

University of Pennsylvania
The Wharton School
MGMT960
Institutions and Multinational Management
Q4 Spring, 2011
Wednesday 1:30-4:30pm, Bowman Room

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Course Description:

This course builds on the foundational material presented in MGMT 955 with a deeper focus on current research examining institutional influences on multinational management. These include regulative supports (e.g., laws, regulations, contracts and their enforcement through litigation, arbitration of incentive compatible self-regulation) but also normative (e.g., socially shared expectations of appropriate behavior, and social exchange processes) and cognitive (e.g., creating shared identity to bridge differences in values, beliefs and framing) elements of the institutional environment. We will examine not only strategic responses in the market environment but also influence strategies of multinational and domestic firms that seek to alter the institutional environment in which they operate. We will draw not only upon the international business literature but also related literatures including political economy, law, finance, communications, institutional theory, strategic corporate social responsibility, tourist management, construction management, management of extractive industries, negotiations, social movements and network theory (really!).

Course Requirements

The course grade will be based on class participation and a final paper proposal (10-12 double spaced pages that offer at least one testable hypothesis). Students will also write summaries and analyses of articles; these are intended to be used by students as they prepare for MM field exams.

Students have the option of following EITHER this course or MGMT 955 with an Independent Study for 0.5 credit units in which they write a more extended 25-40 page theoretical research paper or empirical proposal (i.e., a paper that identifies and describes relevant data to test theoretically propositions and, if the data is readily obtainable, begins preliminary analysis or specifies clearly the process of acquisition). Students who avail themselves of this option must submit a preliminary draft of the long paper before receiving credit for MGMT 960 (or 955).

Participation

Regular attendance and participation are critical to your successful completion of this course. You should complete the assigned readings and written assignments prior to each class. You are encouraged to prepare for class with your colleagues; however, each member of the class should be fully conversant in the material—expect to participate in every class.

Written summaries and analysis

Each week, selected individuals (or sometimes pairs of students) will be given responsibility to write a summary and critical analysis of two of the assigned readings for that class, or a question that relates to

the readings, and for presenting and leading the discussion of those readings (approximately 2 pages in length). These assignments will be made at least one week prior to the relevant class session. For each of the papers assigned to you, your written report should outline the following:

- (a) the dominant research question;
- (b) the research design including an assessment of the quality of the theoretical argument and/or empirical evidence (for one set of quality standards see <http://strategyresearchinitiative.wikispaces.com/High+Quality+Research>);
- (c) the contribution of the research to
 - a. the extant theoretical and/or empirical literature
 - b. our understanding of relevant phenomena in international business;
- (d) limitations of the research and;
- (e) *most importantly*, feasible refinements or extensions to the empirical study and related research questions that are prompted by your reading of the paper.

These reports should be distributed to all participants at the beginning of the class session (and posted on webCafe no later than 6am the morning of class)

Paper

You should develop a high quality research proposal (for one set of quality standards see <http://strategyresearchinitiative.wikispaces.com/High+Quality+Research>) examining a topic of relevance to international management (i.e., drawing upon readings from one or more weeks of the course). Given the six week time frame of this course, you will need to begin thinking about this paper early in the course. We will discuss this paper on the first day of class. In brief, I expect you to turn in a theory section that is between 10-12 pages that would be at the level of development that if would be suitable for submission to an academic conference. I do not expect you to have any data, but I expect you to develop at least one testable prediction in these 10-12 pages. Please feel free to discuss your ideas with me whenever you are ready to do so.

For students wishing to supplement the 0.5 credit unit course offering with a 0.5 credit unit independent study, the extended paper requirement should take the form either of a conference submission ready theoretical paper or a detailed empirical research proposal that includes the identification of a data source, the operationalization of the theoretical constructs of interest and the discussion of an appropriate methodology for empirical testing that should lead to generalizable inference. The inclusion of preliminary empirical results is welcome but by no means required.

Policy on Auditors

Advanced students who do not wish to enrol as full participants are welcome to audit the course, under the following conditions: (1) you commit to attend at least 75% of the class sessions, and inform me in advance which sessions you will attend; (2) you participate fully in the sessions that you attend, including doing a “fair share” of summary writing and leading class discussion. Auditing students are excused from assignments related to the class paper.

