

MGMT 234
COMPARATIVE MANAGEMENT:
THE INTERNATIONAL DIMENSIONS OF BUSINESS

MGMT 234
Time: Tu/Th 3-4.30

Fall 2015
Room: JMHH 340

INSTRUCTOR

Jason Jackson
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The Wharton School
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OFFICE HOURS

Tuesday 4:30-5:30 or by appointment

COURSE OBJECTIVES

This course focuses on the comparative institutional environments in which business, government, and society interact. It provides students with a set of conceptual tools and analytic frameworks to navigate the complexities and ambiguities of the global economy. It provides an understanding of how to identify, measure and interpret the economic, social, political and cultural factors that shape regulatory policy, business strategy and competitive market outcomes.

The course will traverse a rich empirical terrain that cuts across developing and industrialized countries, and is especially attentive to historical change. For example, we will look at the rise of the large professionally managed corporation in the US and Europe, as well as the diverse organizational and ownership forms that large firms adopt in developing and newly industrializing countries. We will consider core questions such as the rise of modern management, the fragmentation of global production and the recent dominance of ‘finance capitalism’, as well as issues that are the forefront of current public debates such as questions of corporate personhood and the emergence of the ‘sharing economy’ and the implications for ‘market disruption’, such as seen with taxis versus Uber. We thus compare different organizational and market structures within and across countries, and the ways in which these institutions and organizations change over time. The field of comparative management is deeply inter-disciplinary, as such this course brings insights from economics, political science, sociology, history, anthropology and geography.

COURSE DESCRIPTION

This 1.0 credit unit full semester elective course is designed for students from across the University of Pennsylvania. It focuses on the comparative social, political and economic environment in which business operates and provides students with the skills to identify

how aspects of this environment impact on the firm. This course has **no prerequisites** and I welcome and encourage students from outside of Wharton.

The course is organized on the premise that inter-disciplinary approaches that integrate conceptual frameworks and analytic tools from economics, geography, history, political science, anthropology and sociology will provide the most powerful insights to the analysis of international business and the social implications of firm strategy across borders. As such, students will be introduced to cross-disciplinary approaches and are encouraged to bring diverse theoretical perspectives to bear on the issues that we discuss.

The course will present a number of conceptual frameworks through which the future manager or business or policy analyst can assess the impact of different institutional environments on firm behavior. However, the approach will be on critically assessing the strengths and weaknesses of existing approaches. The discussion in the course will range both advanced industrialized as well as developing and emerging countries, and will tackle a range of cutting edge issues.

Student assessment will be based on class participation, short written responses, team presentations and a take-home final exam. There will be no midterm exam. The course will place a heavy emphasis on class discussion so it is important that everyone has prepared for each class so as to maximize engagement in the subject material and with your peers. The course encourages and rewards active participation and especially critical engagement with the material. Students are encouraged to apply the ideas and concepts discussed in the course to their own experiences, whether from other courses, work experience or travel, and to bring these perspectives to the class discussion.

READINGS

The readings for the course will be a mixture of articles, book chapters and case studies. All required readings will be made available on Study.net or on the Canvas course platform ahead of time. From time to time as new developments of interest to the topics we cover in the class arise, I will post relevant information on the Canvas platform. In addition, I am also happy to provide optional readings for anyone who is interested, and encourage students to suggest items that may enrich the class discussion. The readings listed on the course outline below should be prepared in advance of that class session so as to ensure full participation in the class discussion.

ASSESSMENT AND GRADING

1. Class participation including submission of short (few sentence) reactions: 30%
2. Response papers for two selected classes (max 2 single-spaced pages): 20%
3. In-class team presentation: 20%
4. Take-home final exam: 30%

Class-Participation (30%):

Class participation is an extremely important element of this course. The assessment of students' participation will be based on three components: in-class discussion, reaction posts and items of interest.

