Doing Business in Eastern Europe and Russia

compiled by

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INTRODUCTION

The fall of the Berlin Wall in 1989 and the subsequent dismantling of communism soon after set the stage for Eastern Europe and Russia's shift toward liberal capitalism and a market economy. The transformation has not been smooth. The communist state had been entrenched for some 45 years. The transition away from a central, command economy to one characterized by privatization and freedom from government regulation has been bumpy and uneven across Eastern Europe and Russia. Early Western business enthusiasm about the region soon diminished. Russia's financial and political difficulties further coloured that initial enthusiasm. Nonetheless, Eastern Europe itself remains as a relatively untapped market, though not one without risk, and Russia remains the land of potential opportunity. Currently, the majority of the East European countries are poised to join the European Union in 2004 which will legitimize their status in the world community. At the same time, a significant body of literature exists to assist the business enterprise in assessing and reducing the risk of doing business in this region.

The intent of this annotated bibliography of materials and services is to assist the business person in gaining access to information sources which will make the business opportunities in Eastern Europe and Russia less formidable. Of course, students will use the bibliography to assist them in their international business projects. It has a separate section on Russia, justified by the scope of that country. The "Eastern Europe and Russia Region" section contains publications which cover all countries or various parts of the region. The periodicals listed are excellent sources for current information, while the bibliographic databases described are particularly useful for tracking down earlier published articles. The "Selected Internet Sites" section has been expanded considerably since the earlier edition. Of the hundreds of sites reviewed the listed sites have been selected because of their content, ability to stay current, and the links they provide to other relevant sites. Remember that the addresses provided for the sites are as current as possible, but may change or become obsolete due to many factors. If this occurs try using a search engine for the respective organization.

The book portion of the bibliography generally contains more recently published materials. It is a representative rather than a comprehensive listing of everything that is available. Keep in mind that the collections of the A.D. Cohen Management Library are constantly being developed. An asterisk (*) indicates a new or revised entry since the 1998 edition.

Further information about materials or services in the Library is available by calling (204) 474-8440 or on the Library's Home Page at http://www.umanitoba.ca/libraries/units/management/. This publication is also available electronically at that address.
BALTIC STATES

The contributors to this collection of papers are all academics at Baltic universities who have spent time as visiting faculty at Dalhousie University in Halifax, Nova Scotia. One of the goals of the Baltic Economic Management Training Program is to contribute to the integration of Estonia, Latvia, and Lithuania into the global economy. The papers are also intended to assist in the process of economic reform as well as to develop the public service in the three countries. As such the papers act as a series of case studies on various aspects of the Baltic economy providing insights into a region often viewed incorrectly as homogeneous by the rest of the world. The opening paper looks at the labour market situation and determines that commonality exists between the countries due to their need to react to their common linkage to the Soviet Union prior to 1991. The papers go on to analyze income distribution, government spending, and technology acquisition in Estonia; tourism and banking policy in Latvia; and natural resources and the banking sector in Lithuania. The penultimate paper focuses on saving and economic growth in the region. Although the papers are generally short and narrowly focused the collection aids in the better understanding of the Baltic economy for prospective business initiatives.
LOCATION: ADMIN HC 243 B284 2000 (Main Stacks)

The Baltic States include Estonia, Latvia, and Lithuania. They regained their independent status in 1991 with the breakdown of the Communist Bloc. The intent of this title is to analyze the problems confronting foreign investors as they consider foreign capital investments in the three respective Baltic States. Each country is profiled in turn. Basic background information on each country's history, political system, and economic situation is reviewed. The economic scan includes a sector by sector description of the major industries. What then follows is a more detailed analysis of the conditions currently existing for direct foreign investments. These include detail on the legal framework, the labour market, monetary and fiscal policy, and the state of privatization in each of the three nations. A concluding chapter looks at the former East Germany as an example of how the Baltics region can transform itself from a centrally controlled economy to a modern market economy. It concludes, however, that as the Baltic States lack financial resources it is imperative that incentives for foreign investors be provided.
LOCATION: ADMIN HG 5589.6 A3 C66 1996 (Main Stacks)
CZECH REPUBLIC

_Czech The Republic and Economic Transition in Eastern Europe_. Jan Svejnar
The editor of this volume of some 17 essays is an economic advisor to Czech President Vaclav Havel and a major player in the Czech economic transformation to a market economy. A comparative analysis of the Czech Republic is offered in the context of what is happening in the rest of Central and Eastern Europe. Running through the analysis is the continued support of the Czech population for a rapid transition despite the short term problems it causes. The reason for this appears to be the exceptional tolerance and cooperation of the populace who have the expectation that their country will return to the status of an advanced economy. A low unemployment rate has also eased potential unrest. In addition to unemployment rates, macroeconomic performance, capital market development, and industrial performance and structure are described and contrasted. The contributors to the volume provide a significant amount of statistical information on the changing circumstances of the country in the late 1980s and earlier 1990s. However, there is a cautionary chapter which points out the difficulty and reliability problems facing analysts using data during a period which saw both the collapse of the Communist Bloc and the division of Czechoslovakia.

LOCATION: ADMIN HC 270.283 C9 1995 (Main Stacks)

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The British publisher Global Books has published a series of what they describe as essential briefings on the customs and etiquette of countries around the world for business and pleasure travellers. Coverage for Eastern Europe includes the Czech Republic, Hungary, and Russia. The guides attempt to provide the reader with the necessary background to avoid basic mistakes in conversation or personal relationships in locations new to them. The guides are short, under 100 pages, and structured to make a quick introduction to a new culture very convenient. They usually contain a map of the country and hot or top tips stressing important nuggets of know-how interspersed throughout the text. The Czech guide opens with an introduction to Czech history and geography. The reader is reminded that the Republic has existed since 1993 and that its separation from Slovakia is now seen as something that was inevitable as well as irreversible. There are chapters on culture and customs, meeting people, and doing business. In regards to doing business a major problem for the foreign businessman is determining ownership of Czech property as the privatization of state enterprises has been a confusing and lengthy process. The guide concludes with two practical sections on useful words and phrases and facts about the Czech Republic and its people.

LOCATION: ADMIN BJ 2007 C93 S46 1996 (Main Stacks)
EASTERN EUROPE AND RUSSIA REGION

This volume contains the published proceedings of a conference held in Marienrode, Germany in spring 1996. The authors of the papers, from the Czech Republic, Hungary, Poland, and Slovakia, present an analysis of the transition process the countries of East Central Europe are undergoing from planned to market economies. For students and potential investors the papers provide an understanding of the economic, philosophical, and political problems encountered in the transformation process. The speed of change impacts on the economic order and business ethics of the region. As one paper notes "-- there are no clear rules and principles of privatization --." On the other hand, one of the papers, a sociological survey of businessman in Slovakia, concludes that business success and an ethical country go hand in hand.
LOCATION:  ADMIN HF 5387 B87233 1997 (Main Stacks)

The author has compiled in a practical fashion the business strategies which are appropriate for each of the successor countries to the former USSR. Russia as the largest former territory, receives the most attention. However, countries for which information is relatively scarce such as Armenia, Belarus, Kyrgyzstan, Moldova, and Tajikistan receive individual attention. Some eighteen maps set the geographical context for each of the new countries. Each chapter then unfolds with the economy, the social-political situation, and the investment climate analyzed. Major government offices, business agencies, and banks are listed in a contacts section. The analysis of Russia is preceded by chapters dealing with the structure of economic relations between the USSR and the USA and the principles of business used by the former USSR. These chapters are useful as they address the question of continuity between the old and the new. Russia's law on foreign investment and her free economic zones also receive considerable attention.
LOCATION:  ADMIN HG 5572 T85 1993 (Main Stacks)


This volume consists of a series of articles which originally appeared in the Journal of East-West Business. Essentially the articles are of two types; those focusing on issues in a specific country or group of countries, and secondly those dealing with broader issues for the entire region. Of the former type Alcatel's (the world's largest manufacturer of telecommunication products) joint venture in the Czech Republic and Slovakia opens the text. Other focused articles include an examination of the market entry and expansion decisions of Western firms in the Ukraine and a survey of managers in Hungary, Poland, and Bulgaria concerning competitor success. The survey article demonstrates both similarities and differences in the country markets investigated. The broader based articles look at Western strategies in Central Europe and secondly market entry strategies in Eastern Europe. The Central European study comes to the surprising conclusion that the Western companies which have invested are generally weak. This can have negative implications for the development of a market economy in Central Europe. The Eastern Europe article develops criteria for market entry by Western companies. It also analyses the various modes of market entry and the basic marketing strategies appropriate for Eastern markets.

LOCATION: ADMIN HF 3500.7 Z5 C46 1995 (Main Stacks)


Barry Turner, editor of the Statesman's Yearbook, has edited a series of fact books on major countries or regions around the world. The coverage includes Central Europe, China, France, Germany, Italy, Latin America, Scandinavia, and the United Kingdom. The intent is to provide a readily accessible reference guide to the historical events, the business and social customs, the major cities, and the economies of the various countries and regions profiled. The Central European profile looks at the Czech Republic, Hungary, and Poland in significant detail; Albania, Bosnia-Hercegovina, Bulgaria, Croatia, Estonia, Latvia, Lithuania, Macedonia, Romania, Slovakia, Slovenia, and Yugoslavia and her republics and provinces receive considerably less attention. The three major players of Central Europe are viewed historically and culturally and their major cities are sketched from the perspective of landmarks, festivals, hotels, and restaurants. The Czech cities of Prague, Brno, and Ostrava; the Hungarian cities of Budapest, Miskolc, and Debrecen; and the Polish cities of Warsaw, Lodz, Krakow, and Gdansk are all profiled individually. The Czech Republic, Hungary, and Poland sections look at their respective economies, natural resources, and cultural and social infrastructures. Coloured maps and suggestions for further reading are also included for the big three of Central Europe and their major cities.