READING MATERIALS:

There is no bulkpack for this class. PDF versions of the readings will be put on webcafe.

3/16/11: Introduction

Required

Hill, Claire A., 1998. How Investors React to Political Risk. *Duke Journal of Comparative & International Law* 8:283-313.

<http://www.law.duke.edu/shell/cite.pl?8+Duke+J.+Comp.+&+Int'l+L.+283+pdf>

Woodhouse, Erik J. 2006. "The Obsolescing Bargain Redux? Foreign Investment in the Electric Power Sector in Developing Countries" *International Law and Politics* 38:121-219.

http://iis-db.stanford.edu/pubs/21279/JILP_Obsolescing_Bargain.pdf

Frynas, J. G., Mellahi, K., & Pigman, G. A. 2006. First mover advantages in international business and firm-specific political resources. *Strategic Management Journal*, 27(4): 321-45.

Scott, W Richard, Raymond E. Levitt and Ryan J. Orr (eds.) 2011. *Global Projects: Institutional and Political Challenges* Cambridge University Press: New York. Chs. 1, 2, 4, 5, 6 & 11.

Supplementary

Weston, Burns H. 1975. "'Constructive Takings' under International Law: A Modest Foray into the Problem of 'Creeping Expropriation'" *Virginia Journal of International Law*. 16(1):103-175.

Khan, M. Fouzul Kabir and Robert J. Parra "Sources of Project Finance" in *Financing Large Projects: Using Project Finance Techniques and Practices* (New York: Pearson) pp. 161-202.

Yannaca-Small, Catherine. 2004. "'Indirect Expropriation' and the 'Right to Regulate' in International Investment Law" *Organization for Economic Co-operation and Development Working Paper on International Investment* 2004(4). <http://www.oecd.org/dataoecd/22/54/33776546.pdf>

Taking Multinationals to Court: How the Alien Tort Act Promotes Human Rights (Joshua Kurlantzick, *World Policy Journal*, Spring 2004

Orr, R.J.; Metzger, B. (2005) The Legacy of Global Projects: A Review and Reconceptualization of the Legal Paradigm. Proceedings of the 1st General Counsels' Roundtable. Stanford, CA, 21 - 22 January, 2005. http://crgp.stanford.edu/publications/working_papers/proceedings1.pdf

Fisch, J. E. 2005. How Do Corporations Play Politics?: The FedEx Story. *Vanderbilt Law Review*, 58(5): 1495-572.

Franz T. Lohrke, Gina W. Simpson, David M. Hunt, 2007. Extending the bargaining power model: Eighteenth century lessons from Panton, Leslie and Company in managing political risk, *Journal of Management History*, 13(2):153-171

Gould, John A. and Matthew Winters. 2007. "An Obsolescing Bargain in Chad: Explaining Shifts in Leverage Between the Government and The World Bank." *Business and Politics* 9(2):Article 4.

Wells, Louis and Rafiq Ahmed 2007 *Making Foreign Investments Safe: Property Rights and National Sovereignty* Oxford University Press

Moran, Theodore H., West Gerald T. and Keith Martin (eds.) *International Political Risk Management: Needs of the Present, Challenges for the Future* (Washington D.C.: The World Bank Group) pp. 53-248.

Desai, Mihir A. and Alberto Moel. 2008. "Czech Mate: Expropriation and Investor Protection in a Converging World" *Review of Finance* 12:221-251

Desai, Mihir, Fritz Foley and James R. Hines. 2008. "Capital Structure with Risky Foreign Investments." *Journal of Financial Economics*.

Nebus, J. & Rufin, C. 2010. Extending the Bargaining Power Model: Explaining Bargaining Outcomes Among Nations, MNEs and NGOs. *Journal of International Business Studies*, Forthcoming.

3/23/11: Theoretical Approaches: Political Economy

Required

Putnam, Robert D. 1988. "Diplomacy and domestic politics: The logic of two-level games." *International Organization* **42**:427-460.

