

C211 Study Guide Questions V3

Competency 1: Business Decision-Making in the Global Environment

Globalization (Peng Chapters 1, 5, 6, 11)

1. List and explain the two views (core perspectives) for global business in detail with examples for each.
 - a. **Institution-Based View**- the success and failure of firms are enabled and constrained by institutions (environment). By institutions, we mean the rules of the game.
 - b. **A Resource-Based View**- focuses on a firm's internal resources and capabilities.
2. What is globalization? Explain the three views on globalization. The close integration of countries and peoples of the world.
 - a. a new force sweeping through the world in recent times
 - b. a long-run historical evolution since the dawn of human history
 - c. a pendulum that swings from one extreme to another from time to time
3. What is FDI? What are horizontal and vertical FDI?
 - a. **Foreign Direct Investment**- investing in, controlling, and managing value-added activities in other countries.
 - b. **Horizontal FDI**- A type of FDI in which a firm duplicates its home country-based activities at the same value chain stage in a host country.
 - c. **Vertical FDI**- A type of FDI in which a firm moves upstream or downstream at different value chain stages in a host country.
4. What is the OLI advantage? Explain, providing an example of each. A firm's quest for ownership (O) advantages, location (L) advantages, and internalization (I) advantages via FDI.
 - a. **Ownership** - An MNE's possession and leveraging of certain valuable, rare, hard-to-imitate, and organizationally embedded (VRIO) assets overseas in the context of FDI.
 - b. **Location advantages**- are those enjoyed by firms because they do business in a certain place. Features unique to a place, such as its natural or labor resources or its location near particular markets, provide certain advantages to firms doing business there.
 - c. **Internalization**- refers to the replacement of cross-border markets (such as exporting and importing) with one firm (the MNE) locating in two or more countries. For example, instead of selling its technology to a Indonesian firm for a fee (which is a non-FDI-based market entry mode technically called licensing), BMWV assembles cars in Indonesia via FDI.
5. What are the political views on FDI? (Explain)
 - a. **Radical view** is hostile to FDI. Tracing its roots to Marxism, the radical view treats FDI as an instrument of imperialism and as a vehicle for exploitation of domestic resources by foreign capitalists and firms.

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Alan Farmer



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