LOCATION: ADMIN DAW 1009 C46 2000 (Main Stacks)
Doing Business in/Information Guide Series. PricewaterhouseCoopers. The accounting and consulting firm of PricewaterhouseCoopers publishes a series of information guides on the business conditions of the countries in which it has offices or carries out work. There are currently some 90 of these guides available, some with updated supplements. Each book length guide is based on the latest information available from these offices. All guides follow a standard format which makes them very easy to consult individually or comparatively. Each guide opens with a profile of the respective country and follows with chapters on the business environment, foreign investment, labour relations, audit and accounting practices, and taxation. The guides normally have 25 chapters with each chapter focusing on one aspect of doing business in that country. The guides are not intended to be exhaustive, but rather are structured to answer broad important questions. Nonetheless, the guides offer much useful information particularly in the accounting, investment, and tax areas and are often superior to the efforts of many commercial publishers. The guides also contain numerous appendices covering concerns like tax rates, tax treaties, and various checklists for setting up a business in that specific country.

LOCATION: Each guide has its own call number; please consult BISON, UM Libraries' online catalogue. (Main Stacks)

East European Opportunity: the Complete Business Guide and Sourcebook. Marvin Zonis. John Wiley. 1992. This title is intended for both the business person and the traveller. It looks at the emergence of the six countries (Poland, Czechoslovakia, Hungary, Romania, Bulgaria, Yugoslavia) from Soviet control. Useful political and economic histories provide the context for the new states. Vital statistics and data are then provided in tabular form for agriculture, communications/transport, the economy, education, energy, government, industry, the labour force, population, and trade. The data compilation is impressive. LOCATION: ADMIN HC 244 Z593 1992 (Reference)

East-West Joint Ventures: the New Business Environment. E. Razvigorova. Blackwell. 1991. This volume contains a selection of articles and case studies dealing with east-west co-operation in the form of business joint ventures. Economic isolation is no longer a viable option for Eastern European countries in a time of rapid technological and political change. Joint ventures are one means by which business risk is reduced in a potentially turbulent political environment. The pros and cons of joint ventures are analyzed and solutions are recommended for problems discovered through the analysis of existing joint venture companies. LOCATION: ADMIN HG 5422 E37 1991 (Main Stacks)
This volume is one of the titles published in Euromoney's Country Guide Series. The author is a freelance journalist specializing in Eastern European specialist publications. He points out that although the majority of the communist regimes collapsed simultaneously starting in 1989, it is incorrect to view them as a homogeneous group. With different political and economic infrastructures each of the 27 newly emerged countries started out and developed differently through the 1990's. Proceeding from a regional overview which focuses on economic reform, privatization, project finance, and portfolio investment this work then moves to country profiles which cover chapters 8 through 22. Each of the countries is in turn analyzed for the developments made in their respective business and investment climates in the last several years. Numerous tables, charts, and graphs support the text.
LOCATION:  ADMIN HC 244 E37 1996 (Reference)

This reference tool is a comprehensive guide to the largest businesses, and their products and services, in the countries of Bulgaria, Czechoslovakia, East Germany, Hungary, Poland, Romania, and the western USSR. Where available contact names are provided. Special interest associations with a business connection are also included. It will be valuable for researching business opportunities in the new Europe.
LOCATION:  ADMIN HF 3500.7 A48 E23 1992 (Reference)

This report is a useful guide for firms seeking business opportunities in Eastern Europe with a focus on Poland, Hungary, and Czechoslovakia. It provides an assessment of specific technological needs as well as guidelines for serving the markets identified in the energy and environment sectors. Numerous appendices provide contacts and address information. It is authored by the president of World Link, a company which assists U.S. companies in the international market place.
LOCATION:  ADMIN HC 244 L33 1993 (Reference)
The intent of this volume is to describe the economic changes which have taken place in Eastern Europe since 1989 and to determine their impact on international business.  It opens with an extensive chapter on the issues facing the region as a whole as well as country specific issues.  The 34 largely academic contributors then proceed to use a combination of case studies and broader topical approaches to demonstrate the need for long term structured change.  Examples of the case study method includes chapters on Swedish-Soviet joint ventures, Norwegian investment in the Baltic states, and a Japanese-Hungarian industrial joint venture.  Topical issues addressed include East-West countertrade, market opportunities in Eastern Europe, and prospects for foreign direct investment in the region.  The text is supported by numerous figures and tables which complement the analysis because of their placement and quality.
LOCATION:  ADMIN HC 244 E3436 1994  (Main Stacks)

The central theme of this volume is that Europe is fast becoming the world's leading economic power.  With this role there is a need for specific Euromarketing strategies.  Although this collection of studies by marketing academics looks at the entire European Community, it has a significant section dealing with Eastern Europe.  In addition there is a need to appreciate the move towards an integrative market for all of Europe including the European Community (EC), the European Free Trade Association (EFTA), and Central Europe, in particular Hungary, Poland, and the former Czechoslovakia.  The Eastern Europe section opens with the various risk factors and opportunities EC companies have in the East European market.  United States/Hungarian joint ventures are examined as a model for other Eastern European initiatives.  The decision processes used in joint venture alliances are also analyzed using an interview-survey approach.  Strategic management implications are drawn from this analysis.  The statistical information provided in numerous tables and figures generally covers the late 1980s and early 1990s.
LOCATION:  ADMIN HF 1416.6 E85 E94 1994  (Main Stacks)
This major reference work is a compendium of statistical information on the countries of Western and Eastern Europe which can be utilized for market analysis and planning. Some 24 principal subject areas are broken down into sub-categories covering over 460 pages. Some representative subject areas are population, economic indicators, labour force indicators, and advertising/media patterns. Within the subject of labour force indicators for example, there are 10 sub-categories ranging from employment level to average working week in manufacturing. The data compilation dates from 1977 which allows for trend analysis and forecasting. The data itself is presented in spreadsheet format. Smaller European countries and principalities are included although the data for them is limited. The data for Eastern Europe is not quite as extensive and as complete as that for Western Europe for obvious reasons. For example, countries which emerged from Czechoslovakia, Yugoslavia, and the USSR in the early 1990s are included as far as possible. Brief country profiles for each European country are included in a separate section entitled "Marketing Geography." There is also a special chapter arranged by region and country which identifies the major information sources one can turn to for conducting further research on the European market. This title is published annually.
LOCATION:  ADMIN HA 1107 E87 2002 (Reference)

This concise report from the Foreign Investment Advisory Service of the World Bank examines the slow development of private foreign investment in the infrastructure of post-communist Europe. The current status of the provision of infrastructure services in the sectors of telecommunications, energy, water, and transportation are first presented. The extent of private investor involvement in each of these sectors is then surveyed. Impediments to private infrastructure investments are addressed with the country risk problem at the forefront. This evaluation includes matters such as macroeconomic and political stability, reliability of the legal and regulatory frameworks, and the maintenance of a reliable business environment. Generally, the thirteen Central and East European countries under consideration are perceived as a risky environment in comparison to other regions in the world. However, there remains wide variation in the range of country risk between some of the countries in the region, for example, between Albania and the Czech Republic.
LOCATION:  ADMIN HG 5430.7 A3 C47 1996 (Main Stacks)
The author states that the purpose of his study is to offer a new approach to interpreting the foreign investment experience in Eastern Europe. Special emphasis is placed on the former USSR during the period 1987-91. From the study models are built which are then used as a framework to analyze the post-communist period. The analysis focuses on joint ventures, a form of foreign direct investment, since portfolio investment was not legally possible during the period under study. The investment strategies which result from the modelling exercise include the "quick buck" strategy where an early exit occurs and the enclave strategy where a venture ultimately becomes restricted from growth. A learning strategy is recommended in which both parties in the joint venture learn from each other. Those in the East will need to learn marketing, organizational, and technical skills; while those in the West will need to learn the nature of local markets and how to do business in a society facing rapid change. Greater understanding of each other is required in a joint venture relationship. And as the author notes in his conclusion, no big dollar investments are required to pursue a learning strategy.
LOCATION:  ADMIN HG 5430.7 A3 S25 1995  (Main Stacks)

This collected volume of studies by noted international scholars addresses the operation of multinationals in the states of Russia, Ukraine, Kazakhstan, Estonia, Latvia, and Lithuania. Each of these Soviet successor states is profiled in a country study. They are largely historical and descriptive in approach. Generally each addresses the magnitude of foreign investment, privatization, opportunities, and sector analyses. Other chapters address the broader theme and context of foreign investment. Foreign investment is attractive to multinationals when restructuring changes provide a stable environment for success, in particular a sound macro-economic structure. To date this stability has not been fully realized because of uncertainties in the legal, regulatory, and financial infrastructures of the countries under review. And it is these infrastructures or what the editor refers to as created assets, as compared to natural resource assets, that are becoming the critical determinants for multinationals in their decision making of where to invest.
LOCATION:  ADMIN HG 5580.2 A3 F67 1996  (Main Stacks)
The author, a former Wall Street Journal London bureau chief, has travelled across the countries of the former Communist Bloc exploring the issue of entrepreneurship. His efforts become a business travelogue as he relates the success stories of new capitalists for the benefit of prospective business leaders considering the opportunities amongst 400 million new consumers in Eastern Europe and the former Soviet Union. As he travels from West to East Henderson sees free enterprise advancing in the Czech Republic, Poland, and Hungary and stumbling somewhat in the Balkan countries of Albania, Bulgaria, and Romania. In the fifteen countries of the former Soviet Union, crises out number successes for example in Georgia, the Ukraine, and Russian itself while Kazakstan and the Baltic countries of Lithuania, Latvia, and Estonia are enjoying positive growth. The entire text is personalized with mini biographies and interviews with the new entrepreneurial class. This approach makes it an easy and enjoyable read.
LOCATION: ADMIN HC 244 H45 1996 (Main Stacks)