Tsebelis, George. 1999. "Veto Players and Law Production in Parliamentary Democracies: An Empirical Analysis." *The American Political Science Review*. **93**(3): 591-608
<http://www.jstor.org/stable/pdfplus/2585576.pdf>

Bueno de Mesquita, Bruce. 2002. *Predicting Politics* (Columbus: Ohio State University Press)

Baumgartner, Frank R. 2009. [Interest Groups and Agendas](#). In L. Sandy Maisel and Jeffrey M. Berry, eds., *Oxford Handbook of American Political Parties and Interest Groups*. New York: Oxford University Press, forthcoming, pp. 519–33.

Supplementary

Schattschneider, E. E. 1935. *Politics, Pressures and the Tariff*. New York: Prentice-Hall.

Schattschneider, E. E. 1960. *The Semisovereign People: A Realist's View of Democracy in America*

Downs, Anthony. 1957. *An Economic Theory of Democracy* (New York: Addison Wesley)

Olson Mancur 1965. *The Logic of Collective Action*. (Cambridge: Harvard University Press)

Lowi, Theodore J. 1969 *The End Of Liberalism: The Second Republic of the United States* (New York: W.W. Norton)

Moe, Terry M. 1980. *The Organization of Interests: Incentives and the Internal Dynamics of Political Interest Groups* (Chicago: University of Chicago Press)

Levy, Brian and Pablo T. Spiller "The Institutional Foundations of Regulatory Commitment: A Comparative Analysis of Telecommunications Regulation" *Journal of Law, Economics and Organization* **10**: 201-246.

Walker, Jack L. Jr. 1991. *Mobilizing Interest Groups in America: Patrons, Professions and Social Movements* (Ann Arbor: University of Michigan Press)

Baumgartner, Frank R. and Bryan D. Jones 1993. *Agendas and Instability in American Politics* (Chicago: University of Chicago Press)

Henisz, Witold J. 2000. "The Institutional Environment for Economic Growth." *Economics and Politics* **12**(1):1–31.

Persson Torsten and Guido Tabellini 2000. *Political Economics: Explaining Economic Policy* (Cambridge: MIT Press)

Grossman, Gene M. and Elhanan Helpman 2001. *Special Interest Politics* (Cambridge: MIT Press)
Budge Ian et. al. 2001. *Mapping Policy Preferences: Estimates for Parties, Electors and*

Governments 1945-1998 (Oxford: Oxford University Press)

Tsebelis, George. 2002. *Veto Players: How Political Institutions Work*. Princeton: Princeton University Press

Bueno de Mesquita et. al. 2005. *The Logic of Political Survival*. (Cambridge: MIT Press).

Jones, Bryan D. and Frank R. Baumgartner 2005. *The Politics of Attention: How Government Prioritizes Problems* (Chicago: University of Chicago Press)

Budge Ian et. al. 2006. *Mapping Policy Preferences: Estimates for Parties, Electors and Governments in Eastern Europe, European Union and OECD 1990-2003*. (Oxford: Oxford University Press)

Acemoglu, Daron and James A. Robinson 2006. *Economic Origins of Dictatorship and Democracy* New York: Cambridge University Press.

Iaryczower, Matias Pablo T. Spiller and Mariano Tommasi (2006). Judicial Lobbying: The Politics of Labor Law Constitutional Interpretation. *American Political Science Review*, **100**:85-97

3/30/11 [DATE/TIME TO BE RESCHEDULED]: Theoretical Approaches: Sociology and Psychology

Required

Georg Simmel, "Triad," in Kurt H. Wolff (Ed. and Trans.), *The sociology of Georg Simmel* (pp. 145-169). New York: Free Press. (Original work published in 1908).
<http://www.archive.org/details/sociologyofgeorg030082mbp> (pages 215 - 239 in the PDF).

Knoke, D. (1990). *Political Networks: The Structural Perspective*. Cambridge, UK, Cambridge University Press. Appendix, Chs. 1, 5, 6 and 7

Ghoshal, S. and C.A. Bartlett. 1990. The Multinational Corporation as an Interorganizational Network, *Academy of Management Review*, 15 (4): 603-625.

Fehr, E. & Simon, G. 2000. Fairness and Retaliation: The Economics of Reciprocity. *The Journal of Economic Perspectives*, 14(3): 159-81.

