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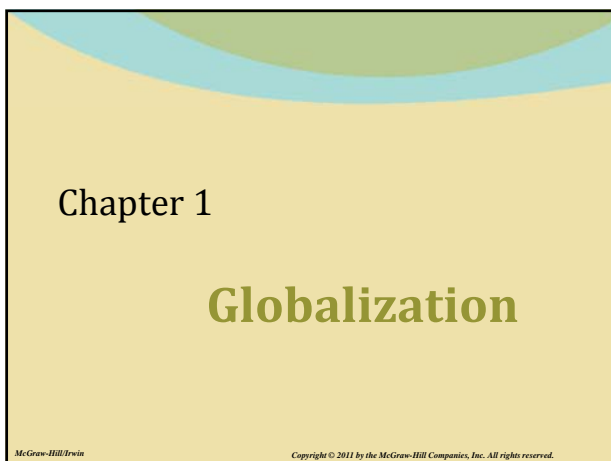
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## What Is Globalization?

- ❖ The world is moving away from self-contained national economies toward an interdependent, integrated global economic system
- ❖ **Globalization** refers to the **shift toward a more integrated and interdependent world economy**

Globalization has two facets:

- 1) the **globalization of markets**
- 2) the **globalization of production**

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## What Is The Globalization of Markets?

- ❖ Historically distinct and separate national markets are merging
- ❖ It no longer makes sense to talk about the "German market" or the "American market"
- ❖ Instead, there is the "global market"
  - ❖ **falling trade barriers** make it easier to sell globally
  - ❖ consumers' tastes and **preferences are converging** on some global norm
  - ❖ firms promote the trend by offering the same basic products worldwide (**standardization**)

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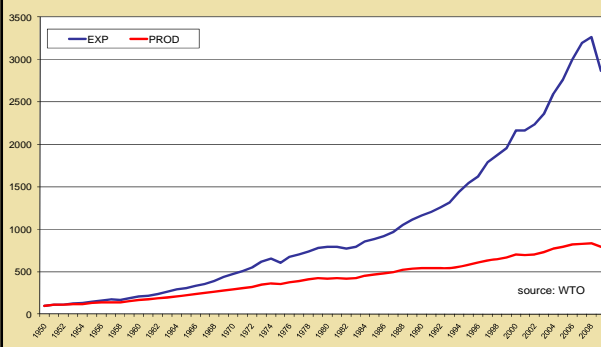
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## The Globalization of Markets

(1950-2009, 1950=100; volume data)




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| The Globalization of Markets           |      |        |         |         |
|--|------|--------|---------|---------|
| The degree of openness = (Exp+Imp)/GDP |      |        |         |         |
| Country                                | Time | 1960   | 1970    | 2007    |
| Australia                              |      | 27.901 | 26.05   | 43.248  |
| Austria                                |      | ..     | 56.592  | 113.635 |
| Belgium                                |      | ..     | 98.935  | 174.626 |
| Canada                                 |      | ..     | 42.089  | 67.358  |
| Denmark                                |      | ..     | 59.785  | 102.462 |
| Finland                                |      | ..     | 49.941  | 86.376  |
| France                                 |      | 26.981 | 31.156  | 54.888  |
| Germany                                |      | ..     | 34.334  | 86.814  |
| Greece                                 |      | 28.789 | 27.159  | 56.517  |
| Iceland                                |      | ..     | 88.231  | 79.957  |
| Ireland                                |      | ..     | 76.914  | 148.165 |
| Italy                                  |      | ..     | 31.352  | 58.258  |
| Japan                                  |      | ..     | 20.384  | 33.545  |
| Korea                                  |      | ..     | 37.443  | 82.335  |
| Luxembourg                             |      | ..     | 162.582 | 327.443 |
| Mexico                                 |      | ..     | 17.4    | 58.436  |
| Netherlands                            |      | ..     | 90.705  | 141.242 |
| New Zealand                            |      | ..     | 47.475  | 58.791  |
| Norway                                 |      | ..     | 74.062  | 75.591  |
| Portugal                               |      | ..     | 45.875  | 72.92   |
| Spain                                  |      | ..     | 25.793  | 59.758  |
| Sweden                                 |      | 45.817 | 48.094  | 97.496  |
| Switzerland                            |      | ..     | 62.846  | 102.114 |
| Turkey                                 |      | ..     | 8.042   | 48.935  |
| United Kingdom                         |      | ..     | 43.622  | 56.221  |
| United States                          |      | ..     | 11.268  | 29.346  |