This book is targeted at a business readership and as such is written in a practical rather than a theoretical style. Using data supplied by the Economist Intelligence Unit it intends to assess the Eastern European investment climate and provide a commentary on what Western investors can expect from current government strategies. Preceding the individual country studies is an overview of the changed Eastern Europe. This overview includes a rationale for investing in Eastern Europe, an analysis of the evolution of joint ventures, and a chapter on the expectations of foreign investment from the Eastern European perspective. The country studies cover Poland, Hungary, the Czech Republic, and Slovakia which are all headed for the European Union (EU), and also Albania, Bulgaria, and Romania. Each study is succinct looking at the various sectoral opportunities in the individual countries, but also looking at common themes where appropriate for each such as privatization and countertrade. The countries headed for EU status as noted above contain longer profiles which parallels the degree of development of their market economy. On the other hand, the profiles of Albania, Bulgaria, and Romania, though not as extensive, is appreciated because of the dearth of information on those states.
LOCATION: ADMIN HG 5430.7 A3 P35 1995 (Main Stacks)

This study focuses on two issues, how executives see the new Europe and what they are doing about it. By using this approach, potential opportunities for latecomers are identified. The research was based on over 2,500 questionnaires and 300 interviews. The companies participating in the study are identified, but anonymity is maintained. The results are presented in an easy to follow format under headings such as scoping out company prospects, mapping the territory, and developing a game plan.
LOCATION: ADMIN HG 5430.7 A3 H35 1992 (Main Stacks)

This title is a companion volume to Management in Western Europe also published by Palgrave /St. Martin's Press. The year 1989 has become a watershed in Eastern Europe as state socialism collapsed in the region. Nonetheless the behaviour and attitudes of socialist managers were molded by the domination of communist politics until that break and still continue to be impacted today. Pre 1989 socialist managers could be described as implementors of decisions rather than as decision makers. Since 1989 managers have been expected to become creative, display initiative, and make independent decisions. In this regard some managers were successful and some were not. At the same time as the Soviet model disappeared national identities reappeared in the management sphere. Hungary has developed a strong entrepreneurial business culture based upon her individualistic inclinations. Poland's managerial class has been affected by her early receptiveness to the global economy in the 1970s, her workers' councils, and her strong sense of individualism as exemplified by an 80% rate of private ownership in the agricultural sector during the communist period. Other Eastern European countries analyzed include Russia, the Czech and Slovak Republics, Romania, Bulgaria, Estonia, and the countries of the former Yugoslavia. The analysis is based largely on the result of interviews with managers based within the region. Among other conclusions it is determined that these countries all have their own distinctive management cultures. However, this is not necessarily bad as national variations in management can be conducive to better practice because managers in each country will be more attuned to their particular social and cultural attitudes and values.


This series of case studies on business development in the Czech and Slovak Republics is preceded by an overview of the economic situation in Central and Eastern Europe. As well the former Czechoslovakia's approach to economic management is presented to provide a context for the changing environment. The core of the text consists of case studies broken down into two broad themes. They are managerial behaviour and entrepreneurships, and secondly, privatization and meeting market demands. The case studies include such companies as Ferox, Slovakia Steel, Czechoslovak Airlines, and Lusico. Additional chapters look at total quality management prior to and after the revolution and the Czechoslovak Management Center in Prague. One note of caution and that is the case studies were written before the split of the Czechoslovakian Republic (CSFR). Nonetheless, this work will be of interest to business people concerned with the new market economies created by the split. Numerous statistical tables and figures provide late 80s and early 90s data on the CSFR and its neighbouring countries.

LOCATION: ADMIN 70 E852 E35 2000 (Main Stacks)

LOCATION: ADMIN HD 70 C89 M36 1994 (Main Stacks)
The intent of this book is to provide a rigorous analysis on the issue of whether or not Western marketing tools and strategies can be applied in the countries of Central and Eastern Europe. Composed of five papers it is both an academic study and a practical guide for Western companies. The first paper deals with commonalities among the post communist states as well as commonalities between their economies and those of the West. The second offers a different clustering process based upon a country's exposure to marketization and Westernization. The two analyses have different results, but both aid in market entry and marketing mix decisions. Two studies investigate the foreign investment opportunities and business climates of Poland and Hungary respectively. The last paper is a case study of Western style marketing in the banking sector in Poland.
LOCATION: ADMIN HF 5415.12 E815 M37 1996 (Main Stacks)

The author's objective with this book is twofold: to encourage American business people to become involved in the emergent markets; and to explain how to enter and be successful once the commitment is made. He recommends using proven techniques which he gained through his discussions and research. Meant to be an enjoyable read by the entrepreneur with little time, this guide includes country capsules, case studies of successful companies, and sources for further information.
LOCATION: ADMIN HG 5430.7 A3 E53 1994 (Main Stacks)

The fifteen papers in this volume explore the extent to which privatization and economic reform has occurred in the Central European countries of Poland, Hungary, the Czech and Slovak republics, and Slovenia during the early 1990s. The transformation from a state-owned and controlled economy to one characterized by small and medium sized private businesses has been both complex and different for each of the countries. The restructuring processes incorporated by each of the countries is analyzed including the "shock therapy" approach of Poland, the rapid reform in Czechoslovakia, and the gradual transformation of Hungary. Useful case studies of companies that undertook privatization are also provided. These include an automotive parts firm in Hungary, a tobacco company in Slovenia, and a furniture manufacturer in Poland. Overall, the reader will appreciate the nature of the changing business climate in Central Europe as well as the range of business opportunities that may be available.
LOCATION: ADMIN HD 4140.7 P748 1994 (Main Stacks)
The author states that his task is to describe and to analyse the different privatization strategies incorporated in Poland, Hungary, and the former countries of East Germany and Czechoslovakia. Privatization and foreign direct investment are seen as linked keys to successful transformation of the Eastern European economies. The analysis moves from the theme of establishing a private sector in post-socialist countries to the question of why privatize? The answer is provided through the use of a theoretical model and empirical evidence. Perhaps of more interest to the potential investor is the chapter dealing with proposals, experiences, and policy options on the matter of privatization and foreign investment. It is here where the specifics are discussed and where privatization activities of each of the respective countries are presented. The final chapter assesses the progress of the privatization process in the countries under consideration. An extensive bibliography and statistical information in the form of tables and figures support the text.
LOCATION: ADMIN HD 4140.7 W45 1994 (Main Stacks)

After 1989 foreign investment in Eastern Europe became an attractive option to investors because of its geographic proximity to European markets, its cheap labour, and its natural resource endowments. This study focuses on the countries of Bulgaria, the Czech Republic, Hungary, Poland, and Russia and the role foreign investment played in the restructuring and privatization process in each of the countries. It addresses the trends that occurred, problems encountered, political risk, and means by which foreign investment could be increased. Contributions are from prominent economists of the respective countries analyzed. The perspective of the West on the economic transformation is also presented. Some of the statistical information provided in table and figure format for the former Eastern Bloc countries is not readily available elsewhere.
LOCATION: ADMIN HD 4140.7 P752 1995 (Main Stacks)

This study analyzes industrial firms in Bulgaria, the Czech Republic, Hungary, Poland, Romania, the Slovak Republic, and Slovenia to determine which countries' policies have the greatest impact on restructuring. Privatization, as opposed to state ownership, plays a major role in successful restructuring. Mass privatization methods are contrasted with the case by case approach. The role banks in the seven countries play in the restructuring process is also examined. As an analysis of the transition the countries under study are making to market economies, this work is of value to foreign investors contemplating ventures in Central and Eastern Europe. As the study is based on the analysis of the financial and operating data of some 6,300 firms, much unique statistical data also is made available.
LOCATION: ADMIN HD 4140.7 P7525 1997 (Main Stacks)
The author's intent is to provide the businessperson with a simple, practical method for understanding cultural interaction. She classifies the world's cultures into three fundamental cultures-tribal, pluralist and collective and demonstrates how these are recognizable. With each culture driven by different fundamental motivating factors, each culture has its own rules of behaviour or protocol when doing business. A game analogy is then used to demonstrate the value of understanding protocol. The value of the game exercises is that one is forced to practice interactions with different cultures rather than just read about them. A summary of information by country is also provided and this includes all the major Eastern European countries.
LOCATION: ADMIN HF 5389 L43 1996 (Main Stacks)

Small privatization in the sectors of retail trade and consumer services is almost complete in the three "Western rim" countries of the Czech Republic, Poland, and Hungary. The analysis of this development is intended to provide lessons for the rest of Eastern Europe per the authors of this study. In most of the post-communist countries progress in these sectors has been slow or nonexistent. The reasons for the different rates of progress are addressed briefly, but the study's main focus is the success realized by the three Western rim countries. Each is analyzed in turn with the variations in the transformation process between the three noted, contrasted, and elaborated upon. Data from the three countries was compiled through an empirical survey of some three hundred shops, restaurants, and service establishments. The survey results are presented in a separate section. The most important result of the study was the determination that the process of small privatization is a transfer of real estate ownership, and not of the business itself or its non-real estate assets. As a whole this volume will be useful for anyone considering an initiative in the retail trade and consumer services sectors in the Czech Republic, Hungary, and Poland or the rest of Eastern Europe.
LOCATION: ADMIN HD 4140.7 S63 1994 (Main Stacks)
The intended audience for this book is made up of four groups; those who are planning on doing business in the region, students with academic needs, those traveling in the area, and those in the human resource development sphere interested in cross-cultural management.  The introductory chapter frames the problem by describing why people of the region do not respond in business settings according to North American norms.  There is a general mistrust about organizations, managers, and anyone who is not a member of the immediate family.  Planning is viewed with suspicion.  These distorted values are a hold over from failed Soviet command style management and unsuccessful five-year plans.  Each of the countries of the Central and Eastern European (CEE) region and regional groupings are then described in turn.  The Baltic states of Estonia, Lithuania, and Latvia, Belarus, Poland, the Ukraine, the Czech Republic, Slovakia, Hungary, Romania, Moldova, Bulgaria, and Slovenia are included in the descriptions.  Similarities and differences in practices between CEE countries and the West are discussed and in particular blocking and joining behaviours within the context of relationship-building processes.  Alternatives to Soviet style authoritarian management is required.  Nourishing participative management practices in a distrusting workforce will pay dividends.  Building on common ground, for example through a shared vision or shared rewards, so that everyone in the organization can relate to one another is an important cultural change that must take place.  Customer service and client maintenance must be instilled in a population who are antagonistic to any kind of perceived subservience.  The culture of corruption in the CEE business world is also discussed.  The authors recommend a reorientation of the workforce through the introduction of a CEE specific manager development model in order to make management more effective.  It would include management sharing information with colleagues and having employees participate in the achievement of mutually beneficial goals.
LOCATION:  ADMIN HD 58.7 S4 2001  (Main Stacks)