Nee, V. & Ingram, P. 2001. Embeddedness and Beyond: Institutions, Exchange and Social Structure. In Brinton, Mary C & Victor Nee, (Eds.), *New Institutionalism in Sociology*. Stanford, CA: Stanford University Press.

Charness, G. & Rabin, M. 2002. Understanding Social Preferences with Simple Tests. *Quarterly Journal of Economics*, 117(3): 817-69

Henisz, Witold 2011. Network Based Strategies and Competencies for Political and Social Risk Management in Scott, W Richard, Raymond E. Levitt and Ryan J. Orr (eds.) *Global Projects: Institutional and Political Challenges* Cambridge University Press: New York. Ch 10.

Supplementary

Mills, C. Wright *The Power Elite* (New York: Oxford University Press)

Granovetter, Mark. "The Strength of Weak Ties." *The American Journal of Sociology*, Vol. 78, No. 6. (May, 1973), pp. 1360-1380.

Burt, R. S. (1976). "Positions in Networks." *Social Forces* **55**(1): 93-122.

Snow, D. A., L. A. Zurcher, Jr., et al. (1980). "Social Networks and Social Movements: A Microstructural Approach to Differential Recruitment." *American Sociological Review* **45**(5): 787-801.

Mizruchi, M. S. 1992. *The Structure of Corporate Political Action*. Cambridge, MA and London, England: Harvard University Press.

Borgatti, S. P. and M. G. Everett (1992). "Notions of Position in Social Network Analysis." *Sociological Methodology* **22**: 1-35.

Gargiulo, M. (1993). "Two-Step Leverage: Managing Constraint in Organizational Politics." *Administrative Science Quarterly* **38**(1): 1-19.

Wasserman and Faust (1994): *Social Network Analysis*. Cambridge University Press.

- Padgett, John F., and Christopher K. Ansell. 1993. Robust Action and the Rise of the Medici, 1400-1434. *American Journal of Sociology* 98 (6):1259-1319.
- Kim, W. C. & Mauborgne, R. A. 1993a. Effectively Conceiving and Executing Multinationals Worldwide Strategies. *Journal of International Business Studies*, 24(3): 419-48.
- Kim, W. C. & Mauborgne, R. A. 1991. Implementing Global Strategies - the Role of Procedural Justice. *Strategic Management Journal*, 12: 125-43.
- Kim, W. C. & Mauborgne, R. A. 1996. Procedural justice and managers' in-role and extra-role behavior: The case of the multinational. *Management Science*, 42(4): 499-515.
- Kim, W. C. & Mauborgne, R. A. 1995. A Procedural Justice Model of Strategic Decision-Making - Strategy Content Implications in the Multinational. *Organization Science*, 6(1): 44-61.
- Kim, W. C. & Mauborgne, R. A. 1993b. Procedural Justice, Attitudes, and Subsidiary Top Management Compliance with Multinationals Corporate Strategic Decisions. *Academy of Management Journal*, 36(3): 502-26.
- Gil-Mendieta, J. and S. Schmidt (1996). "The political network in Mexico." *Social Networks* **18**(4): 355-381.
- Van Rossem, Ronald. 1996. "The World System Paradigm as General Theory of Development: A Cross-National Test." *American Sociological Review* **61**:508-27.
- Ansell, C. K. (1997). "Symbolic Networks: The Realignment of the French Working Class, 1887-1894." *American Journal of Sociology* **103**(2): 359-90.
- Meyer, John W., John Boli, George M. Thomas and Francisco O. Ramirez. 1997. "World Society and the Nation-State" *American Journal of Sociology* **103**(1):144-181.
- Hoffman, E., McCabe, K. A., & Smith, V. L. 1998. Behavioral Foundations of Reciprocity: Experimental Economics and Evolutionary Psychology. *Economic Inquiry*, 36(3): 335-52.
- Kim, W. C. & Mauborgne, R. A. 1998. Procedural justice, strategic decision making, and the knowledge economy. *Strategic Management Journal*, 19(4): 323-38.
- Gächter, S. & Fehr, E. 1999. Collective action as a social exchange. *Journal of Economic Behavior & Organization*, 39(4): 341-69.
- Bockman, Johanna and Gil Eyal. 2002. "Eastern Europe as a Laboratory for Economic Knowledge: The Transnational Roots of Neoliberalism." *American Journal of Sociology* **108**:310-52.
- Kim, W. C. & Mauborgne, R. A. 2002. The psychology of legitimacy: Emerging perspectives on ideology, justice, and intergroup relations. *Administrative Science Quarterly*, 47(3): 571-75.
- Burt, R. S. (2004). "Structural Holes and Good Ideas." *American Journal of Sociology* **110**(2): 349-399.
- Wallerstein, Immanuel. 2004. *World Systems Analysis: An Introduction* (Durham, Duke University Press).