a. In-class discussion: I expect a high-level of interactive discussion in every session. Students are expected to attend class and to participate in each and every discussion. Please come prepared to engage with your peers. Each student will be graded based upon her or his contribution to class discussion. Effective participation is accomplished by demonstrating mastery of the readings and case studies and using this mastery to generate focused comments and questions that develop insights that may not be immediately discernible from the written materials. I especially encourage class participation that applies conceptual frameworks that are presented in the class to generate alternative interpretations of the case materials. This will significantly enrich everyone's learning experience. Throughout the semester we will also employ small group discussions, debates, role-play exercises and other interactive activities that provide opportunities for different modes of engagement in the class discussion. Ultimately, the grade for class participation will be determined by: (a) class attendance; (b) frequency of class participation; and (c) quality of class participation and reaction posts.

b. Reaction posts: Before certain classes I will post a few discussion questions on the Canvas course platform to help students prepare for the in-class discussion. Students should post brief few sentence reactions to the readings on the Canvas course platform before the start of each class. The reaction should be informed by the questions, but need not answer them directly. The questions are designed to guide the reading and interpretation of the material, but the responses should provide insight to your **own** reaction to the readings. These reaction posts will be valuable for informing the discussion we have during class. I will also provide a template document to collect all your case reaction posts throughout the semester for submission to me after our final meeting. Finally, students are **strongly** encouraged to post current events of interest on the Canvas course platform and/or introduce issues relating to comparative management during class.

c. Items of Interest: Students are also encouraged to post items of interest that you come across and that relate to our readings and in class discussion. These items might come from the news or other sources. Examples will be given in class.

Response papers (20%): Throughout the semester students will prepare two short response papers (max 2 single-spaced pages each) discussing the readings for any two classes. The choice of which readings to focus the response paper on is thus up to each student, but you must do one before and one after Spring Break and also let me know in advance which set of readings you intend to write on. Each response paper will be due at the beginning of class. I will provide further information on these assignments in class.

Team project (20%): Teams consisting of four students (preferably combining individuals from different majors and nationalities) will identify an issue of importance to comparative management, international strategy or public policy and describe how that issue might be addressed drawing on concepts and frameworks from the class. Students are also encouraged to use innovative media to present their project (e.g. video presentations) and to bring insights and materials from other courses to bear in the

preparation of their project. Students are especially encouraged to integrate perspectives drawn from different disciplinary approaches. I will provide further details on the nature of the team project during the first meeting of the class.

Take-home final exam (30%): This will be an *individual* exam. No discussion of the exam questions or answers will be permitted. The exam will be made available on the last day of class and students will be given ample time to complete the final.

FACULTY LUNCHESES

Throughout the semester there will be opportunities to have lunches/dinners with me to give you the opportunity to talk about topics of interest in an informal setting. Sign-up will be conducted on the Canvas platform. Please note that these meal sessions are entirely optional.

COURSE POLICIES

Readings: Readings for the Course are listed in the syllabus below. I will also post 2-3 questions for each class session on the course platform that will help to guide students through the material and prepare for the in-class discussion.

Office hours: I will have regular office hours, and am also happy to meet with students outside of these times. I encourage you to email me to set up a meeting whenever you have questions, comments, concerns, or need help with anything. I also welcome and encourage active feedback on the course structure and content as we proceed through the semester. Please feel free to share your thoughts with me either in person during office hours or via email. I will also distribute informal evaluation forms before the midterm break to gather detailed feedback on the course.

Attendance: Attendance is mandatory for all class meetings, though exceptions will be granted for medical or family emergencies. Please contact me in advance in the event of any expected absences.

Academic Honesty and Plagiarism: The University of Pennsylvania takes academic honesty very seriously and it is important as part of students' education to learn how to declare work from others properly. For all the work that you submit, any quotations of longer than a phrase must be explicitly noted in the text. Insufficient attribution to extended quotations from external sources will be considered to be plagiarism. If at any point in time you have questions about how to cite work that is not your own or have any doubts otherwise, please consult with me. Please also refer to the University of Pennsylvania's Code of Academic Integrity for further information:

http://www.upenn.edu/academicintegrity/ai_codeofacademicintegrity.html

ABOUT THE INSTRUCTOR

Jason Jackson is a Senior Fellow and Lecturer in the Management Department and Lauder Institute at the Wharton School, University of Pennsylvania. His research focuses on the origins and evolution of the institutional arrangements that shape relations between business and the state and assesses the implications for market competition, economic

growth and industrial development. His work is explicitly interdisciplinary, drawing insights from political science, sociology and management and his current research focuses on the politics of foreign investment in India.