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## The Globalization Of Markets

- ❖ But don't exaggerate the degree of homogenization. Significant differences still exist among national markets. As a consequence for many products firms still adopts
  - ❖ Country-specific marketing strategies
  - ❖ Varied product mix

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## The Globalization Of Markets

- ❖ The most global markets are not consumer markets
- ❖ The most global markets are for industrial goods and materials that serve a universal need the world over




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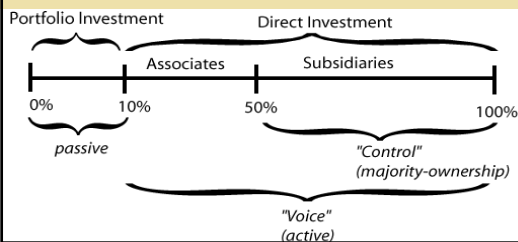
## What Is The Globalization of Production?

- ❖ Firms source goods and services from locations around the globe to capitalize on national differences in the cost and quality of **factors of production** like land, labor, and capital
- ❖ Companies can
  - ❖ lower their overall cost structure
  - ❖ improve the quality or functionality of their product offering

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## The Globalization Of Production

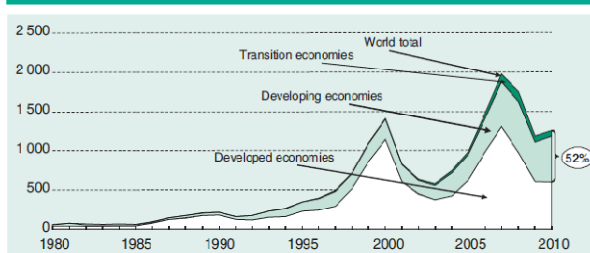
One mode of international production is the Foreign Direct Investment (FDI).  
In the last 30 years FDI increased a lot.  
They are also very volatile



## The Globalization Of Production

source: UNCTAD, WIR July 2011

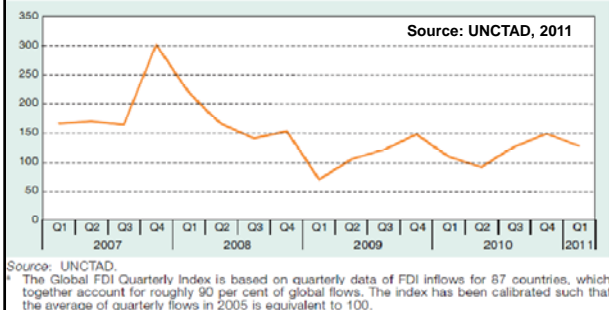
Figure I.3. FDI inflows, global and by group of economies, 1980–2010  
(Billions of dollars)



Source: UNCTAD, based on annex table I.1 and the FDI/TNC database ([www.unctad.org/fdistatistics](http://www.unctad.org/fdistatistics)).

## The Globalization Of Production

Figure 1.2. UNCTAD's Global FDI Quarterly Index,\* 2007 Q1–2011 Q1  
(Base 100: quarterly average of 2005)



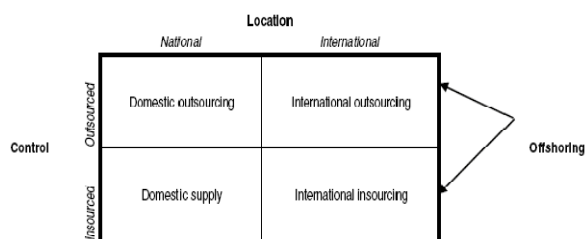
## The Globalization Of Production

- ❖ Historically this has been primarily confined to **manufacturing** enterprises
- ❖ Increasingly companies are taking advantage of modern communications technology, and particularly the Internet, to **outsource service** activities to low-cost producers in other nations

## The Globalization Of Production

Some definitions:

Figure 1.1. Outsourcing and offshoring



Source: Van Welssum and Vickery (2004).

## The Globalization Of Production

- ❖ **Outsourcing** of productive activities to different suppliers results in the creation of products that are global in nature (ex. Boeing 777, IBM - now Lenovo- Thinkpad X31 etc.)