Henisz, Witold J., Bennet Zelner and Mauro F. Guillen 2005. "The Worldwide Diffusion of Market-Oriented Infrastructure Reform, 1977-99." *American Sociological Review* **70**(6):871-897.

Moody, J., D. McFarland, et al. (2005). "Dynamic Network Visualization." *American Journal of Sociology* **110**(4): 1206.

Powell, W. W., D. R. White, et al. (2005). "Network Dynamics and Field Evolution: The Growth of Interorganizational Collaboration in the Life Sciences." *American Journal of Sociology* **110**(4): 1132-1205.

Camerer, C. F. & Fehr, E. 2006. When Does "Economic Man" Dominate Social Behavior? *Science*, 311(5757): 47-52

Tooby, J., Cosmides, L., & Price, M. E. 2006. Cognitive adaptations for n-person exchange: the evolutionary roots of organizational behavior. *Managerial and Decision Economics*, 27(2-3): 103-29.

Centola, D. and M. Macy (2007). "Complex Contagions and the Weakness of Long Ties." *American Journal of Sociology* **113**(3): 702-734.

Michelson, E. (2007). "Lawyers, Political Embeddedness, and Institutional Continuity in China's Transition from Socialism." *American Journal of Sociology* **113**(2): 352-414.

Hafner-Burton, E. M., Kahler, M., & Montgomery, A. H. 2009. Network Analysis for International Relations. *International Organization*, 63(03): 559-92.

Kahler, Miles (ed) 2009. *Networked Politics: Agency, Power and Governance* (Ithaca, Cornell University Press).

Dal Bo, P., Foster, A., & Putterman, L. 2008. *Institutions and Behavior: Experimental Evidence on the Effects of Democracy*: Brown University

4/6/11: Theoretical Approach: Social Movements, Ideas and Contestation

Required

Fligstein, N. 1997. Social Skill and Institutional Theory. *American Behavioral Scientist*, 40(4): 397-405.

Keck, Margaret E. and Kathryn Sikkink 1999. "Transnational Advocacy Networks in International and Regional Politics." *International Social Science Journal* **51**(159):89-101.

Fligstein, N. 2001. Social Skill and the Theory of Fields. *Sociological Theory*, 19(2): 105-25.

Fourcade-Gourinchas, Marion and Sarah Babb 2002. "The Rebirth of the Liberal Creed: Paths to Neoliberalism in Four Countries" *American Journal of Sociology* **108**(3):533-579.
<http://www.journals.uchicago.edu/doi/abs/10.1086/367922>

Bartley, T. (2007). "Institutional Emergence in an Era of Globalization: The Rise of Transnational Private Regulation of Labor and Environmental Conditions." *American Journal of Sociology* **113**(2): 297-351.
<http://www.journals.uchicago.edu/doi/abs/10.1086/518871>

Scott, W Richard, Raymond E. Levitt and Ryan J. Orr (eds.) 2011. *Global Projects: Institutional and Political Challenges* Cambridge University Press: New York. Chs. 3, 8 & 9.

Supplementary

McCarthy, John D. and Mayer N. Zald 1977, "Resource Mobilization and Social Movements: A Partial Theory" *American Journal of Sociology* **82**(6):1212-1241.

McAdam, Doug, John D. McCarthy and Mayer N. Zald (eds.) *Comparative Perspectives on Social Movements* (New York: Cambridge University Press)

Keck, Margaret and Kathryn Sikkink. (1998) *Activists Beyond Borders: Advocacy Networks in International Politics*. Cornell University Press.

Della Porta, Donatella and Mario Diani 1999. *Social Movements: An Introduction* (Oxford: Blackwell)

Benford, R. D., and Snow, D. A. 2000. "Framing Processes and Social Movements: An Overview and Assessment." *Annual Review of Sociology*, **26**:611-639.