In addition to his academic work, he has worked as a consultant and research economist with a variety of private, non-governmental and international organizations in the Caribbean, South Africa and the United States such as the United Nations Development Program (UNDP), the United Nations Development Fund for Women (UNIFEM), Oxfam America and the Caribbean Development Bank.

He holds an AB in Economics from Princeton University, an MSc in Development Economics from the University of London School of Oriental and African Studies (SOAS), an MPA from the Harvard Kennedy School and a Ph.D. in Political Economy from the Massachusetts Institute of Technology (MIT).

COURSE OVERVIEW

Class 1. Introduction and Course Organization

PART I. GLOBALIZATION: FIRMS AND NATIONS IN THE GLOBAL POLITICAL ECONOMY

Class 2. Globalization Debates: Convergence or Divergence?

Class 3. How do we use the Comparative Method? Globalizing Popular Culture through the Movie Industry (*or Bollywood vs. Hollywood*)

PART II. COMPARATIVE INSTITUTIONAL ANALYSIS AND THE MODERN CORPORATE ORGANIZATIONAL FORM

Class 4. The Emergence of Modern Managerial Capitalism: Technological and Organizational Capabilities

Class 5. Heroic Entrepreneurs or Robber Barons? Corporate Power and Corruption in the American Gilded Age

Class 6. Industrial Culture and the Rise of Railroads in Britain, France and the US

Class 7. Varieties of Capitalism Part 1

Class 8. Varieties of Capitalism Part 2

Class 9. Economic Nationalism: Foreign Investment in India and Brazil

Class 10. Regional Norms and Institutions: Networked vs. Hierarchical Models of Corporate Organization (*or Boston vs. Silicon Valley*)

PART III. COMPARATIVE MODES OF CORPORATE GOVERNANCE:
INSTITUTIONS, ORGANIZATIONS AND STRATEGY

- Class 11. Power and Organizational Structure: The Evolution of American Managerial Capitalism
- Class 12. Financialization: The Rise of American Finance and Global Financial Capitalism
- Class 13. Diversified Business Groups in the Developing World
- Class 14. Are Corporations People? Corporate Personhood in Comparative and Historical Perspective

PART IV. MORALS, MARKETS AND MANAGEMENT

- Class 15. The Moral Origins of Market Capitalism
- Class 16. Consumerism and Consumption: The Soul of Wal-Mart
- Class 17. Reforming Markets: Politics and Morality in Indian Food Markets
- Class 18. What's Sharing about the 'Sharing Economy'? Taxis vs. Uber
- Class 19. Vulture Capitalism? Hedge Funds and Sovereign Debt in Argentina
- Class 20. Crisis in the Eurozone: The Politics and Morality of a Greek Tragedy

PART V. COMPARATIVE MODES OF GLOBAL PRODUCTION:
INSTITUTIONS, ORGANIZATIONS AND STRATEGY

- Class 21. National Strategies for Global Competitiveness in Singapore and Dubai
- Class 22. Global Value Chains I: Power and the Structure of Global Production
- Class 23. Global Value Chains II: Labor, Law and Corporate Social Responsibility
- Class 24. Global Value Chains III: Whither Gender?
- Class 25. The Rise (or Return?) of State Capitalism

PART IV. COURSE CONCLUSION

- Class 26. TEAM PROJECT PRESENTATIONS
- Class 27. TEAM PROJECT PRESENTATIONS
- Class 28. Course Conclusion and Wrap-up

COURSE CONTENT

Class 1. Introduction and Course Organization

August 27

Welcome to the course! Discussion of the syllabus, course content and general introduction to the field of comparative and international management.

PART I. GLOBALIZATION: FIRMS AND NATIONS IN THE GLOBAL POLITICAL ECONOMY

Class 2. Globalization Debates: Convergence or Divergence?

September 1

Dani Rodrik. 2011. *The Globalization Paradox*. New York: Norton. Chapters 1 and 2.