With the fall of communism in 1989, the countries of Eastern Europe turned to a market economy.  Restructuring and privatization became the catchwords.  Volume 1 provides a country by country macroeconomic analysis of those developments for Poland, Czechoslovakia, Hungary, East Germany, Slovenia, and Russia.  The difficulties each of these countries encountered and the resulting solutions are necessary background to the business planning contact with Eastern Europe.  Each country study is authored by a specialist, commented on by another specialist, and concluded by a short discussion session.  Volume 2 focuses on the various specific problems of restructuring.  The structure of the labour market and labour relations is examined from the point of view of old versus new unions and the growth of the private sector.  The importance of fiscal reform accompanying the transition process is stressed.  Privatization in Russia and Poland receive individual chapter focus and the East German experience, where privatization occurred very rapidly, is looked to for comparative purposes.  Bankruptcy reform, private sector growth, and foreign investment and trade are also investigated.  As in volume 1 each chapter presentation is commented upon by a specialist in the field and that is followed by a discussion summary.
LOCATION:  ADMIN HC 244 T6989 1994 v.1-2  (Main Stacks)
The purpose of this annually published report is to chart the progress of the Eastern European countries and those of the former Soviet Union as they move from a state controlled, command economy to a market oriented economy. Growth as measured by GDP is positive in 1997 as measured by the 26 economies of the region as a whole. The analysis demonstrating this growth is detailed and yet easy to follow. The report is broken down into three parts, the first dealing with the progress in the transition to a market economy. Part two looks at the structural change taking place and its effect on the performance of enterprises. The final part is an overview of macroeconomic development for the countries of the region. It includes a chapter on forecasts and prospects through the end of 1998. Each country is also analyzed from the viewpoint of a set of transition indicators which provide a snapshot of each country's market economy development. Overall the statistical information provided is comprehensive and the layout is excellent.

LOCATION: ADMIN HC 331 E2 1997 (Reference)

The World Bank has published its Atlas for over 30 years to provide a quick view of the state of the countries of the world. It is excellent for gaining a snapshot of major demographic, economic, market, and global statistics in a cartographic format. For example, using the colour coded maps it is easy to compare the category of change in personal spending for Canada and its international neighbours. In conjunction with the maps statistical charts and tables are provided to ensure a more precise reference when it is required.

LOCATION: ADMIN G 1046 G1 I5 (Reference)

This yearbook analyzes and ranks the ability of a country to provide an environment which sustains the competitiveness of enterprises. The ranking is based on some 300 different criteria which are grouped into four competitiveness input factors. These factors are economic performance, government efficiency, business efficiency, and infrastructure. The coverage features 49 industrialized and emerging economies. Each of the countries is profiled using the criteria and competitiveness input factors. Each country is then in turn graded and ranked for comparison purposes. The rankings are presented for the past five years which allows for trend analysis. Some 200 pages of statistical tables support the ranking analysis. A CD-ROM version is also available. It is published annually.

LOCATION: ADMIN HF 1414 W674 2002 (Reference)
The 2002 Report is the 24th in the annual series which chronicles the economic conditions and development of countries throughout the world. This year's publication has the theme of building market institutions that promote growth and reduce poverty. Institutions play a significant role in determining how markets affect people's standards of living and help protect their rights. The report goes on to provide lessons on how to build effective institutions. However, the most significant feature of this series continues to be the statistical information offered through the text and in special sections. The section on selected world development indicators has been reduced from previous years, but still presents comparative socioeconomic data for more than 130 countries in four main categories. These are key indicators of development, poverty and income distribution, economic activity, and trade, aid, and finance. The statistical data is particularly useful for trend analysis within a given country and country comparisons.
LOCATION: ADMIN HC 59.7 W659 2002 (Reference)
HUNGARY

**Opening up Hungary to the World Market: External Constraints and Opportunities.**
Lorentzen, a Czech academic, discusses two themes of Hungarian economic policy: the management of external debt, and the management of international competitiveness. He questions the value of Hungary repaying its debt on schedule as it did not result in favoured treatment on the international capital markets. On the second theme the success of some Hungarian firms is contrasted with the overall less impressive export performance record of the country as a whole. This record is a result of both Western protectionism and a failure of Hungarian planners to circumvent OECD trade barriers. The author is critical of both the International Monetary Fund and the European Community for hindering Hungary's entry into the world market. This work serves as a source of information for the economic and industrial policy of Hungary for both business leaders and policy analysts. It is amply supported by statistical tables sourced from the OECD, the World Bank, and the Hungarian Central Statistical Office.
LOCATION:  ADMIN HF 1542.5 L67 1995  (Main Stacks)

The British publisher Global Books has published a series of what they describe as essential briefings on the customs and etiquette of countries around the world for business and pleasure travellers. Coverage for Eastern Europe includes the Czech Republic, Hungary, and Russia. The guides attempt to provide the reader with the necessary background to avoid mistakes in conversation or personal relationships in locations new to them. The guides are short, under 100 pages, and structured to make a quick introduction to a new culture very convenient. They normally contain a map of the country and hot or top tips stressing important nuggets of know-how interspersed throughout the text. The introduction states that the country can be understood in the context firstly of its historically dominant German and Slav neighbours, and secondly in their freedom from communist control in 1990. There are individual chapters on meeting people, travelling inside Hungary, and doing business. As to doing business the reader is reminded that older businessmen were trained under the communist economic order and that some younger businessman have adopted the least attractive form of untamed capitalism. The guide concludes with two practical sections on useful words and phrases and facts about Hungary.
LOCATION:  ADMIN BJ 2007 H8 J68 1995  (Main Stacks)

Poland has been the leading light of the former Eastern and Central European countries in their transition from a command to a market economy. This comprehensive and authoritative volume chronicles Poland's transition and sets the stage for the country's future developments. Although written for a British audience it is useful for anyone interested in doing business in Poland. Broken into four major parts, the initial portion looks at Poland's current business context. Her history since 1989, the investment climate, forthcoming European Union (EU) membership, the legal and financial setting, and a review of the business culture are provided as essential parts of this context. Poland's business culture reflects the fact that since 1990 more than 60 per cent of state-owned enterprises have disappeared, corporate governance structures are in place, and a new work ethic has emerged. Part two is an extensive set of sector studies, some 20 in all, contributed by specialists in their respective sector. For example the study on the heavy industries of mining, steel, and shipbuilding is contributed by a specialist from Business Management & Finance SA of Warsaw. Part three concerns itself with various aspects of business development, that is the matters a company or individual should be aware of when seeding and growing their enterprise in Poland. Foreign investment law and strategy, sources of equity and debt finance, sources for business information, and trade protocols are discussed. The final part focuses on building the foreign organization in Poland. Subjects such as company formation, property ownership, and employment law are analyzed. The formation procedure in Poland is more complex and time consuming than in Anglo-Saxon jurisdictions. The book concludes with a number of practical appendices containing city guides to Warsaw, Gdansk, Katowice, Lodz, Poznan, Szczecin, and Wroclaw in particular and useful addresses. Maps of Poland's administrative areas and her infrastructure precede the main part of the text.

LOCATION: ADMIN HG 5587 D64 2000 (Main Stacks)


The World Trade Press publishes a series of pocket guides to the corporate culture of countries worldwide. Countries covered in the Russia/Eastern Europe region include Russia and Poland. The focus of these condensed guides is the culture, customs, and business etiquette of the respective countries. The goal is to improve intercultural communication in business relationships. The format of each is identical with four sections providing an overview, a description of the business environment, a customs and etiquette section, and an additional information conclusion. This pocket guide points out that the Polish economy is characterized by a high growth rate and a favourable investment climate for foreign-owned enterprises and joint ventures with foreign participation. Furthermore, labour costs in Poland are low with the quality of Polish workers high. Although bureaucratic regulations can be troublesome when conducting business in Poland, success will come to those who take time to develop relationships and not simply the deal itself. The concluding chapters of the guides contain basic phrases used in everyday conversation, how to format correspondence and addresses for that country's postal system, and selected Internet addresses.

LOCATION: ADMIN HD 58.7 K528 2000 (Main Stacks)
This review looks at the World Bank's assistance to Poland during the period 1986-96. It rates its financial help and advice as only marginally satisfactory. This was a result of Poland's changing political and social situation through the period as well as deficiencies in the assistance itself. Nonetheless, the analysis that the author provides of Poland's progress towards macroeconomic stability is detailed and supported by statistical figures and tables. This profile of Poland's economic condition, particularly its infrastructure and private sector development, is of value when making business and investment decisions concerning market entry into a continually transforming Poland.
LOCATION: ADMIN HG 3881.5 W57 L36 1997 (Main Stacks)

The title of this book is somewhat misleading as it focuses on Poland's successful economic transition and not that of Eastern Europe as a whole. Only when the lessons from Poland's success are discussed do we receive a broader Eastern European flavour. Poland's economic renewal has been based largely on the start-up of new firms rather than the privatization of existing state enterprises. An entrepreneurial private sector emerged with the Balcerowicz Plan of 1990. Extensive use of case studies and surveys reveal this development. The surveys were carried out over a three year period and covered approximately 1000 private businesses. The case studies involve the state owned shipyards at Gdansk and Szczecin and the garment producer Prochnik. The case studies examine the state restructuring and privatization process which in Poland's situation proved remarkably difficult and less successful than private sector expansion.
LOCATION: ADMIN HC 340.3 J64 1995 (Main Stacks)

Intended for entrepreneurs and international companies, this guide is broken down into four parts; the business context, market potential, business development, and building an organization. Although the 1989 bloody revolution brought Romania out of 40 years of communism, it was not until 1996 that the first democratically elected government came into power. Along with the political climate, Romania's economic and investment climates are reviewed. The contributors stress the need for macroeconomic stabilization, restructuring, and privatization. Romania's relationship with the European Union and her business culture are outlined. Romanians consider themselves to be of Latin descent, have a legal system based on the French model, and have a laid-back attitude in business matters. In the market potential part of the text some 10 sectors are reviewed from the perspective of opportunities. The sectors include agriculture, oil and gas, tourism, and shipping. Within the business development portion of the book a case study is presented on how to establish a presence. Connex, the Canadian-American-Romanian joint venture company in wireless communications, provides the basis of the study. The final portion of the book, building an organization, goes the final step in providing insights into solidifying one's organization through chapters on incorporating, accounting, financing, human resource management, insurance, and taxation in Romania. The contributors have all had hands-on experience in Romania and include firms such as Deloitte & Touche, Sinclair Roche & Temperley, and Saatchi & Saatchi. Political and infrastructure maps of Romania are provided.