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## The Globalization Of Production

- ❖ Again, don't exaggerate the degree of production globalization. Obstacles remains:
  - ❖ Formal and informal barriers to trade
  - ❖ Barriers to foreign direct investment
  - ❖ Transportation costs
  - ❖ Issues associated with economic risk
  - ❖ Issues associated with political risk

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## The Globalization Of Production

A group of economist (see Gene Grossman and Rossi-Hansberg, 2006 and the presentation by Richard Baldwin, 2006)) have introduced the idea that with outsourcing globalization has entered a new phase.

The idea is that in the first phase globalization has been characterized by a **first unbundling**: end of the necessity of making goods close to the point of consumption. In this first phase we had **trade in goods**.

Recently, started a **second unbundling**: the end of the need to perform most production stages near each other. In this second phase we have **trade in tasks**.

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## Globalization

### Historical digression 1:

Taking a longer historical perspective, it should be stressed that between 1870 and 1914 the world experienced another period of globalization.

After this first period, the process of global economic integration quickly reversed.

With 1945 the process started again

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## Globalization (source WTO 2008)

Table 1  
Globalization waves in the 19<sup>th</sup> and 20<sup>th</sup> century  
(Percentage change unless indicated otherwise)

| World  | 1850-1913         | 1950-2007 | 1950-73 | 1974-2007 |
|--|-------------------|-----------|---------|-----------|
| Population growth                              | 0.8 <sup>a</sup>  | 1.7       | 1.9     | 1.6       |
| GDP growth (real)                              | 2.1 <sup>a</sup>  | 3.8       | 5.1     | 2.9       |
| Per capita                                     | 1.3 <sup>a</sup>  | 2.0       | 3.1     | 1.2       |
| Trade growth (real)                            | 3.8               | 6.2       | 8.2     | 5.0       |
| Migration (net) Million                        |                   |           |         |           |
| US, Canada, Australia, NZ (cumulative)         | 17.9 <sup>a</sup> | 50.1      | 12.7    | 37.4      |
| US, Canada, Australia, NZ (annual)             | 0.42 <sup>a</sup> | 0.90      | 0.55    | 1.17      |
| Industrial countries (less Japan) (cumulative) | —                 | —         | —       | 64.3      |
| Global FDI outward stock, year                 |                   |           | 1982    | 2006      |
| FDI as % of GDP (world)                        | —                 | —         | 5.2     | 25.3      |

<sup>a</sup> Refers to period 1870-1913.  
Source: Maddison (2001), Lewis (1981), UNCTAD (2007), WTO (2007a).

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## Globalization

### Historical digression 2:

Fast economic growth is a feature of the last 200 years. It is a product of the capitalistic production system.

Globalization is an intrinsic feature of the capitalistic production system

*(on this, see page 27 from Maddison, 2001)*

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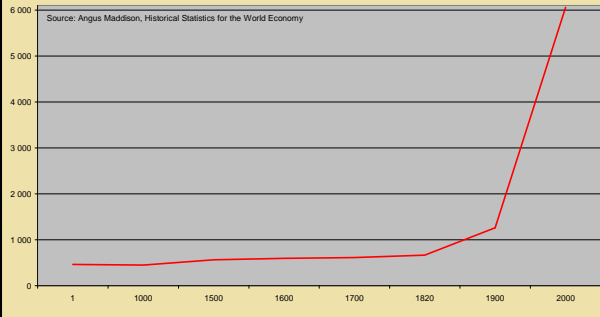
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## Globalization and the capitalist system of production

World GDP per capita  
(1990 International Geary-Khamis dollars)




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## Why Do We Need Global Institutions?

- ❖ Institutions
  - ❖ help manage, regulate, and police the global marketplace
  - ❖ promote the establishment of multinational treaties to govern the global business system
- ❖ Examples include
  - ❖ the **General Agreement on Tariffs and Trade (GATT)**
  - ❖ the **World Trade Organization (WTO)**
  - ❖ the **International Monetary Fund (IMF)**
  - ❖ the **World Bank**
  - ❖ the **United Nations (UN)**

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## What Do Global Institutions Do?

- ❖ The **World Trade Organization** (like its predecessor **GATT**)
  - ❖ polices the world trading system
  - ❖ makes sure that nation-states adhere to the rules laid down in trade treaties
  - ❖ promotes lower barriers to trade and investment
- ❖ The **International Monetary Fund (1944)** maintains order in the international monetary system
- ❖ The **World Bank (1944)** promotes economic development
- ❖ The **United Nations (1945)**
  - ❖ maintains international peace and security
  - ❖ develops friendly relations among nations
  - ❖ cooperates in solving international problems and in promoting respect for human rights
  - ❖ is a center for harmonizing the actions of nations

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## What Is Driving Globalization?