In class videos:

Tom Friedman 'The World is Flat'

<http://www.youtube.com/watch?v=53vLQnuV9FY&noredirect=1>

Pankaj Ghemawat TED talk: 'Actually the world isn't flat'.

http://www.ted.com/talks/pankaj_ghemawat_actually_the_world_isn_t_flat.html

Optional Readings

Pankaj Ghemawat, "Why the World Isn't Flat," *Foreign Policy*, pp. 54-60 (March/April 2007).

Mauro Guillen. 2001. "Is Globalization Civilizing, Destructive Or Feeble? A Critique of Five Key Debates in the Social Sciences Literature." *Annual Review of Sociology* 27:235-260.

Class 3. How do we use the Comparative Method? Globalizing Popular Culture through the Movie Industry (or *Bollywood* vs. *Hollywood*)

September 3

Case: "Can Bollywood Go Global?" (HBS 9-806-040).

In-class video clips

Bollywood and Hollywood: Apples and Oranges?

**PART II.
COMPARATIVE INSTITUTIONAL ANALYSIS
AND THE MODERN CORPORATE ORGANIZATIONAL FORM**

Class 4. The Emergence of Modern Managerial Capitalism: Technological and Organizational Capabilities

September 8

Alfred Chandler. 1990. *Scale and Scope: The Dynamics of Industrial Capitalism*.
Selected pages indicated below:

Introduction: Chapter 1 (pp. 1-13)

United States: Foundations of Managerial Capitalism

Pages 51-58 (Intro)

Skim the rest as interested (Revolution in distribution and production)

Britain: Personal Capitalism

Pages 235-242 (Intro)

Pages 252-255 (Impact of the Railroads)

Skim the rest as interested (Revolution in distribution)

Germany: Cooperative Managerial Capitalism

Pages 393-398 (Intro)

Pages 411-415 (Impact of the Railroads)

Skim the rest as interested (Railroads and finance, changes in distribution)

Class 5. Heroic Entrepreneurs or Robber Barons? Corporate Power and Corruption in the American Gilded Age

September 10

Case: "Jay Gould and the Coming of Railroad Consolidation" (HBS Case: 391260).

William Roy. 2004. "Socializing Capital: The Rise of the Large Industrial Corporation in America." Pp. 433-456 in *The New Economic Sociology: An Anthology*, edited by Frank Dobbin. Princeton, NJ: Princeton University Press.

Class 6. Informal Institutions: Political and Industrial Culture and the Rise of Railroads in Britain, France and the United States

September 15

Frank Dobbin, 1994. *Forging Industrial Policy*. Princeton: Princeton University Press.
Chapter 1.

Optional Reading

Dobbin (1994) Chapters 2 and 3 (on France and the United States).

Class 7. Varieties of Capitalism Part 1

September 17

Peter Hall and David Soskice. 2001. "An Introduction to Varieties of Capitalism." In *Varieties of Capitalism*, ed. Hall and Soskice. New York: Oxford University Press.

Selected pages indicated below:

Read page 1 (provides overview of the big questions that motivate the argument; skim pages 1-5 as interested)

Read pages 6-33 & 36-44 (skim pages 54-60 noting the implications for globalization).

Class 8. Varieties of Capitalism Part 2

September 22

Kathleen Thelen. 2007. "Skill Formation and Training," in Geoffrey Jones and Jonathan Zeitlin (eds.) *Oxford Handbook of Business History*. Oxford: Oxford University Press.

Video (watch before class)

(Kathy Thelen at the EUI; watch the first 5 minutes; m5-6 lay out firm strategy)

<http://www.youtube.com/watch?v=KoIwykXhNhs&feature=youtu.be>

Class 9. Economic Nationalism: The Politics of Foreign Investment in India and Brazil

September 24

"The Return of Economic Nationalism". *The Economist*. February 5, 2009.

Jason Jackson. 2015. "The Politics of Foreign Direct Investment in India and Brazil." Mimeo.

Class 10. Regional Norms and Institutions: Networked vs. Hierarchical Models of Corporate Organization (or Boston vs. Silicon Valley)

September 29

Annalee Saxenian. 1996. *Regional Advantage: Culture and Competition in Silicon Valley and Route 128*. Cambridge: Harvard University Press. Introduction and Chapters 1-3.