LOCATION: ADMIN HF 3747 D65 1999 (Main Stacks)
RUSSIA

The author's intention in this book is to show why Russians conduct business the way they do. Business in Russia can be deeply personal and idiosyncratic and this is illustrated by numerous examples and anecdotes. The author teaches at a business school in the United States. He spent 25 years working in industry in the former Soviet Union in various capacities ranging from labourer, to manager, to Moscow professor.
LOCATION: ADMIN HG 5572 K85 1993 (Main Stacks)

**Business and Management in Russia.** Sheila Puffer. Edward Elgar. 1996.
This collection of writings covering the period from 1990 to 1995 provides an analysis and understanding of Russian management and business behaviour for scholars, students, and managers. Further, it serves as a sound underpinning for those considering market entry and in need of knowledge of how to manage in the Soviet context in the post perestroika years. The first part of this book focuses on the traits which influence the mindset of the Russian manager, the role of women managers, and management education's role in Russia. Part two deals with the managerial difficulties encountered when moving from a state-owned to market economy. The concluding part looks at investing in Russia, motivating and managing employees, and business ethics. All the contributions are thoroughly researched. Case studies and survey analysis are utilized throughout.
LOCATION: ADMIN HD 70 R9 B83 1996 (Main Stacks)

This study is based upon the experiences of American companies doing business in the new Russia. The authors state the objective of the book is to derive from these experiences the necessary information to make future informed business decisions. Valuable chapters on advantages and obstacles to doing business in the new Russia as well as the sociocultural dynamics of Soviet business and Soviet negotiating styles are included.
LOCATION: ADMIN HF 3624 T68 1993 (Main Stacks)

This book has been designed to give practical business advice to western business enterprises getting involved in the Russian market. It is divided into four broad sections. Section one concentrates on the changed political and economic climate. Next the business infrastructure in Russia is examined in some detail. This includes chapters on banking, privatisation, contract and employment law, distribution and transport, and foreign investment. Section three looks at the various methods businesses can use in entering Russia, such as agencies and distributorships, and through import/export. The final section consists of four successful case studies. An appendix provides a survey of major sectors which make up the economy.
LOCATION: ADMIN HG 5580.2 A3 D65 1994 (Main Stacks)
It is noted in the Russian Foreword of this volume that approximately 70% of Russian gross domestic product was generated in the private sector in 1995. However, at the same time it is acknowledged that the political instability of the former USSR will continue to be a major handicap for Western business people. This guide has been prepared to meet these twin developments of the new market economy and political uncertainty. It opens with a chapter entitled 'Russia at the Crossroads' and moves chapter by chapter to a complete analysis of the Russian business environment. This includes foreign direct investment, the stock market, real estate, and taxation. To provide a proper appreciation of current business conditions other chapters address everyday operations, organized crime, and customs and attitudes. Each chapter has a summary and a conclusion of recommendations which are useful for quick scanning of the chapters' contents. Statistical information is provided in the form of some 25 tables. The text concludes with a helpful guide to additional resources for information as well as financial and legal advice.
LOCATION: ADMIN HG 5580.2 A3 G65 1996 (Main Stacks)

The author notes that the skills that one will need to succeed in the Russian marketplace are primarily entrepreneurial. With that in mind, Poe has chapters dealing with 'Russia-preneurship', getting a consultant, franchising, partnering, and hot regions of opportunity. Poe also comments on the misrepresentation of the Russian economy. It is not shrinking as reported by the western press, it is just that the growth of private industry is not measured, even though it is growing at an explosive rate. Large sections of Moscow Magazine are reprinted in the appendices, and these sections give practical advice on the Moscow scene.
LOCATION: ADMIN HG 5572 P64 1993 (Main Stacks)

This book analyzes Gorbachev's foreign economic strategy, as well as the incredibly complex legacies of the Soviet Bloc. More a history of Soviet economic and commercial policy for the 1986-91 period than a guide for business opportunities, this work provides the recent historical context for Russia's emergence in the world economy.
LOCATION: ADMIN HF 1557 H478 1992 (Main Stacks)
The World Trade Press publishes a series of pocket guides to the corporate culture of countries worldwide. Countries covered in the Russia/Eastern Europe region include Russia and Poland. The focus of these condensed guides is the culture, customs, and business etiquette of the respective countries. The goal is to improve intercultural communication in business relationships. The format of each is identical with four sections providing an overview, a description of the business environment, a customs and etiquette section, and an additional information conclusion. The Russia guide notes that the country is in the midst of a national identity crisis as it attempts to move quickly from a communist state to a market economy while at the same time continuing to show a preference for its historical sense of order and stability. Uncertainty has led to high rates of unemployment, high alcohol consumption and low birth rates. At the same time Russians still view themselves as superior because of their former status as a superpower. As to recommendations concerning the business environment the guide strongly advises foreign businesspeople to establish ground rules based upon honesty and productivity in order to avoid "the Russian way" of getting things done. Local partners are necessary to avoid mafia racketeers. The concluding chapters of the guides contain basic phrases used in everyday conversation, how to format correspondence and addresses for that country's postal system, and selected Internet addresses.

LOCATION: ADMIN HD 58.7 M564 1998 (Main Stacks)


This collection of scholarly writings addresses the question of the changing role of Russia and the newly independent states (NIS) in the world economy with the collapse of the Communist Bloc. It opens with a discussion of Russia's seeming acceptance of market driven economic principles and the West's changed attitude from open hostility to one where Russia is embraced into global economy. The chapter dealing specifically with foreign investment draws comparisons with Western investment in Third World States. It concludes that the states most likely to benefit from foreign investment are those which have significant natural resources such as Russia, Kazakhstan, Turkmenistan, and Azerbaijan. A related study demonstrates that the economic activity that is developing is not just with the West but with other adjacent regions such as the Pacific Rim, the Middle East, and central Asia. Russia's banking and finance sector, her commodity exchanges, and her developing export protectionist policies are all examined in individual studies. A detailed case study outlines Monsanto's continued successful operation in the former USSR. The text concludes with an analysis of the difficulties involved in converting a defence-based economy, in this instance, the Ukraine, into one based on production for the domestic and export markets.

LOCATION: ADMIN HF 1557 R87 1994 (Main Stacks)
The author's purpose is to examine obstacles Russia must overcome in order to be integrated into the world economy. The speed of this process has implications for the industrialized west. This volume provides an analysis of recent economic policy and history which can be useful to set the context for business opportunities.
LOCATION: ADMIN HC 340.12 S65 1993 (Main Stacks)

In this business travel guide the author uses an inventive style to offer insights into Russian culture and society. He takes you on an imaginary trip to Russia with a Westerner making his first foray into the new Russian state. At each step of the journey including preparation, the first 24 hours, and first contact suggestions are offered. New patterns of thinking develop and these in turn develop into a better understanding of the Russian culture. With such a base established the commercial context and negotiation become understandable. Doing business in the Russian context becomes less formidable. A significant part of this guide is devoted to the Russian language and this includes the alphabet, pronunciation, and grammar. A phrasebook section contains a functional set of phrases for handling meetings, making presentations, negotiating, and socializing.
LOCATION: ADMIN DK 510.22 M38 1996 (Main Stacks)

The Pulitzer Prize winning author of this forecast on Russia’s future is also an authority on energy and East-West relations. The broad issues he covers are Russia's transition from a dictatorship to a democracy, her move from a command to a market economy, and her development as a nation state from an empire. He uses a scenarios planning approach which incorporates asking what if questions and thinking the unthinkable. The result is not a single forecast, but rather a set of plausible scenarios. These include a future of chaos and a recentralizing response and also one with a future of a strong political middle with the army, the police, and industrialists allied. A form of Russian capitalism is seen at the end of the road and it will be defined by the scenario that leads to it. Scenario planning is also used to determine the extent of Russia's future imperialist tendencies. The West and its foreign investors clearly have a role to play in this development especially if the Russian economy reaches the state of 'chudo' or economic miracle which is one of the possible scenarios envisaged. As a comprehensive examination of the problems Russia faces in the coming years, this report provides a succinct assessment of the political and economic risk involved in a major emerging market.
LOCATION: ADMIN DK 510.76 Y47 1993 (Main Stacks)
There are numerous books dealing with the transition process Russia and her eastern European neighbours are undergoing as they move from a command to a market economy. This title documents that change, but also comes to some conclusions questioning the outcome of the reforms. The business relationships which are emerging are not typical of Western business practice. Using the case study method, the author focuses on vertical relationships and governance relationships in the Russian business environment. Russia's deep-seated traditions and long history of state intervention continue to significantly impact on these relationships. For potential investors in Russian industry this work provides a better understanding of the reform situation which can be used in conjunction with strategic investment decisions. The appendices include the interview questions used in the case studies as well as sample contracts used for sales and employment in Russia.
LOCATION: ADMIN HF 3630.2 H47 1997 (Main Stacks)