- ❖ The **decline in barriers** to the free flow of goods, services, and capital that has occurred since the end of World War II
  - ❖ since 1950, average tariffs have fallen significantly and are now at 4 percent
  - ❖ countries have opened their markets to FDI
- ❖ **Technological change**
  - ❖ microprocessors and telecommunications
  - ❖ the Internet and World Wide Web
  - ❖ transportation technology

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## Declining Trade And Investment Barriers

Average Tariff Rates on Manufactured Products as Percent of Value

|               |    | 1913 | 1950 | 1990 | 2008 |
|---------------|----|------|------|------|------|
| France        |    | 21%  | 18%  | 5.9% | 3.9% |
| Germany       | 20 | 26   | 5.9  | 3.9  | 3.9% |
| Italy         | 18 | 25   | 5.9  | 3.9  | 3.9% |
| Japan         | 30 | —    | 5.3  | 2.3  | 3.9% |
| Holland       | 5  | 11   | 5.9  | 3.9  | 3.9% |
| Sweden        | 20 | 9    | 4.4  | 3.9  | 3.9% |
| Great Britain | —  | 23   | 5.9  | 3.9  | 3.9% |
| United States | 44 | 14   | 4.8  | 3.2  | 3.9% |

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## Declining Trade And Investment Barriers

### Some stylized facts:

- After WWII substantial reduction in trade barriers (tariffs and non-tariffs barriers)
- On average less developed countries are more protectionist than industrialized countries (IC)
- South-South trade is characterized on average by higher trade barriers than South-North trade
- IC have peaks of protectionism in some sectors (ie agriculture and textile and clothing) in which many emerging economies have a comparative advantage

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## What Does Globalization Mean For Firms?

- ❖ Lower barriers to trade and investment mean firms can
  - ❖ view the world, rather than a single country, as their market
  - ❖ base production in the optimal location for that activity
- ❖ Technological change means
  - ❖ lower transportation costs - firms can disperse production to economical, geographically separate locations
  - ❖ lower information processing and communication costs - firms can create and manage globally dispersed production systems
  - ❖ low cost global communications networks - help create an electronic global marketplace
  - ❖ low-cost transportation - help create global markets
  - ❖ global communication networks and global media - create a worldwide culture, and a global market for consumer products

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## The Changing Demographics Of The Global Economy

- ❖ There has been a drastic change in the demographics of the world economy in the last 30 years
- ❖ Four trends are important:
  1. the Changing World Output and World Trade Picture
  2. the Changing Foreign Direct Investment Picture
  3. the Changing Nature of the Multinational Enterprise
  4. the Changing World Order

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## How Has World Output And World Trade Changed?

- ❖ In 1960, the United States accounted for over 40% of world economic activity
- ❖ By 2008, the United States accounted for just over 20% of world economic activity
- ❖ A similar trend occurred in other developed countries
- ❖ The share of world output accounted for by developing nations is rising and is expected to account for more than 60% of world economic activity by 2020

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## How Has World Output And World Trade Changed?

### The Changing Demographics of World GDP and Trade

| Country        | Share of World Output, 1963 | Share of World GDP, 2008 | Share of World Exports, 2008 |
|----------------|-----------------------------|--------------------------|------------------------------|
| United States  | 40.3%                       | 20.7%                    | 9.3%                         |
| Germany        | 9.7                         | 4.2                      | 8.7                          |
| France         | 6.3                         | 3.1                      | 3.8                          |
| Italy          | 3.4                         | 2.6                      | 3.4                          |
| United Kingdom | 6.5                         | 3.2                      | 3.9                          |
| Canada         | 3.0                         | 1.0                      | 2.7                          |
| Japan          | 5.5                         | 6.4                      | 4.5                          |
| China          | NA                          | 11.4                     | 8.4                          |

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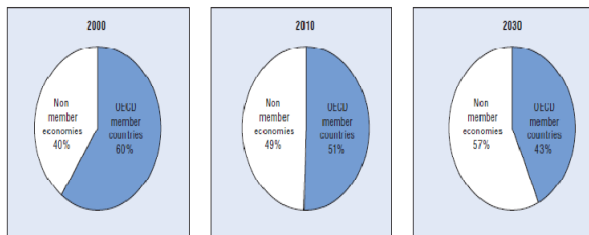
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## Economic power is shifting

Figure 0.1. Share of the global economy in purchasing power parity terms

% of global GDP, PPP basis



Note: These data apply Maddison's long-term growth projections to his historical PPP-based estimates for 29 OECD member countries and 129 non-member economies.