**** FIRST RESPONSE PAPER DUE ****

**PART III. COMPARATIVE MODES OF CORPORATE GOVERNANCE:
INSTITUTIONS, ORGANIZATIONS AND STRATEGY**

**Class 11. Power and Organizational Structure: The Evolution of American
Managerial Capitalism**

October 1

Neil Fligstein “The Intraorganizational Power Struggle: Rise of Finance Personnel to Top Leadership in Large Corporations.” *American Sociological Review*, Vol. 52, February 1987. **Read pages 44-50** (pages 51-58 are optional).

Frank Dobbin and Dirk Zorn “Corporate Malfeasance and the Myth of Shareholder Value” in Diane E. Davis (ed) *Political Power and Social Theory*, Vol. 17. **Read pp. 179- 182** (pages 182-198 are optional).

Optional Reading

Neil Fligstein, 1991. “The Structural Transformation of American Industry: An Institutional Account of the Causes of Diversification in the Largest Firms: 1919-1979” in Powell, Walter W. and DiMaggio, Paul eds. *The New Institutionalism in Organizational Analysis*. Chicago: University of Chicago Press. 1991.

Neil Fligstein 1990. *The Transformation of Corporate Control*. Harvard University Press: Cambridge, MA.

Neil Fligstein “The End of (Shareholder Value) Ideology?” Mimeo.

Dirk Zorn, Frank Dobbin, Julian Dierkes and Man-Shan Kwon, 2005. “Cui Bono: Institutional Investors, Securities Analysts, Agents, and the Shareholder Value Myth.” Paper presented at the New Public and Private Models of Management: Sensemaking and Institutions, sponsored by the Copenhagen Business School, May 2005

**Class 12. Financialization: The Rise of American Finance and Global Financial
Capitalism**

October 6

Gerald Davis, 2010. “Not Just a Mortgage Crisis: How Finance Maimed Society”. *Strategic Organization*, 8(1), pp. 75-82.

Greta Krippner, 2005. “The Financialization of the American Economy” *Socio-Economic Review*. Vol. 3, 173-208. **Skim.**

Optional Reading

Gerald Davis, 2009. "The Rise and Fall of Finance and the End of the Society of Organizations." *Academy of Management Perspectives*, 23(3), pp. 27-43.

Greta Krippner, 2010. *Capitalizing on Crisis*. Harvard University Press.

Thomas Piketty. 2014. *Capital in the Twenty-First Century*. Belknap Press.

***** FALL BREAK *****
No Class on Thursday October 8

Class 13. Diversified Business Groups in the Developing World

October 13

Ben Ross Schneider. "A Comparative Political Economy of Diversified Business Groups, or How States Organize Big Business." *Review of International Political Economy*, 16:2, 178-201.

Optional Reading

Guillen, Mauro 2001. *The Limits of Convergence: Globalization and Organizational Change in Argentina, South Korea and Spain*. Princeton: Princeton University Press.

Lisa A. Keister 2009. "Interfirm Relations in China: Group Structure and Firm Performance in Business Groups." *American Behavioral Scientist*. August 2009; vol. 52, 12: pp. 1709-1730.

Ben Ross Schneider. 2008. "Economic Liberalization and Corporate Governance: The Resilience of Economic Groups in Latin America." *Comparative Politics*.

Granovetter, Mark. 2005. "Business Groups and Social Organization," In *Handbook of Economic Sociology*, ed. Neil Smelser and Richard Swedberg. Princeton: Princeton University Press.

Khanna, Tarun, and Yishay Yafeh. 2007. "Business Groups in Emerging Markets: Paragons or Parasites?" *Journal of Economic Literature* 45 (June):331-72.

Class 14. Are Corporations People? Corporate Personhood in Comparative and Historical Perspective

October 15

Teemu Ruskola. 2012. "What is a Corporation? Liberal, Confucian and Socialist Theories of Enterprise Organization (and State, Family and Personhood)." *Seattle University Law Review*, Vol. 37, pp. 639-666.