The introduction to this book which analyzes the Russian business personality reminds us that the average Russian holds a deep sense of humiliation and fear as a result of the collapse of the USSR. The reader is also reminded that Russians are neither European or Asian. From these two premises the Russian national character is drawn, first from the Tsarist period, then the Soviet period, and finally from the Post-Communist years. A description of contemporary Russia then follows and this includes a lengthy analysis of the riddle of the Russian character. Separate chapters are devoted to foreign managers, work attitudes, and the Russian employee. These will be of particular interest to business considering an enterprise in the new Russia. Practical information on protocol for meetings and negotiations concludes the text. A useful glossary of common Russian words and an index to counteract the somewhat overlapping chapter headings are included.
LOCATION: ADMIN HF 5389 W56 1996 (Main Stacks)

The author is a long time observer of Russia since 1968 as a journalist, government official, and historian. His study of Russian negotiating behaviour is a culmination of these careers. It focuses on the effects concepts such as the rule of law compromise, consensus, and timing have on the course and outcome of cross-cultural negotiations. The aim is to reduce misunderstandings be they in the business of finance and industry or diplomacy and politics. The Russian negotiating style is found to contain many elements not the least of which is the Czarist and Soviet legacies as well as market economy developments since 1991. The specifics of the negotiating process, counterstrategies, and countertactics are discussed at great length. The concluding chapter deals with doing business in the new Russia where corruption, an underground economy, and the Russian mafia are part of the new market economy reality.
LOCATION: ADMIN JZ 1616 S34 1998 (Main Stacks)
The British publisher Global Books has published a series of what they describe as essential briefings on the customs and etiquette of countries around the world for business and pleasure travellers. Coverage for Eastern Europe includes the Czech Republic, Hungary, and Russia. The guides attempt to provide the reader with the necessary background to avoid basic mistakes in conversation or personal relationships in locations new to them. The guides are short, under 100 pages, and structured to make a quick introduction to a new culture very convenient. They normally contain a map of the country and hot or top tips stressing important nuggets of know-how interspersed throughout the text. The Russian guide opens with a brief history and then moves on to Russia's new market economy and its unique problem of dealing with the newly independent states that used to make up the Soviet Union. There are chapters on travelling to Russia, Russian ways and behaviours, and doing business in Russia. As to business matters the need for proper visas and business documentation is stressed. The new business face of Russia is explored along with the means of communicating successfully for business purposes via e-mail, fax, mail, or phone. The guide concludes with two practical sections on useful words and phrases and facts about Russia.

LOCATION: ADMIN BJ 1943 S59 2000 (Main Stacks)
SLOVAK REPUBLIC

The findings of this World Bank Country Study are based upon official visits in late 1996 and early 1997. The Slovak Republic's growth rate and overall stability is one of Eastern Europe's success stories. Its macroeconomic performance since 1993 is reviewed. This is followed by chapters on foreign trade enterprise reform, the financial and agricultural sectors, and the labour market. Each of these areas is analyzed from the perspective of recent developments and also from the Slovak Republic's increasing integration into the European Union (EU). Concern is expressed about the Republic's current accounts and need for further progress in structural reform including bank privatization. The final two chapters look at environmental concerns and sustainable growth in the context of EU accession. Some 50 pages of statistical tables ranging from social indicators, through national accounts, to price/wage data conclude the text.
LOCATION:  ADMIN HC 270.3 S55 1998  (Main Stacks)

This title is the first report conducted by the World Bank on Slovakia’s economy. It is based on findings and discussions held in 1993 and 1994. With the breakup of the Czechoslovakian federation in 1992 into the countries of the Czech and Slovak Republics, Slovakia faced major structural reform in its transformation to a market economy. This report makes recommendations on those reform matters. In particular, it addresses the need for privatization and redefining the economic role of the government. Further, it recommends the elimination of government regulations which impede new businesses, reducing the fiscal deficit, and reducing subsidies to state enterprises. As is the case with most World Bank publications a tremendous amount of statistical data is provided. It covers all the main demographic, economic, and financial categories in time series tables. For an update on the World Bank's analysis of Slovakia please see **Slovak Republic: A Strategy for Growth and European Integration** within this section of this bibliography.
LOCATION:  ADMIN HC 270.3 S56 1994  (Main Stacks)
UKRAINE

* Economic Growth with Equity: Ukrainian Perspectives. John Hansen. World Bank. 1999. This report focuses on the major problem areas in the Ukrainian economy as identified by eight Ukrainian research teams. These areas are agriculture, education, energy, fiscal management, health, industry, the shadow economy, and social protection. The analysis of these problematic sectors and the resulting discussion of remedial solutions presents a perspective of the direction the country may be following in the next few years. Agricultural reforms in the Ukraine have failed to generate satisfactory economic effects for the country. At the same time the rural population is displeased with the government's actions on marketing and the privatization process. The energy sector is characterized by excessive power consumption, payment arrears, and general instability. The analysis of fiscal policy calls for a stable tax system with equality provisions built into it. The section dealing with industry demonstrates that the Ukraine must enter world commodity markets in a more aggressive manner in order to foster economic prosperity. In the Ukraine the shadow economy is large, estimated to be equal to that of the official sector, and connected to criminal activity. Recommendations are made to reduce shadow economic activity in order that national economic development can occur. A policy of removing restrictions on business, of creating favourable conditions for business development, and strong enforcement of laws at the local and central levels would form the basis of these efforts. Although the overall appraisal of the Ukrainian economy in this report is not positive, the analysis provides insights into the inner workings of the country. This volume contains numerous graphs, tables, and statistics which illuminate the discussion. LOCATION: ADMIN HC 340.19 E27 1999 (Main Stacks)

* Ukraine on the Road to Europe. Lutz Hoffman. Physica-Verlag. 2001. This volume is the result of the 11th Ukrainian-German Economic Symposium which took place in Kyiv on June 22 and 23, 2000. The speakers at the conference are the authors of the book. It is divided into three parts: part one introduces the historical and political relationship between the Ukraine and her neighbours; part two focuses on the bridges being built by the Ukraine on its road to joining Europe; and part three looks at the fiscal and financial considerations involved in joining Europe. The Ukraine has been dominated for centuries by Russia and this dominance has diminished both the ability and the potential of the country. Integration into the European Union (EU) appears to be the preferred solution, perhaps using the Polish model of moving to a market economy, although serious concerns exist about the Ukraine's debt and political problems. Part two looks at matters such as the Partnership and Co-operation Agreement signed by the Ukraine and the EU in 1994 which has not been yet fully implemented. Concern is also raised about the Ukraine's ability to act as a major gas transit bridge for Europe and for the country's agriculture sector because of the EU's controversial Common Agricultural Policy. As to financial and fiscal considerations, Poland, with its pragmatic and efficient monetary policy, is again called upon as a possible model. It is pointed out that the Ukraine requires some long-term vision when it comes to capital investment; the fast buck approach to capital markets must be avoided. The possible effects of the Euro on the Ukrainian economy are discussed as well as the pros and cons of government centralization and decentralization on economic growth. Excellent maps are provided along with statistical graphs and tables throughout the text. LOCATION: ADMIN HC 340.19 U4795 2001 (Main Stacks)
PERIODICALS

* CanadExport. Department of Foreign Affairs and International Trade. Published twice monthly. This federal government newsletter is aimed at exporters and business-oriented people. It carries news stories on companies successful in their export endeavours, government initiatives, and regular features. These features include "The European Advantage" which focuses on some aspect of Canadian-European trade. The "Canadian Trade Review," a feature published quarterly with a year-end cumulation, reviews Canada's trade performance in key sectors and markets using Statistics Canada data. International business opportunities are posted on a regular basis. This newsletter is also available on the Internet at http://www.infoexport.gc.ca/canadexport.
LOCATION: Periodical Stacks

* The Economist. The Economist Newspaper Ltd. Published weekly. Published by the Economist Group, this magazine, founded in 1843, has long been considered one of the most authoritative sources of information on international business and politics. Among others it maintains regular columns on regional areas such as the Americas, Asia, and Europe. There are also regular sections on business and finance/economics. An economic and financial indicators section regularly presents statistics on 15 developed countries in a multi-table format. A corresponding set of indicators is provided for 25 emerging countries. Where appropriate, forecasts for both the developed and the emerging sets of countries are also made available. The Economist also offers a number of free Web sites which are listed in the table of contents of each issue. A particularly useful Web site is "Country Briefings" which provides news, country profiles, forecasts, and statistics for countries worldwide. The address for this service is at http://www.economist.com/countries.
LOCATION: Periodical Stacks

* International Economic Scoreboard. The Conference Board. Published six times per year. This publication contains a combination of concise perspectives on the economies of nations around the world along with forecasts for the current and forthcoming year. Two of the six annual issues are subtitled "Long-Term Outlook" and have forecasts for two years plus the current year. The economists are either on the staff of the Conference Board or other internationally respected organizations. The forecasts cover exchange rates, GDP, consumer prices, unemployment, and short-term interest rates. More than one forecast is normally offered for each major country. This approach is useful in that it assists one in determining a more definitive range for the forecasted figures.
LOCATION: Periodical Stacks
* World Economic Outlook. International Monetary Fund. Published biannually.
This survey of economic prospects and policy issues from the International Monetary Fund (IMF) is compiled from information provided by member countries. The analysis is both current and detailed with each major region of the world considered in turn. Each issue also deals with a current and topical matter. The most recent release, for example, focuses on recessions and recoveries in the world's industrial countries. The analysis identifies 93 business cycles in 21 countries over the period 1973-2000. The narrative throughout is supported in a comprehensive fashion by an extensive array of tables, boxes, and figures on all aspects of country, regional, and world statistics.
LOCATION: ADMIN HC 10 W7979 (Reference)
Databases

This product provides indexing to over 250,000 records per year which have appeared in over 650 Canadian business periodicals. The titles cover the mainstream of Canadian periodical publishing including popular, current affairs, trade, business, special interest, and academic publications. Eight Canadian daily newspapers, including the Globe and Mail, the Financial Post, and the full-text of the Canadian Press Newswire are covered. Full-text articles are provided for over 170 of the periodicals from 1993 forward. Company, product, and industry information is readily searchable as is compiling a list of articles by country or geographic region. The database is updated every month and the coverage dates from 1982.
LOCATION: Databases, University of Manitoba Libraries' Home Page
ADDRESS: http://www.umanitoba.ca/libraries/