Campbell, John L and Ove K. Pedersen (Eds) 2001. *The Rise of Neoliberalism and Institutional Analysis*. Princeton University Press

McAdam, Doug, Sidney Tarrow and Charles Tilly. 2001. *Dynamics of Contention* (New York: Cambridge University Press)

Campbell, John L. 2002. "Ideas, Politics and Public Policy" *Annual Review of Sociology* **28**:21-38.

Almeida, P. D. (2003). "Opportunity Organizations and Threat-Induced Contention: Protest Waves in Authoritarian Settings." *American Journal of Sociology* **109**(2): 345-400.

Davis, Gerald, Doug McAdam, W. Richard Scott and Mayer N. Zald (eds.) 2005. *Social Movements and Organization Theory* (New York: Cambridge University Press)

Tarrow, Sidney. 2005. *The New Transnational Activism* (New York: Cambridge University Press)

Tilly, Charles. 2006. *Social Movements: 1768-2004* (Boulder: Paradigm Publishers)

Tilly, Charles and Sidney Tarrow. 2007. *Contentious Politics* (Boulder: Paradigm Publishers)

4/13/11: Frameworks from Applied Fields

Required

Bernays, Edward 1947. "The Engineering of Consent" *Annals of the American Academy of Political and Social Science* **250**:113-120. <http://www.jstor.org/stable/pdfplus/1024656.pdf>

Arnstein, S. R. 1969. A Ladder of Citizen Participation. *Journal of the American Institute of Planners*, 35: 216-24.

Sebenius, James K. 1992 "Negotiations Analysis: A Characterization and Review" *Management Science* **38**(1):18-38. <http://www.jstor.org/stable/pdfplus/2632581.pdf>

Weston, D. C. & Gibson, E. 1993. Partnering-Project Performance in U.S. Army Corps of Engineers. *Journal of Management in Engineering*, 9(4): 410-25.

Watkins, Michael T. 1996. "Sources of Power in Coalition Building" *Negotiation Journal* **12**(1):47-68.

Choguill, M. B. G. 1996. A ladder of community participation for underdeveloped countries. *Habitat International*, 20(3): 431-44.

Watkins, Michael T. 2001 "Principles of Persuasion" *Negotiation Journal* **17**(2):115-137.

Duraiappah, A.K. et al. (2005) *Have participatory approaches increased capabilities?*, Winnipeg: IISD. http://www.iisd.org/pdf/2005/economics_participatory_approaches.pdf

Supplementary

Lippman, Walter 1922. *Public Opinion*

Bernays, Edward 1928. *Propaganda*. (Brooklyn: Ig Publishing)

Bernays, Edward 1952. *Public Relations*. (Norman: University of Oklahoma Press)

Bernays, Edward 1965. *Biography of an Idea: Memoirs of Public Relations Counsel Edward L. Bernays* (New York: Simon and Schuster)

Raiffa, H. 1982. *The art and science of negotiation*. Cambridge, MA: Belknap Press.

Crowley, L. & Karim, A. 1995. Conceptual Model of Partnering. *Journal of Management in Engineering*, 11(5): 33-39.

Ewen, Stewart 1996. *PR! A Social History of Spin* (New York: Basic Books)

Crane, T. G., Felder, J. P., Thompson, P. J., Thompson, M. G., & Sanders, S. R. 1997. Partnering Process Model. *Journal of Management in Engineering*, 13(3): 57-63.

Tye, Larry 1998. *The Father of Spin: Edward L. Bernays and the Birth of Public Relations* (New York: Holt)