Naomi Lamoreaux and William Novak. 2014. "Getting the History Right: Tracking the *real* history of corporate rights in American constitutional thought." Slate.com
http://www.slate.com/articles/news_and_politics/jurisprudence/2014/03/hobby_lobby_and_corporate_personhood_heres_the_real_history_of_corporate.html

Optional Reading

Excerpts from:

Sir William Blackstone *Commentary on the Laws of England (1765-1769) Book 1*, Chapter 18, "Of Corporations".

<http://www.lonang.com/exlibris/blackstone/bla-118.htm>

Cases: *Dartmouth College vs. Woodward*; *Santa Clara vs. Southern Pacific Railroad*

Ruth Bloch and Naomi Lamoreaux. "Corporations and the Fourteenth Amendment." Paper prepared for the Tobin Project Conference on Corporations and American Democracy.

<http://economics.yale.edu/sites/default/files/files/Faculty/Lamoreaux/corporations-14amend.pdf>

See shorter discussion here:

<https://historians.org/publications-and-directories/perspectives-on-history/summer-2014/historians-weigh-in-on-hobby-lobby/property-v-liberty>

PART IV. MORALS, MARKETS AND MANAGEMENT

Class 15. The Moral Origins of Market Capitalism

October 20

E.P. Thompson. 1971. "The Moral Economy of the English Crowd." *Past and Present*. Selected pages TBA.

Luc Boltanski and Eve Chiapello. 2004. *The New Spirit of Capitalism*. Selected pages TBA.

In class video TBA

Class 16. Consumerism and Consumption: Politics, Culture and Religion in France and the US

October 22

Rebekah Massengill. 2013. *Wal-Mart Wars: Moral Populism in the Twenty-First Century*. NYU Press.

Bethany Moreton. 2007. "The Soul of the Service Economy: Wal-Mart and the Making of Christian Free Enterprise, 1929-1994," *Enterprise & Society* 8:4 (December, 2007).

Optional Readings

Rebekah Massengill. 2010. "Why Evangelicals Like Wal-Mart: Education, Region, and Religious Group Identity." *Sociology of Religion*, 72(1), pp. 50-77.

Gunnar Trumbull. 2014. *Consumer Lending in France and America: Credit and Welfare*. New York: Cambridge University Press. Chapter 1.

Juliet Schor. 2007. "In Defense of Consumer Critique." *Annals, AAPS*, 611, May 2007.

Class 17. Reforming Markets: Politics and Morality in Indian Food Markets

October 27

Case: "Metro Cash and Carry." HBS Case 9-707-505, January 2009.

Amy Cohen and Jason Jackson. 2014. "Moral Technologies of Market Construction: Multinational Supermarkets and the Indian Bazaar". Mimeo. Selected pages TBD (the case of traders and farmers in West Bengal).

Optional Readings

Selected news articles on lobbying and bribery by Wal-Mart in Mexico and India.
[Articles are posted on the course platform]

Wal-Mart Senate Disclosures on Lobbying in India (FDI in Multi-brand Retail in India)

Foreign Corrupt Practices Act – Layperson's Guide. Department of Justice publication.
<http://www.justice.gov/criminal/fraud/fcpa/docs/lay-persons-guide.pdf>

Class 18. What's Sharing about the 'Sharing Economy'? Comparative Market Structures: Taxis vs. Uber

October 29

Brishen Rogers. 2015. "Social Costs of Uber." *University of Chicago Law Review*.

Class 19: Vulture Capitalism? Hedge Funds and Sovereign Debt in Argentina

November 3

Case: "Barber of Buenos Aires: Argentina's Debt Renegotiation" (HBS Case 706034)

Court case materials (amicus briefs and decisions) can be found here:

<http://www.jubileeusa.org/whatwedo/debt-related-issues/vulturefunds/argentina.html>

Some news coverage here:

<http://www.theguardian.com/world/2014/jul/30/argentina-debt-default-negotiations-bondholders-break-down>

<http://www.theguardian.com/business/economics-blog/2014/jul/31/argentina-second-debt-default-imf-bankruptcy>

Class 20: Crisis in the Eurozone: The Politics and Morality of a Greek Tragedy
November 5

Serafeim, George. "Greece's Debt: Sustainable?" Harvard Business School Case 115-063, June 2015.