* ProQuest Direct ABI/INFORM Global. ProQuest Information and Learning. 1971 to the present.
This database contains thorough indexing and abstracting of articles from more than 1,600 international business and management journals. Full-text or page images of the articles are available for the majority of the titles. Although the majority of the journals are published in the United States, more than 350 are international thus ensuring coverage of the global marketplace. The service is updated on a continual basis with indexing and abstracting coverage dating back to 1971 with full-text and page image coverage from 1986. Searching on the database is user friendly using keywords in either a basic or advanced mode or by searching by publication.
LOCATION: Databases, University of Manitoba Libraries' Home Page
ADDRESS: http://www.umanitoba.ca/libraries/

* Stat-USA Internet. U.S. Department of Commerce.
This database is one of the U.S. Government's main repositories for business, trade, and economic information. A sub-section of the site, the "National Trade Data Bank (NTDB)," provides access to country commercial guides, market research reports, and statistical data in many forms for the major economies of the world. An international trade library within NTDB categorizes the various documents by broad category for an alternative means to search the site. The documents are both full-text searchable and searchable by country and product.
LOCATION: Databases, University of Manitoba Libraries' Home Page
ADDRESS: http://www.umanitoba.ca/libraries/
SELECTED INTERNET SITES

COUNTRY

Bulgaria

* Bulgaria Foreign Investment Agency (BFIA)
BFIA is the Bulgarian government agency mandated to provide assistance and support to international investment. A "Key Facts and Figures" section profiles the country, its geography and history, and presents various investment statistics and main economic indicators. A "Business Legislation" section provides online access to Bulgarian laws dealing with taxes, commerce, labour, and foreigners. A "Business Guide," which focuses on legal, tax, and accounting matters, can be viewed or downloaded. A useful section entitled "Business Costs" provides costs of operating in Bulgaria. Sector studies and successful case studies are included. Information on Bulgaria's 28 regions and numerous links to other valuable Web sites dealing with Bulgaria are also available.
Address:  http://www.bfia.org/

Czech Republic

* CzechInvest
This site is the official agency of the Ministry of Industry and Trade of the Czech Republic. It has nine major sections. Several of these sections deserve special mention. Sector analysis is available through the key services and key manufacturing sectors portions of the site where plastics to software development are featured. The Czech Republic's competitive position in Europe and the investment incentives offered by the country sections are useful for competitive analysis. The 14 regions of the country are individually profiled with maps, statistics, and descriptions. A search service is also provided to locate key sites, suppliers, and educational facilities in the country.
Address:  http://www.czechinvest.org/

Estonia

* Estonian Investment Agency
Created for foreign investors looking for investment opportunities in Estonia, this site is supported by the governmental body known as the Estonian Investment Agency. Estonia's competitive advantage is explained in terms of her market location, the performance of foreign owned companies currently operating in the country, the state of her communication system, the quality of her labour force, and the general health of her business environment. Sector reviews are available for industries from electronics to wood processing. An investment guide contains a series of about a dozen fact sheets which cover topics such as a country profile, operating costs, and establishing a company among others. Legal matters are considered in a section called Estonian Law, and macroeconomic indicators are found in a statistical section.
Address:  http://www.eia.ee/index_eng.php3
Hungary

* Hungarian Investment and Trade Development Agency (ITHD)
The English version of this government site is known as Business 2 Hungary. The site is divided into three major sections; news and events, business opportunities, and an information centre. The news and events section is self-explanatory while the business opportunities section allows one to post business offers after a free registration process. The information centre provides comprehensive information on all aspects of doing business with Hungary. A country profile offers a thorough examination of Hungary's business climate and her competitive advantages. Various booklets are available for downloading covering topics such as accounting, taxation, and setting up a company. Detailed statistical information is available in a facts and figures section. Priority sectors in the Hungarian economy receive full sectoral analysis.
Address:  http://www.itd.hu/

Latvia

* Latvian Development Agency
Under the jurisdiction of the Ministry of Economy, this site provides a country profile of Latvia in conjunction with competitive reasons to invest in the country under a "Discover Latvia" heading. These reasons include the business friendly environment, positive economic growth, a highly qualified work force, and a superior transport infrastructure. A “Latvian Business Guide” spells out the various processes to be considered for tax, accounting, and business set-up matters. Sector overviews are available in a business opportunities portion of the site and include, among others, engineering, logistics, and chemicals/pharmaceuticals. Current news about Latvia and business developments in the country are also provided.
Address:  http://www.lda.gov.lv/eng/

Lithuania

* Lithuania Development Agency
The Lithuanian Development Agency has as its mandate the promotion of foreign investment and export promotion. This site has two major sections. The invest in Lithuania portion opens with ten competitive reasons to invest in the country. A country profile supplies basic country and economic data. The business and investment climate is presented in terms of company formation, operational costs, and the labour force, among other characteristics. The legal environment is outlined from the perspective of foreign investment and trade. The publication "A Practical Guide for Investors in Lithuania" is available for downloading. The buy from Lithuania section describes in summary form the sectors most suitable for trade along with a description of import and export trade conditions and numerous trade statistics.
Address:  http://www.lda.lt/
Poland

* **Poland.pl**

This site is maintained by the Research and Academic Computer Network (NASK), a leading Polish data communications carrier which supports the business community as well as academic and scientific institutions. An "Invest in Poland" section provides information on Polish society and its workforce, business registration procedures, the tax structure, and investment incentives for foreign business. A directory provides links to many Polish institutions. For example, the "Business and Economy" section of the directory leads to finance and market research sites, publications, and other business organizations. More general information on travel, Polish current news, and an archive of Polish documents is also available. Road, tourist, and administrative maps add to the usefulness of the site.

Address:  [http://www.poland.pl/](http://www.poland.pl/)

Romania

* **Romanian Foreign Trade Centre (RFTC)**

This centre is the national export promotion organization for the Romanian Department of Foreign Trade. A major portion of the site is devoted to the Romanian business environment. This includes a profile of the country, a synopsis of the economy in narrative and statistical format, and trade regulations which may impact on foreign investment. Free trade zones are described, distribution channels analyzed, and advertising regulations delineated. Industries within Romania which have international comparative advantages such as the clothing, leather goods, ceramic, and metallurgic sectors receive considerable attention. As is customary for a government agency, many useful links are provided to other sites.


Russia

* **Foreign Investment Promotion Center (FIPC)**

This agency is jurisdictionally under the Ministry of the Economy of the Russian Federation. Although the information currently on the site is dated and only partly available in English, as an official government institution it holds promise for the future. Various publications are provided including those dealing with economic developments, an investment review, and macroeconomic data and forecasts. A list of investment proposals and opportunities is arranged by region. A FIPC Archive provides access to documents and statistics generated through the 1990s. It also allows access to an earlier version of the FPIC site dated 1999 which is valuable for its analysis of Russia's regions.

Address:  [http://www.fipc.ru/fipc/](http://www.fipc.ru/fipc/)
Slovakia

* **Slovak Investment and Trade Development Agency (SARIO)**
This government site provides services to companies and individuals looking to make Slovakia a home for their investment. A country profile includes a history of Slovakia along with descriptions of the country's transport, communication, and economic infrastructures. The business benefits of Slovakia's central European location are spelled out in addition to the economic and financial circumstances of the country. Investment incentives and support programs are presented. The country's major business/industrial sectors are profiled. Also very useful is the regional investment information for Slovakia's eight administrative regions.
Address:  [http://www.sario.sk/](http://www.sario.sk/)

Slovenia

* **Slovenia Trade and Investment Promotion Agency (TIPO)**
This government site provides the basic information necessities for doing business in Slovenia. A fact file consists of a country profile along with economic indicators. A legal framework section presents the investor friendly environment in Slovenia with links to the various laws and relevant legislation of the country. Other sections deal with the tax regime, costs in regard to the labour force and real estate, and investment incentives available. Documents are available for downloading and include an investors guide, a business newsletter, and the country's future plans for attracting foreign investment.
Address:  [http://www.investslovenia.org/index.html](http://www.investslovenia.org/index.html)

Ukraine

* **Embassy of Ukraine in Canada. Trade and Economic Mission**
This government sponsored site opens with a general information section which provides a brief overview of the country, a map, and a history of current bilateral relations between Canada and Ukraine. A "Doing Business in Ukraine" section describes the investment climate including business opportunities, a how-to on company creation, and an extensive tax guide to Ukraine. The tax guide includes corporate, personal, property, and other forms of taxation in addition to the various forms of doing business in the country. Business proposals offered by Ukrainian companies are arranged by sector and by region. Useful links are provided for other government agencies, newspapers, and other business sites about Ukraine.
Address:  [http://www3.sympatico.ca/tem-ukraine/](http://www3.sympatico.ca/tem-ukraine/)
* **BISNIS (Business Information Service for the Newly Independent States)**
This site is the U.S. government's main information resource center for U.S. companies doing business with Russia and other Newly Independent States (NIS). It provides strategies for doing business along with current market reports on the NIS. It also contains the latest business news and investment leads. Country reports are available for each of the NIS states as well as reports on Russia herself broken down by geographic region. Industry reports are broken down by broad sector such as consumer goods, transportation and distribution, and aviation. Numerous useful links are also provided to government and non-government sites.

* **CEEBIC (Central and Eastern European Business Information Center)**
This Center is the official U.S. Government clearinghouse for current economic, commercial, and financial information on the 15 countries which comprise Central and Eastern Europe. The 15 are Albania, Bosnia & Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, Yugoslavia, Macedonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovak Republic, and Slovenia. In addition to country specific information which includes a country commercial guide, trade and investment leads by sector, and links to other useful resources this site provides an overview of why to do business in the region as a whole. This site was recognized as a Forbes Best of the Web in 2002.

