events going on outside their borders because what occurs in one country has implications for the rest of the world. Individuals who believe they can act in isolation by working for a small firm are not being realistic, but rather myopic and insular. Today, thanks to advances in technology, many small firms sell and source internationally very early in their evolution, those that fail to take advantage of international opportunities may not achieve their full potential, and ultimately may fail as competitors that do recognize the importance of international business dominate. In the United States, for example, almost 90 percent of firms that export employ fewer than 100 people. They also account for more than 20 percent of U.S. exports.

QUESTION 3: How have changes in technology contributed towards the globalization of markets and of production? Would the globalization of production and markets have been possible without these technological changes?

ANSWER 3: Technological change has made globalization a reality. Major advances in communication, information processing, and transportation have brought the world closer together. The development of the microprocessor is perhaps the single, most important innovation as it increased the amount of information that could be processed by individuals and firms. The Internet has facilitated the creation of a 24/7/365 marketplace where information is available in real time. Advances in transportation have enabled firms to take advantage of the savings associated with dispersing production to low cost production locations. Advances in communications have helped create a global culture of sorts, and the emergence of a global market for consumer products. Thanks to technological change, firms today can locate facilities wherever in the world it makes the most sense, coordinate activities among facilities, and ship products to customers worldwide more cost effectively than at any time in the past.

QUESTION 4: “Ultimately, the study of international business is no different from the study of domestic business. Thus, there is no point in having a separate course on international business.” Evaluate this statement.

ANSWER 4: There are at least four reasons why studying international business is important. First, countries are different; and managers must understand the reasons for the differences and their implications for business. Second, the range of problems confronted by a manager in an international business is wider and the problems themselves more complex than those confronted by a manager in a domestic business. Third, international companies must find ways to work within the limits imposed by government intervention in the international trade and investment system. Finally, international transactions involve converting money into different currencies. Managers who fail to appreciate these basic differences greatly increase their chance for failure.

QUESTION 5: How does the Internet affect international business activity and the globalization of the world economy?

ANSWER 5: Internet usage has exploded over the last two decades. In 1990, there were fewer than 1 million people connected to the Internet. Today, that figure has risen to more than 2.4 billion! One of the biggest implications of the Internet is its role as an equalizer. Firms are no longer constrained by size, location, scale, and time zones. Instead, firms operate in a 24/7/365 world with real time access. In the United States alone, more than $365 billion of goods and services are sold online. For companies, location is no longer an issue because the Internet makes it possible to reach customers anywhere in the world, operations can be linked via the Internet allowing firms to produce in advantageous locations, and global communications are facilitating a cultural convergence making it easier for companies to sell standardized products.

QUESTION 6: If current trends continue, China may emerge as the world’s largest economy by 2020. Discuss the possible implications for such a development for *(a)* the world trading system; *(b)* the world monetary system; *(c)* the business strategy of today’s European and U.S.-based global corporations; and *(d)* global commodity prices.

ANSWER 6: China is continuing to move toward greater free market reforms, and if it stays on its present track, could become an industrial superpower in the near future. China, with its 1.2 billion people, is a largely untapped market for firms. By some estimates, the Chinese economy could be larger than that of the United States on a purchasing power parity basis. Already, annual foreign direct investment has jumped from less than $2 billion in 1983 to $100 billion in 2010. China is also making waves in international markets as its firms like Hisense (see Management Focus: China’s Hisense—An Emerging Multinational) prove to be world class competitors.

QUESTION 7: Reread the Management Focus on Vizio and answer the following questions:

a. Why is the manufacturing of flat-panel TVs migrating to different locations around the world?

b. Who benefits from the globalization of the flat-panel display industry? Who are the losers?

c. What would happen if the U.S. government required that flat-panel displays sold in the United States had to also be made in the United States? On balance, would this be a good or a bad thing?

d. What does the example of Vizio tell you about the future of production in an increasingly integrated economy? What does it tell you about the strategies that enterprises must adopt to thrive in highly competitive global markets?