Marion Fourcade, Philippe Steiner, Wolfgang Streeck and Cornelia Woll. 2013. "Discussion Forum: Moral Categories in the Financial Crisis." *Socio-Economic Review*, 11, pp. 601-27.

**** SECOND RESPONSE PAPER DUE ****

**PART V. COMPARATIVE MODES OF GLOBAL PRODUCTION:
INSTITUTIONS, ORGANIZATIONS AND STRATEGY**

Class 21. National Strategies for Global Competitiveness in Singapore and Dubai
November 10

Case: "Singapore Inc." (HBS Case 9-703-040 Rev Aug 2, 2005).

In Class Video: CBS 60 Minutes on Dubai Inc. Pt. 1
<http://www.cbsnews.com/video/watch/?id=4312234n>

Optional Reading

Michael Porter "Why Nations Triumph," *Fortune* (March 12, 1990), pp. 94-108.

Case: "Sheikh Mohammed and the Making of 'Dubai Inc.'" (HBS Case 9-410-063, March 2010).

Dubai Cluster Competitiveness Report (linked in files section of course platform)

Case: Dubai: Debt Development and Crisis (HBS Case 710-069, July 2010)

Alice Amsden *The Rise of the Rest*. New York: Oxford University Press. Chapter 1.

Class 22. Global Value Chains I: Power and the Changing Structure of Global Production and Inter-Firm Relations

November 12

Gary Gereffi, 2013. "Global Value Chains in a Post-Washington Consensus World." *Review of International Political Economy*, Vol. 21, No. 1 (February 2014), pp. 9-37.

Optional Reading

William Milberg, 2008. "Shifting Sources and Uses of Profits: Sustaining US Financialization with Global Value Chains." Paper presented at CEPN/SCEPA Conference, University of Paris, January 17-18, 2008.

Gary Gereffi, 2005. "The Global Economy: Organization, Governance, and Development." In *Handbook of Economic Sociology*, ed. Neil Smelser and Richard Swedberg. Princeton: Princeton University Press.

Gereffi, Gary, John Humphrey, and Timothy Sturgeon. 2005. "The Governance of Global Value Chains." *Review of International Political Economy* 12:78-104.

AnnaLee Saxenian, 2006. *The New Argonauts: Regional Advantage in a Global Economy*. Cambridge: Harvard University Press. Chapter 4: "Taiwan as Silicon Sibling".

Take Advantage of Your Diaspora Network (HBS 9-808-029 Rev Jul 2, 2008)

Class 23. Global Value Chains II: Labor, Law and Corporate Social Responsibility (CSR) in GVCs

November 17

* Guest Lecturer: Professor Brishen Rogers, Temple University School of Law

This session will be led by a guest speaker, Brishen Rogers, Professor of Law at Temple University. Professor Rogers is an expert on domestic and international labor law.

Readings for the session cover the following key areas:

- I. Global Norms on Business and Human Rights: The Ruggie Principles
- II. Apple & FoxConn
- III. Bangladesh

Class 24. Global Value Chains III: Whither Gender?

November 19

Oxfam (2004) *Trading Away Our Rights: Women Working in Global Supply Chains*

Optional Reading:

Jordan Siegel, Lynn Pyun, and B.Y. Cheon. 2011. "Multinational Firms, Labor Market Discrimination, and the Capture of Competitive Advantage by Exploiting the Social Divide". HBS Working Paper 11-011.

Eunmi Mun and Jiwook Jung "Foreign Share Ownership and Workplace Gender Diversity in Japan." Mimeo.

Class 25. The Rise (or Return?) of State Capitalism

November 24

Case: "Vale: Global Expansion in the Challenging World of Mining." (HBS Case 710-054).

Debates on state capitalism from *The Economist* linked below:

<http://www.economist.com/debate/overview/221>

**** THANKSGIVING BREAK ****
No Class on November 26

PART VI. COURSE CONCLUSION

Class 26. TEAM PROJECT PRESENTATIONS

December 1

Class 27. TEAM PROJECT PRESENTATIONS

December 3

Class 28. Course Conclusion and Wrap-up

December 8