

Apertura: opening, referring to the opening of the Mexican economy beginning in the mid-1980s (see ISI, below).

Big Three: the three major U.S.-owned automobile manufacturers--General Motors, Ford, and Chrysler.

CANACINTRA, *Cámara Nacional de Industrial de Transformación:* Mexico's association of small manufacturers, with which industry-specific chambers and individual manufacturers are affiliated.

CBI, Caribbean Basin Initiative: a package of trade and investment incentives extended by the United States to Mexico and other nations in the Caribbean, intended to permit those countries to increase their "nontraditional" exports to the United States. Nontraditional exports include, for example, apparel and winter vegetables (as opposed to bananas, sugar, and coffee).

CETS, *Centros de Enseñanza Terminal:* Mexican vocational-technical schools.

CIMO, *Capacitación Industrial de la Medio de Obra;* a Mexican Government program that provides business advice and training to smaller companies.

CO switch, central office switch: a large telephone exchange, typically computerized.

CONALEP, *Colegio Nacional de Educación Profesional Técnica:* Mexican program for vocational-technical education and worker training.

CONASUPO, *Compañía Nacional de Subsistencias Populares:* the Mexican Government's agricultural distribution and marketing organization.

Contracto leyes: literally, law contracts-sectoral labor contracts established under Mexican labor law.

CTM, *Confederación de Trabajadores Mexicanos:* Confederation of Mexican Workers, the dominant labor union federation in Mexico.

EC: European Community.

EDWAA, *Economic Dislocation and Worker Adjustment Assistance:* U.S. Government program providing training and job-placement assistance to displaced workers.

Ejididos: plots of land owned by the Mexican Government with usage rights extended to farmers known as *ejidatarios*. Land reform policies now being implemented include privatization of ejidos.

FDI, *foreign direct investment:* assets within a country—e.g., equity holdings in a corporation-wholly or

partially owned by foreign residents, individual or corporate.

GATT, *General Agreement on Tariffs and Trade:* an organization and set of rules under which more than 100 nations negotiate trade agreements and seek to resolve trade-related disputes.

GDP, *gross domestic product:* the value of goods and services generated *within* a national economy, generally on a yearly basis.

GNP, *gross national product:* GDP adjusted for revenues that enter and leave an economy as a result of financial flows associated with foreign investments.

Greenfield plant: a new plant built on a new site (as opposed to a remodeled "brownfield" plant).

Inexistente: illegal, referring to labor strikes ruled not to exist for a variety of procedural or substantive reasons by Mexican arbitration boards.

IRCA, *Immigration Reform and Control Act of 1986:* among its provisions, RCA provides amnesty for qualifying undocumented aliens already in the United States, while penalizing employers who knowingly hire undocumented workers.

ISI, *import substitution industrialization:* Mexico's industrial development strategy up until the middle 1980s, which relied on trade barriers to protect Mexican firms and investment controls to attract foreign manufacturers.

JIT, *just-in-time:* a production system that minimizes inventories, generally requiring close working relationships between labor and management and suppliers and customers.

Keiretsu: groups of Japanese companies linked by partial equity holdings.

Knock-down kits: parts and components shipped ready for assembly, typically in a foreign plant.

Lean production: a form of production organization, especially in the auto industry, that relies on just-in-time manufacturing and rapid product development.

Mainframe computer: a large and powerful computer, normally intended for general-purpose data processing.

Maquiladora, maquila: a Mexican plant that imports components duty-free from the United States and exports finished goods to the United States, paying duty only on the value added in Mexico.

