OBJECTIVES AND DESCRIPTION:

This elective class, delivered in the seminar format, is designed to help participants to:

1. discern the difference between industry analysis & the international competitiveness,
2. apply the concept of international competitiveness at the industry level,
3. evaluate the most popular models of competitiveness,
4. describe and evaluate the role of governments in shaping and influencing competitiveness,
5. write and defend persuasive arguments for managing the powerful forces of globalization that are shaping the global competitive landscape.

Other objectives of the seminar include:

- Build on the analytical foundations of Strategic Management 7012
- Analyze strategy formulation in the context of global competition.

The academic basis of the course is industrial organization economics, trade theory, industrial policy and the theoretical framework of strategy content research.

COURSE STANDARDS:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Weight</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Test 1 (Comptve Adv of Nations + USITC)</td>
<td>20%</td>
<td>Week of 02/11/17</td>
</tr>
<tr>
<td>Assignment 1</td>
<td>10%</td>
<td>Due on 02/18/17</td>
</tr>
<tr>
<td>Assignment 2</td>
<td>10%</td>
<td>Due on 02/25/17</td>
</tr>
<tr>
<td>“The World Is Flat” Presentations</td>
<td>20%</td>
<td>On 03/04/17</td>
</tr>
<tr>
<td>Test 2 (The World Is Flat)</td>
<td>20%</td>
<td>On 04/01/17</td>
</tr>
<tr>
<td>Final Presentation</td>
<td>20%</td>
<td>On 04/08/17</td>
</tr>
</tbody>
</table>

Classroom activity will include lectures, instructor-led discussions, group presentations and group discussions. We will rely on open, in-depth discussions of the assigned topics. Active participation in class and regular attendance are important determinants of the value delivered in this seminar. Students are expected to have previously read and prepared the assigned material and should be ready to present their thoughts in class. Preparation should include written notes that identify the major themes in the material, list the salient points, and provide quick reference to critiques and questions. Students may be called on to brief the class on their assessment of issues, discuss their analysis of the reading, debate issues, role-play managers in the case, act as outside consultants on the problems, or to participate in short written exercises related to the topics or the cases.

TEST 1 (Competitive Advantage of Nations + USITC)

This test – posted on Blackboard and administered on-line with open books/notes – consists of true/false and multiple-choice questions covering ‘The Competitive Advantage of Nations’ and the United States International Trade Commission (USITC) from Session 1. This test will be completed in Session 3 and the specific timings will be announced on Blackboard.
ASSIGNMENT 1

View and study the video segments assigned in Session 2 (see Tentative Course Schedule). Summarize Johan Norberg’s conclusions, across his episodes on Taiwan, Vietnam and Kenya. One of the major players in the game of globalization is the Multi National Corporation (MNC). Summarize the perspective on MNCs presented by ‘Challenging Corporations’. With your 2 summaries in mind, should the leaders of nations embrace globalization or shun it? Why?

Page limit: maximum 2 pages. Calibri or Arial 11 font, single-spaced, margins (1”) on all sides, no covers or binders, just a plain cover sheet with your name. Unlimited exhibits, graphs and attachments as long as they are referred to directly in your text. Cover sheet, and attachments not counted in page limit.

ASSIGNMENT 2

View and study the video segment assigned in Session 4. With Thomas Friedman’s arguments in mind, and with the lessons learned in this seminar about international competitiveness, what advice would you give to a fresh graduate from our MBA program?

Page limit: maximum 2 pages. Calibri or Arial 11 font, single-spaced, margins (1”) on all sides, no covers or binders, just a plain cover sheet with your name. Unlimited exhibits, graphs and attachments as long as they are referred to directly in your text. Cover sheet, and attachments not counted in page limit.

“THE WORLD IS FLAT” PRESENTATION

The required reading for this course is the book “The World is Flat” by Thomas L. Friedman. In Session 1 the class will be divided into 4 teams. Each team will prepare and deliver a presentation covering the portion (Module) of the book assigned to the team by the Instructor in Session 1.