ANSWER

a: The market for flat-panel televisions is huge. U.S. consumers spend more than $35 billion annually on flat-panel televisions. However, competition is intense forcing producers to continually look for new ways to cut costs. In their quest for efficiency, most manufacturers have developed global supply chains. American-based Vizio, for example, outsources to various suppliers around the globe. Panels come from South Korea, components from China, and processors from the United States. Then, assembly takes place in Mexico. The goal for Vizio is to find the best source, wherever it may be, and bring all the pieces together.

b: Consumers are clearly benefiting from the globalization of the flat-panel television market. Thanks to the intense competition in the industry, prices have fallen dramatically. However, because manufacturers are continually looking for ways to cut costs and become more efficient, production changes and outsourcing is common, if not necessary, making jobs in the industry precarious. In addition, the intense competition has forced companies that still make traditional cathode ray televisions to lay off employees as well.

c: If the U.S. government required flat-panel displays to be manufactured in the United States, prices would almost surely rise. While such a requirement could bring new jobs to American workers, consumers would probably buy far fewer televisions, and therefore any new jobs that were created as a result of such a requirement could be jeopardized. In addition, because resources that could be put to better use would now be tied up in producing televisions, other areas of the economy could suffer.

d: Vizio could be considered a model of how to conduct business in a highly competitive global market. Vizio’s strategy involves a realization that there is no single best production location. Instead, production should take place wherever it makes the most sense. To that end, the company has broken the value chain for the flat-panel television into those parts that must be kept at home, and those that can be outsourced. Vizio, with a staff of fewer than 500 people, outsources most engineering work, all of its manufacturing, and nearly all of its logistics. As the example with Vizio demonstrates, flexibility, speed, and innovativeness are all important qualities for successful firms in highly competitive global markets. Vizio is never satisfied with the status quo. To remain competitive, Vizio continually looks for better ways to produce its product.

Another Perspective: Students can learn more about Vizio at the company website at

{<http://www.vizio.com/>}.

CLOSING CASE: Building the Boeing 787

Summary

The closing case explores Boeing’s decision to outsource the manufacture of many components of the 787 Dreamliner. Components for the jet aircraft were manufactured around the globe and final assembly takes place in Boeing’s Everett plant north of Seattle, Washington. A discussion of the case can revolve around the following questions:

QUESTION 1: What are the benefits to Boeing of outsourcing manufacturing of components of the Boeing 787 to firms based in other countries?

ANSWER: There are several reasons that Boeing decided to outsource manufacturing to foreign firms. First, many of the firms are located in countries that are home to major airlines, and awarding large contracts to businesses in these countries may result in airlines placing larger orders for Boeing aircraft. Second, Boeing’s foreign suppliers were world leaders in producing the parts they were supplying, resulting in a higher-quality end product. Third, by outsourcing production, Boeing could transfer some of the risks and costs associated with manufacturing to its suppliers.

QUESTION 2: What are the potential costs and risks to Boeing of outsourcing?

ANSWER: Many of the costs and risks associated with outsourcing were underscored by Boeing’s experience with the 787. Boeing lost much of the control it once had over the complex production process, resulting in failures of communication, unexpected delays, and mismatched parts. Ultimately, delivery of the first 787 was pushed back by four years and Boeing suffered millions of dollars in penalties for late deliveries.

QUESTION 3: In addition to foreign subcontractors and Boeing, who else benefits from Boeing's decision to outsource component part manufacturing assembly to other nations? Who are the potential losers?

ANSWER: By awarding many manufacturing contracts to overseas suppliers, Boeing created thousands of jobs in foreign countries—jobs that would normally be held by workers in the United States. This not only benefits foreign workers and their families (while negatively affecting workers in the United States) but also benefits state and local governments in areas where subcontractors are located, generating higher tax revenues and lowering unemployment rates.

QUESTION 4: If Boeing's management decided to keep all production in America, what do you think the effect would be on the company, its employees, and the communities that depend on it?