Source: Authors' calculations based on Maddison (2007) and Maddison (2010).

StatLink <http://dx.doi.org/10.1787/88893287957>

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## ... and this implies convergence

Figure 0.2. The four-speed world in the 1990s

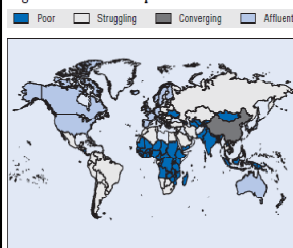
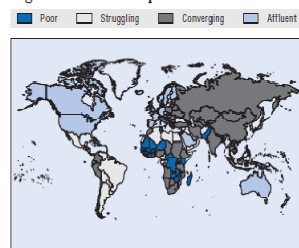


Figure 0.3. The four-speed world in the 2000s



Note: See Chapter 1 for a detailed description of the country classification used.

Source: Authors' calculations based on World Bank (2009).

StatLink <http://dx.doi.org/10.1787/88893287976>

StatLink <http://dx.doi.org/10.1787/88893287995>

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## How Has Foreign Direct Investment Changed Over Time?

- ❖ In the 1960s, U.S. firms accounted for about two-thirds of worldwide FDI flows
- ❖ Today, the United States accounts for less than one-fifth of worldwide FDI flows
- ❖ Other developed countries have followed a similar pattern
- ❖ In contrast, the share of FDI accounted for by developing countries has risen
- ❖ Developing countries, especially China, have also become popular destinations for FDI

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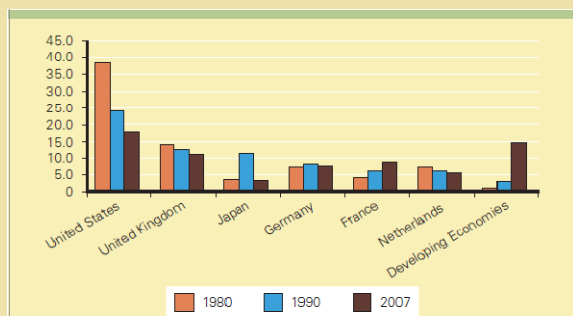
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## How Has Foreign Direct Investment Changed Over Time?

Percentage Share of Total FDI Stock 1980-2007



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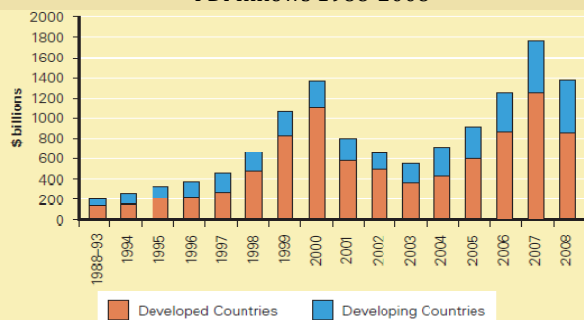
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## How Has Foreign Direct Investment Changed Over Time?

FDI Inflows 1988-2008




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## What Is A Multinational Enterprise?

- ❖ A **multinational enterprise (MNE)** is any business that has productive activities in two or more countries
- ❖ Since the 1960s, there has been a rise in non-U.S. multinationals, and a growth of mini-multinationals

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## The Changing World Order

- ❖ Many former Communist nations in Europe and Asia are now committed to democratic politics and free market economies
  - ❖ so, there are new opportunities for international businesses
  - ❖ but, there are signs of growing unrest and totalitarian tendencies in some countries like Russia
- ❖ East and South Asia, Latin America are also moving toward greater free market reforms
  - ❖ between 1983 and 2008, FDI in China increased from less than \$2 billion to \$90 billion annually
  - ❖ but, China also has many new strong companies that could threaten Western firms

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## How Will The Global Economy Of The 21<sup>st</sup> Century Look?