- Mestizo:** a Mexican of mixed Spanish and Native American ancestry.
- MFA, Multi-Fiber Arrangement:** an international framework for negotiating bilateral agreements on quotas for textiles and apparel items.
- Microcomputer:** small computer designed around a single-chip processing unit.
- Minicomputer:** intermediate in cost, size, and processing power between a microcomputer and a mainframe.
- MNC, multinational corporation:** a company with substantial foreign direct investments that seeks to operate on a more or less integrated basis in the countries in which it does business.
- NAFTA, North American Free Trade Agreement:** proposed agreement negotiated by representatives of the United States, Mexico, and Canada that would remove many existing barriers to the free movement of goods, services, and capital in North America. Implementation would require ratification by the legislative branches of the three countries.
- NIC, newly industrializing country:** examples include Singapore, Taiwan, South Korea, and Hong Kong.
- NIE, newly industrializing economy:** term used to distinguish Asian countries such as Indonesia, Thailand, and Malaysia from the NICs. The NIEs are less developed than the NICs, but industrializing rapidly.
- NLRA, National Labor Relations Act of 1935 (Wagner Act):** protects the right of U.S. workers to organize and bargain collectively.
- NLRB, National Labor Relations Board:** established under the NLRA to adjudicate disputes.
- NTB, nontariff barrier:** any trade restriction other than a tariff or duty on imports+. g., a numerical quota or requirement for licensing.
- OSHA, occupational Safety and Health Administration:** a part of the U.S. Department of Labor with responsibility for issuing and enforcing workplace health and safety standards.
- Pacto, Pacto de Solidaridad Económica:** wage and price control policy to bring down inflation, established by the Mexican government in consultation with business and labor in 1987. Subsequently renamed the *Pacto de Estabilidad y Crecimiento Económica*.
- Pattern bargaining:** collective bargaining that limits variation of wages and benefits within an industry by establishing similar union contracts at competing companies.
- PBX, private branch exchange:** a small telephone exchange typically installed in offices.
- PC, personal computer:** a general-purpose micro-computer.
- PEMEX, *Petróleos Mexicanos*:** Mexico's state-owned oil company.
- PRI, *Partido Revolucionario Institucional*:** the dominant political party in Mexico, with roots tracing back to 1929.
- PRONALF, *Programa Nacional de Alfabetización*:** Mexican literacy program.
- Scientific management:** see Taylorism.
- SECOFI, *Secretaría de Comercio y Fomento Industrial*:** Mexico's Secretariat (or Ministry) of Commerce and Industrial Promotion.
- SEDUE, *Secretaría de Desarrollo Urbano y Ecología*:** Mexico's former Secretariat of Urban Development and Ecology, with responsibilities paralleling those of the U.S. Environmental Protection Agency. SEDUE was merged with the large social welfare agency, PRONASOL, in 1992 to form the Secretariat for Social Development (SEDESOL).
- SEP, *Secretaría de Educación Pública*:** Mexico's Secretariat of Public Education.
- SIC, Standard Industrial Classification:** U.S. Government classification system for industries and industrial groupings.
- SMEs:** small- and medium-sized enterprises (typically those with less than 500 employees).
- SPC, statistical process control:** method for ensuring product quality based on statistical distributions of measurements.
- STPS, *Secretaría del Trabajo y Previsión Social*:** Mexico's Secretariat (or Ministry) of Labor and Social Welfare.
- Strategic alliance:** corporate relationships intended to further the interests of both partners such as joint ventures and cooperative marketing agreements.
- Surface mount technology:** method for assembling printed circuit boards using an adhesive solder (rather than pins inserted into holes on the board).
- TAA, Trade Adjustment Assistance:** U.S. Government program that provides income support and training to workers displaced because of international trade.
- Taylorism:** workplace organization, especially common in assembly line production, based on simplifying individual tasks and setting effort levels through such methods as time-and-motion study.

TelMex, *Teléfonos de México*: Mexico's monopoly provider of telephone service, state-owned until privatized in 1990,

Transplant: a plant built in the United States by a foreign manufacturer to serve the U.S. market, often to substitute for exports that had previously been shipped to the United States.

QR, Quick Response: organization of production and distribution in the apparel industry intended to de-

crease the time between ordering by retailers and delivery of new stock to them.

UAW: United Auto Workers.

UI, unemployment insurance: U.S. system for providing income support to unemployed workers, typically for periods of up to 26 weeks.

Wagner Act: see NLRA.