* **Central and East European Business Directory**
This site describes itself as the first Central and East European Business Directory on the Internet. Its basic goal is to provide comprehensive and current information dealing with investment opportunities, trade links, and partnerships. Menu options include country profiles, a directory, and investment offers. The country profiles section covers countries from Albania to Uzbekistan and provides a map and basic profile data for the 24 countries included. The directory opens up access to company information categorized by industry sector. Investment offers are arranged by project or program. One of the links provided at this site is to the European Bank for Reconstruction and Development (EBRD) at [http://www.ebrd.com/](http://www.ebrd.com/), from which information on the 27 countries it assists can be found either by country or sector. Both the parent site and the EBRD site are searchable.
Address:  [http://www.ceebd.co.uk/ceebd/business.htm](http://www.ceebd.co.uk/ceebd/business.htm)
* **Infoexport (Europe)**  
This service is a sub-section of Infoexport (Canadian Trade Commissioner Service) which in turn is part of the Canadian Department of Foreign Affairs and International Trade. From the main site address noted below one can select from the site map reports and services by country. The Europe portion presently provides detailed information on 12 Eastern European countries where Canada has Trade Commissioner Service offices. Reports on other Eastern European countries are also available, but in a less structured format. Each country is analyzed in terms of its business climate and its dominant sectors. Links are provided to other important sites, both Canadian and of the country in question.  
Address: [http://www.infoexport.gc.ca/](http://www.infoexport.gc.ca/)

**INTERNATIONAL**

* **CIA World Factbook**  
The Central Intelligence Agency's (CIA) Factbook has been a reliable source of international information since it was made available to the general public in 1975 and this tradition continues with its more recent availability via the Internet. It provides ready access to basic country profiles for every current country worldwide. Each country entry opens with a flag and map. There are also broader based regional reference maps which are useful for placing the individual country in its geographical context. A standard format is then followed with information for each country entry presented under the following headings: geography, people, government, economy, communications, transportation, military, and transnational issues. The information is presented in a concise fashion and is generally as current as can be expected; updates are made through the year as required for the Web version. The site has a number of very useful appendices; one deals with international abbreviations or acronyms and a second with international organizations and groups where membership and purpose are specified. Overall, the Factbook remains a solid source of basic information; however, in-depth analysis will have to be sought elsewhere.  

This site is the U.S. Government's main online resource for U.S. companies engaged in exporting. It pulls together the information resources of 19 U.S. federal agencies. It provides export counseling and export promotion advice in the form of articles and frequently asked questions, as well as country and industry market research. The country and market research portion of the service is immense as it is drawn from all U.S. federal sources including embassies, consulates, and overseas offices in addition to traditional home services and programs. Although the site is clearly geared for the American audience, it can be utilized by the Canadian international business researcher.  
Address: [http://www.export.gov/](http://www.export.gov/)
* Exportall
Described as a one-stop source for export and international business information, this site will eventually provide information on over 200 countries. The product of two Dutch companies, Dutch Export Consultancy and Worldwide Info Search, the site is comprised of two directories. There is a general directory that provides access to broad-based business and industry Web sites and a country directory which provides specific information on that country's business, industry, facts and figures, government, politics, news, etc.
Address: http://www.exportall.nl/index.html

* ExportSource (Team Canada Inc.)
Team Canada Inc. is a network of 21 federal government departments and agencies set up to help Canadian businesses in the international market place. It describes itself as Canada's most comprehensive source of export information and services. The site provides tools and guides to export preparation and exporting such as a "Step-by-Step Guide to Exporting" and a "RoadMap to Exporting." Regional export information is available by province or territory. Back issues of CanadExport, the trade newsletter of the Department of Foreign Affairs and International Trade are available online.
Address: http://exportsource.ca/

* globalEDGE
This site was formerly known as International Business Resources on the WWW. It is still maintained by the Center for International Business Education and Research at Michigan State University (MSU-CIBER). It now describes itself as a Web portal that connects international business professionals to resources on global business activities. One of the basic access points is by country with more than 190 countries covered in terms of their business climate, political structure, history, and statistical resources. There is also a directory of global resources which can be searched by keyword or accessed by categories of specific orientation and content. For example, the government category leads to entries for government sites which generate information through their respective agencies, ministries, and departments. One of the features of the site is a section entitled "Market Potential Indicators for Emerging Markets" where some 24 countries are ranked for their potential, using categories such as market size, market intensity, market consumption capacity, and market receptivity. This site receives high praise in the international business literature.
Address: http://globaledge.msu.edu/ibrd/ibrd.asp

* Governments on the WWW
This site will be tremendously useful to any business researcher seeking government generated information from a particular country. As the site describes itself it is a comprehensive database of governmental institutions on the World Wide Web including parliaments, ministries, offices, law courts, embassies, city councils, public broadcasting corporations, central banks, multi-governmental institutions, etc. The thousands of entries are from more than 220 countries and are updated regularly. The sites are categorized and new entries are placed in a history section for viewing updates separately from the main listing.
Address: http://www.gksoft.com/govt/
* **Infoexport (Canadian Trade Commissioner Service)**

A service of the Department of Foreign Affairs and International Trade, this site provides access to hundreds of sectoral market studies and country specific reports prepared by the 140 Canadian trade commissioner offices around the world. Although the site is intended for companies with export intentions, it is also suited for international business research. The site is searchable by keyword, but is easier to search by sector or country. As the site is intended for Canadians only, a free registration process is required. Links to other useful Canadian governmental sites are also provided.

Address: [http://www.infoexport.gc.ca/](http://www.infoexport.gc.ca/)

* **Library of Congress**

A section of the Library of Congress site entitled "Portals to the World," accessible through a site map, provides access to hundreds of international business resources arranged by country. Every country in the world will be included by 2003. Each country is broken down by broad subject area and this includes a section usually entitled "Business, Commerce, and Industry." The business section then provides links to other sites relevant to business and that particular country. For example, for South Korea links are provided for the Bank of Korea, the Korea Development Institute, and the Korea Institute for International Economic Policy. A map of the respective country is also provided along with, in many cases, a corresponding country guide.

Address: [http://www.loc.gov/](http://www.loc.gov/)

* **Manitoba Trade and Investment (MTI)**

The Manitoba Trade and Investment Corporation is an agency of the provincial government with the mission of building the Manitoba economy through industry development, export, and investment marketing opportunities. One of its sub-sites entitled "Manitoba Export Services" offers programs and services for Manitoba businesses wishing to pursue international export opportunities. Various tools and guides on how to export are provided in conjunction with the federal government. Country market profiles are available which in turn utilize various links including federal government sites such as Strategis and Canadian embassies worldwide. Information is also provided on Manitoba's International Projects Initiative, which provides assistance to Manitoba companies seeking international exposure.

* **Organization for Economic Cooperation and Development (OECD)**

The OECD, an international organization with the mandate of helping governments tackle economic, social, and governance challenges, currently has a membership of some 30 countries. A very useful section of this site is the "Economics Department" and in particular its "Economic Surveys." Approximately 18 surveys are published per year, of both member and non-member countries. For example an "Economic Survey of Japan" was published in late 2002 and the assessment and recommendations portion of the survey can be downloaded free of charge. Perhaps the most convenient way to use this site is via a member country search which makes available links to all OECD documents about that country. External links to additional non-OECD macroeconomic reports and data are provided for a number of countries. The OECD "Economic Outlook" section provides the latest forecast information and trends for member and major non-member countries for a two-year period. The statistics section is immense and very useful for raw data.

Address:  [http://www.oecd.org](http://www.oecd.org)

* **Strategis**

Strategis is Industry Canada's major initiative on the Internet providing business and consumer information for Canadians on the broad subjects of business, trade, and investment for both the domestic and international markets. The section on trade and investment leads to international business opportunities and in particular trade strategies for specific sectors, market research broken down by region and in turn by country, and various resources and services available from the government for exporting or importing. For example market research reports are available for every major country in the world. As an illustration Brazil's entry reveals some 30 items ranging from Brazil's international business practices to current economic trends and investment climate. Sector studies range from consumer products to biotechnology. The information provided is drawn from sources beyond Industry Canada and includes the United States Department of Commerce and the Central Intelligence Agency.


* **VIBES: Virtual International Business & Economic Sources**

This site, maintained at the J. Murrey Atkins Library at the University of North Carolina at Charlotte, provides links to over 1,600 sources of international business and economic information. A comprehensive section covers all parts of the world, a regional section covers a continent or specific region, and the national section covers individual nations. The comprehensive section is arranged in 18 broad subject categories from agricultural products to trade issues. VIBES does not include fee-based services or business directories and states that all the sources listed can be used free of charge.

Address:  [http://libweb.uncc.edu/ref-bus/vibehome.htm](http://libweb.uncc.edu/ref-bus/vibehome.htm)
* **World Bank Group**

The World Bank site has a number of sections of potential use for international business researchers. Of particular note are the "Countries & Regions" and the "Data & Statistics" sections. The former provides a country or regional briefing along with tables of current economic indicators. The briefing includes commentary on the country's or region's economic development and current policy issues along with a description of active World Bank initiatives in the area. The "Data & Statistics" section uses official statistics derived from the national governments of its members. The data is available by country or country grouping, by topic, in quick reference tables, and in map format for world development indicators.


* **World Trade Organization**

The World Trade Organization (WTO) was established in 1995 succeeding the General Agreement on Tariffs and Trade (GATT). With 144 members it is the international organization dedicated to the rules of trade between nations. Its goal is to help producers of goods and services, exporters, and importers carry on their business. This site explains the WTO's scope of operations and in particular the legal agreements among countries known as the multilateral trading system. These agreements or contracts guarantee member countries rights and also bind countries to limit their trade policies. The dispute settling mechanism of the WTO is explained and flow charted. International trade statistics are available for downloading by region, by sector, or by product. Useful features include site links to the national statistical offices and to other major national sources of its member countries. Links are also available to other major international and regional organizations such as the World Bank, the International Monetary Fund (IMF), and the Organization for Economic Co-operation (OECD).

Address:  [http://www.wto.org/](http://www.wto.org/)