- ❖ The world is moving toward a more global economic system...
- ❖ But globalization is not inevitable
  - ❖ there are signs of a retreat from liberal economic ideology in Russia
- ❖ Globalization brings risks
  - ❖ the financial crisis that swept through South East Asia in the late 1990s
  - ❖ the recent financial crisis that started in the U.S. in 2008, and moved around the world

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## Is An Interdependent Global Economy A Good Thing?

- ❖ Supporters believe that increased trade and cross-border investment mean
  - ❖ lower prices for goods and services
  - ❖ greater economic growth
  - ❖ higher consumer income, and more jobs
- ❖ Critics worry that globalization will cause
  - ❖ job losses
  - ❖ environmental degradation
  - ❖ the cultural imperialism of global media and MNEs
- ❖ Anti-globalization protesters now regularly show up at most major meetings of global institutions

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## How Does Globalization Affect Jobs And Income?

- ❖ Critics argue that falling barriers to trade are destroying manufacturing jobs in advanced countries
- ❖ Supporters contend that the benefits of this trend outweigh the costs
  - ❖ countries will specialize in what they do most efficiently and trade for other goods—and all countries will benefit

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## How Does Globalization Affect Labor Policies And The Environment?

- ❖ Critics argue that firms avoid costly efforts to adhere to labor and environmental regulations by moving production to countries where such regulations do not exist, or are not enforced
- ❖ Supporters claim that tougher environmental and labor standards are associated with economic progress
  - ❖ as countries get richer from free trade, they implement tougher environmental and labor regulations

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## How Does Globalization Affect National Sovereignty?

- ❖ Is today's interdependent global economy shifting economic power away from national governments toward supranational organizations like the WTO, the EU, and the UN?
- ❖ Critics argue that unelected bureaucrats have the power to impose policies on the democratically elected governments of nation-states
- ❖ Supporters claim that the power of these organizations is limited to what nation-states agree to grant
  - ❖ the power of the organizations lies in their ability to get countries to agree to follow certain actions

1-43

## How Is Globalization Affecting The World's Poor?

- ❖ Is the gap between rich nations and poor nations is getting wider?
- ❖ Critics believe that if globalization was beneficial there should not be a divergence between rich and poor nations
- ❖ Supporters claim that the best way for the poor nations to improve their situation is to
  - ❖ reduce barriers to trade and investment
  - ❖ implement economic policies based on free market economies
  - ❖ receive debt forgiveness for debts incurred under totalitarian regimes

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## Globalization and Extreme Poverty

### Monetary Poverty

Extreme poverty around the world has been reduced since 1820 if we control for population increase. In absolute terms it has continuously increased between 1820 and 1980. After it has reduced

World Poverty 1a: World population with less than 1.08 US\$ (PPP) per day (old estimates)

|         | 1820  | 1929   | 1950   | 1960   | 1970   | 1980   | 1987*  | 1992   | 1998*  | 2005 <sup>o</sup> |
|---------|-------|--------|--------|--------|--------|--------|--------|--------|--------|-------------------|
| %       | 83.9  | 56.3   | 54.8   | 44     | 35.6   | 31.5   | 28.3   | 23.7   | 23.4   | 17.2              |
| million | 886.8 | 1149.7 | 1175.7 | 1230.7 | 1342.6 | 1431.2 | 1183.2 | 1176.0 | 1175.1 | 931.3             |

Source: Bourguignon e Morrison (2002), for \* Chen e Ravallion (2001), for <sup>o</sup> Chen, Ravallion (2008)

World Poverty 1b: World population with less than 1.25 US\$ (PPP) per day (new estimates)

|         |  |  |  |  |  | 1981   | 1987   | 1993   | 1999   | 2005   |
|---------|--|--|--|--|--|--------|--------|--------|--------|--------|
| %       |  |  |  |  |  | 52.2   | 41.8   | 38.9   | 33.7   | 25.7   |
| million |  |  |  |  |  | 1913.3 | 1716.2 | 1785.1 | 1695.4 | 1399.6 |

Source: Chen e Ravallion (2008)