ANSWER: Boeing faced extensive criticism in the United States for its decision to outsource jobs overseas, particularly after the 787 project began to experience setbacks. By bringing production back to the United States, Boeing would benefit from positive publicity and improved morale among its employees, which, in turn, could result in higher sales to domestic airlines and improved productivity. However, it may also face negative publicity in the foreign press and could potentially lose some of the business it secured from foreign airlines.

QUESTION 5: On balance, do you think that the kind of outsourcing undertaken by Boeing is a good thing or a bad thing for the American economy? Explain your reasoning.

ANSWER: Student answers will vary. In some respects, outsourcing to overseas suppliers probably keeps company and consumer costs down, allowing Boeing to spend more money on research and innovations to create more products in the United States. When a supply chain becomes too complex to manage effectively, however, its advantages are soon outweighed by inefficiencies, cost overruns, and delays that negatively affect the company, workers, and consumers.

Another Perspective: Students can find out about the Reshoring Initiative, an organization dedicated to encouraging companies that have outsourced manufacturing to bring production back to the United States {[www. reshorenow.org/](http://www.chinalaborwatch.org/)}.

**MHE International Business Video Library**

Please [click here](https://www.pinterest.com/mheibvideos/) to visit our International Business Video Library on Pinterest, which is updated on a monthly basis. While there, be sure to "like" the clips that work well for you, and add notes that might be helpful to your colleagues.

INCORPORATING globalEDGE™ EXERCISES

Use the globalEDGE™ site {[globaledge.msu.edu/](http://globalEDGE.msu.edu/)} to complete the following exercises:

# Exercise 1

Your company has developed a new product that has universal appeal across countries and cultures. In fact, it is expected to achieve high penetration rates in all the countries where it is introduced, regardless of the average income of the local populace. Considering the costs of the product launch, the management team has decided to initially introduce the product only in countries that have a sizeable population base. You are required to prepare a preliminary report with the top ten countries in terms of population size. A member of management has indicated that a resource called the “*World Population Data Sheet*” may be useful for the report. Since growth opportunities are another major concern, the average population growth rates should be listed also for management’s consideration.

# Exercise 2

You are working for a company that is considering investing in a foreign country. Investing in countries with different traditions is an important element of your company’s long-term strategic goals. As such, management has requested a report regarding the attractiveness of alternative countries based on the potential return of FDI. Accordingly, the ranking of the top 25 countries in terms of FDI attractiveness is a crucial ingredient for your report. A colleague mentioned a potentially useful tool called the “*FDI Confidence Index*” which is updated periodically. Find this index and provide additional information regarding how the index is constructed.

Answers to Exercise Questions

# Exercise 1

Numerous statistical databases and websites provide population information. The student may use any of these (including the CIA World Factbook or the globalEDGE Country Insights pages) to provide the answer. However, if the search term “World Population Data Sheet” is entered into the search box, located at [http://globaledge.msu.edu/ResourceDesk/](http://globaledge.msu.edu/ibrd/ibrd.asp), the resource that comes up is the *World Population Data Sheet* located at the Population Reference Bureau (<http://www.prb.org/>). This resource is found under the globalEDGE category “News & Periodicals: Publications”. Be sure to click on the Resource Desk link to search this area of the globalEDGE website.

Search Phrase: “World Population Data Sheet”

Resource Name: World Population Data Sheet

Website: <http://www.prb.org/Publications/Datasheets.aspx>

globalEDGE Category: “News & Periodicals: Publications”

# Exercise 2

The report can be accessed by searching for the term “FDI Confidence Index” at [http://globaledge.msu.edu/ResourceDesk/](http://globaledge.msu.edu/ibrd/ibrd.asp). The *FDI Confidence Index* is the only source in this search, and is published by *A.T. Kearney.* This resource is found under the globalEDGE category “Research: Rankings”. Be sure to click on the Resource Desk link to search this area of the globalEDGE website.

Search Phrase: “FDI Confidence Index”

Resource Name: A.T. Kearney: FDI Confidence Index

Website: <http://www.atkearney.com/index.php/Publications/foreign-direct-investment-confidence-index.html>

globalEDGE Category: “Research: Rankings”