- Watkins, Michael T. 2006. *Shaping the game: The new leader's guide to effective negotiating*. Boston: Harvard Business School Press.
- Kelly, Alan 2006. *Elements of Influence* (London: Penguin Books)
- Elsbach, Kimberly 2006. *Organizational Perception Management* (Mahwah: Erlbaum Associates)
- Shell, Richard 2004. *Make the Rules or Your Rivals Will* (New York: Crown Business)
- Shell, Richard and Mario Moussa 2007. *The Art of Woo: Using Strategic Persuasion to Sell Your Ideas* (New York: Penguin)
- Ellerman, David. 2005. *Helping People Help Themselves*. (Ann Arbor: University of Michigan Press).
- Root, Hilton. 2006. *Capital and Collusion: The Political Logic of Global Economic Development* pp. 1-56 & 221-245
- Freeman, R. E. 1984. *Strategic management: A stakeholder approach*. Boston: Pitman.
- Elkington, J. (1994) "Towards the sustainable corporation: Win-win-win business strategies for sustainable development." *California Management Review* 36, no. 2: 90-100
- Donaldson, T., & Preston, L. E. 1995. The stakeholder theory of the corporation: Concepts, evidence, and implications. *Academy of Management Review*, 20: 65-91.
- Rowley, T.J. (1997). Moving beyond dyadic ties: A network theory of stakeholder influences. *Academy of Management Review*, 22(4), 887-910.
- Frynas, J. G. 2005. The false developmental promise of Corporate Social Responsibility: evidence from multinational oil companies. *International Affairs*, 81(3): 581-98.
- Kelly, A. 2006. *The Elements of Influence*. New York: Penguin Group.
- Frynas, J. G. 2008. Corporate Social Responsibility and International Development: Critical Assessment. *Corporate Governance: An International Review*, 16(4): 274-81.

4/13/11: Applications

Required

Sarkar, M., Aulakh, P. S., & Cavusgil, S. T. 1998. The Strategic Role of Relational Bonding in Interorganization Collaborations: An Empirical Study of the Global Construction Industry. *Journal of International Management*, 4(2): 85-107.

Aas, C., Ladkin, A., & Fletcher, J. 2005. Stakeholder collaboration and heritage management. *Annals of Tourism Research*, 32(1): 28-48.

Sánchez, P., Ricart, J. E., & Rodríguez, M. Á. 2006. Influential Factors in Becoming Socially Embedded in Low-Income Markets. *Greener Management International*(51): 19-38.

Gross, C. 2007. Community perspectives of wind energy in Australia: The application of a justice and community fairness framework to increase social acceptance. *Energy Policy*, 35(5): 2727-36.

Bailey, K., Grossardt, T., Ripy, J., Toole, L., Williams, J. B., & Dietrick, J. 2007. Structured Public Involvement in Context-Sensitive Large Bridge Design Using Casewise Visual Evaluation: Case Study of Section 2 of Ohio River Bridges Project *Transportation Research Record: Journal of the Transportation Research Board*, 2028(3): 19-27.

Gil, N. 2009. Developing Cooperative Project Client-Supplier Relationships: How Much to Expect from Relational Contracts? *California Management Review*, 51(2): 144-69.

Muthuri, J., Chapple, W., & Moon, J. 2009. An Integrated Approach to Implementing 'Community Participation' in Corporate Community Involvement: Lessons from Magadi Soda Company in Kenya. *Journal of Business Ethics*, 85(0): 431-44.

Henisz, Witold J. (2010) The Hidden Risks in Emerging Markets *Harvard Business Review*

Supplementary

Jamal, T. B. & Getz, D. 1995. Collaboration theory and community tourism planning. *Annals of Tourism Research*, 22(1): 186-204.

Gransberg, D. D., Dillon, W. D., Reynolds, L., & Boyd, J. 1999. Quantitative Analysis of Partnered Project Performance. *Journal of Construction Engineering and Management*, 125(3): 161-66.

Bayliss, R., Cheung, S.-O., Suen, H. C. H., & Wong, S.-P. 2004. Effective Partnering Tools in Construction: A Case Study on MTRC TKE Contract 604 in Hong Kong. *International Journal of Project Management*, 22: 253-63.

Groat, G. 2004. Loosening the Belt. *Roads & Bridges*(April): 36-41.

Groat, G. 2006. Network Futurevision. *Roads & Bridges*(September): 32-34.

Khanzode, A., Fischer, M., & Reed, D. 2008. Benefits And Lessons Learned Of Implementing Building Virtual Design And Construction (Vdc) Technologies For Coordination Of Mechanical, Electrical, And

Plumbing (Mep) Systems On A Large Healthcare Project. Stanford, CA: Department of Civil and Environmental Engineering, Stanford University.