## Globalization and Extreme Poverty

**Non-Monetary Poverty**  
Continuous reduction in all regions

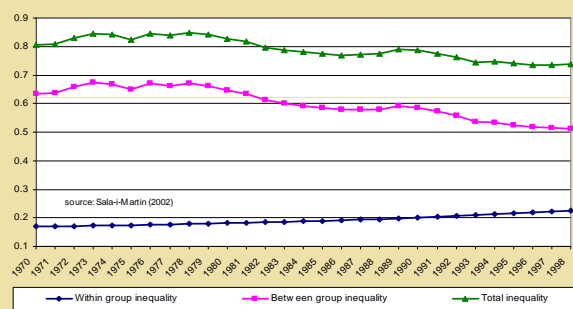
World Poverty 2: Human Development Index for geographic areas (weighted average)

|                | 1870  | 1913  | 1950  | 1995  |
|----------------|-------|-------|-------|-------|
| Australasia    | 0.539 | 0.784 | 0.856 | 0.933 |
| North America  | 0.462 | 0.729 | 0.864 | 0.945 |
| Western Europe | 0.374 | 0.606 | 0.789 | 0.933 |
| Eastern Europe |       | 0.278 | 0.634 | 0.786 |
| Latin America  |       | 0.236 | 0.442 | 0.802 |
| Eastern Asia   |       |       | 0.306 | 0.746 |
| China          |       |       | 0.159 | 0.650 |
| South Asia     |       | 0.055 | 0.166 | 0.449 |
| Africa         |       |       | 0.181 | 0.435 |

Source: Crafts (2000)

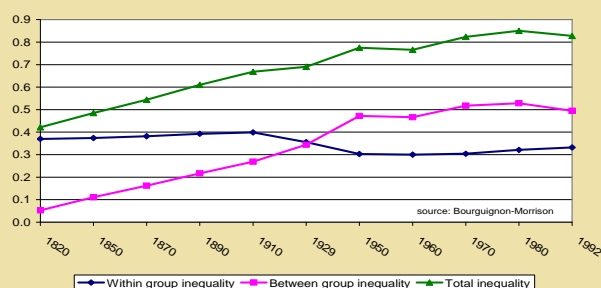
## Globalization and Inequality

World Income Inequality 2: the last 30 years  
(mean logarithmic deviation)



## Globalization and Inequality

World Income Inequality 1: the long run  
(mean logarithmic deviation)





## The dynamics of globalization and health

See what the [BBC](#) produces

and for more data visit the OECD Development Centre:

[Perspective on Global Development 2010: Shifting Wealth](#)

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## How Does The Global Marketplace Affect Managers?

- ❖ Managing an international business differs from managing a domestic business because
  - ❖ countries are different
  - ❖ the range of problems confronted in an international business is wider and the problems more complex than those in a domestic business
  - ❖ firms have to find ways to work within the limits imposed by government intervention in the international trade and investment system
  - ❖ international transactions involve converting money into different currencies

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## Review Question

The shift toward a more integrated and interdependent world economy is referred to as

- a) economic integration
- b) economic interdependency
- c) globalization
- d) internationalization

1-51

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### Review Question

The merging of historically distinct and separate national markets into one huge global marketplace is known as

- a) global market facilitation
- b) cross-border trade
- c) supranational market integration
- d) the globalization of markets

1-52

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### Review Question

Firms that are involved in international business tend to be

- a) large
- b) small
- c) medium-sized
- d) large, small, and medium-sized

1-53

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### Review Question

Which is not a factor of production?

- a) trade
- b) land
- c) capital
- d) energy

1-54

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### Review Question

The sourcing of good and services from around the world to take advantage of national differences in the cost and quality of factors of production is called

- a) economies of scale
- b) the globalization of production
- c) global integration
- d) global sourcing

1-55

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### Review Question

Which organization is responsible for policing the world trading system?

- a) the International Monetary Fund
- b) the United Nations
- c) the World Trade Organization
- d) the World Bank

1-56

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### Review Question

What is the single most important innovation to the globalization of markets and production?

- a) advances in transportation technology
- b) the development of the microprocessor
- c) advances in communication
- d) the Internet

1-57

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### Review Question

Which of the following trends is true?

- a) the United States is accounting for a greater percentage of world trade than ever before
- b) the United States is accounting for a greater percentage of foreign direct investment than ever before
- c) the share of world trade accounted for by developing countries is rising
- d) the share of foreign direct investment by developing countries is declining

1-58

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### Review Question

Which of these is not a concern of anti-globalization protesters?

- a) globalization raises consumer income
- b) globalization contributes to environmental degradation
- c) globalization is causing a loss of manufacturing jobs in developing countries
- d) globalization implies a loss of national sovereignty

1-59

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