Each team will prepare a 40-minute presentation using Power Point (or equivalent software) that captures the central ideas of the Module, highlight the main themes of globalization that the Module addresses, relate some of the most noteworthy examples or anecdotes in the Module, and serve as a concise summary of the Module. Each team is required to submit an electronic copy of the presentation to the Instructor on the day of the presentation.

Each group is expected to plan the presentation carefully so that it is delivered within the 40 minutes assigned to the group. The audience will be requested to hold all questions and comments until the group has finished presenting. The group will then field questions from the audience and instructor. The presentation and the question-answer session will be evaluated by the instructor and the class. Each group is required to submit an electronic copy of the presentation to the Instructor before the beginning of the presentation: these copies will be posted on Blackboard in PDF files to serve as resources for class participants as they prepare for the test in Session 8.

TEST 2 (World is Flat)

This test is administered in class with open book / open notes. On the appropriate day indicated in the Tentative Course Schedule (usually in Session 8), all course participants are required to complete an in-class, open book test. This test may contain both multiple choice and essay questions focusing mainly on “The World is Flat” but also covering any of the topics discussed in class.
FINAL PRESENTATION

In Session 1 the class will be divided into 4 teams. Each team will be assigned a book that complements “The World is Flat” (see section on Teams & Assignments at the end of this syllabus). Each team will prepare a 40- to 60-minute presentation (depending on size of book) using Power Point (or equivalent software) that accomplishes the following:

(a) captures the central ideas of the book, highlight the main themes of globalization that the book addresses, relates some of the most noteworthy examples or anecdotes in the book

(b) compares the main theme of the book with the Porter model for The Competitive Advantage of Nations and identifies whether the book reinforces, contradicts or extends the Porter model.

(c) identifies the major weaknesses of this book according to reviewers and takes a stand: if you agree with the criticism explain why; if you disagree with the criticism explain why.

Each team is required to submit an electronic copy of the presentation to the Instructor on the day of the presentation.

Each group is expected to plan the presentation carefully so that it is delivered within the 40 to 60 minutes assigned to the group. The audience will be requested to hold all questions and comments until the group has finished presenting. The group will then field questions from the audience and instructor. The presentation and the question-answer session will be evaluated by the instructor and the class.

EVALUATION :

The final grade awarded will be based on the percentage of the total possible points awarded as follows:

A = Greater than 94%
A- = From 90 to 94%
B+ = From 87 to 89.9%
B = From 83 to 86.9%
B- = From 80 to 82.9%
C+ = From 77 to 79.9%
C = From 70 to 76.9%

FEEDBACK :

A formal evaluation of the course will be requested at the end of the term. However, your comments, suggestions, and criticism are welcome at any time during the course - the earlier the better.
PREREQUISITES & DROPS:
You are expected to have successfully completed all the courses that are listed in the college bulletin as prerequisites. If you do not meet these requirements you should drop the course immediately in order to add a substitute course. If you do not voluntarily drop, you may be administratively withdrawn from the course and you may be unable to add a substitute course.

You may drop this course with a "W" any time before Session 7. No drop requests will be signed after this date.

REQUIRED COURSE MATERIAL:
The required course material is:
“The World is Flat” by Thomas L. Friedman, ISBN 0-713-99878-4. The book is available at UC Bookstore and other neighborhood booksellers. Since most stores stock limited quantities it is prudent to call the store before visiting. There are many editions of this book: in order to assign the appropriate portions (Modules) of this book to each team you are required to bring your copy of this book to Session 1.

The recommended readings for this course are:
-Both of these books (above) are valuable supplements to “The World is Flat”: in an ideal world all course participants should read both. The instructor will summarize and present both books in class.

Other important recommended readings:
-Each of these 4 books (above) expands upon an important theme related to competitiveness: in an ideal world all course participants should read all 4. The class will be divided into teams, each team will present one of these books.

SUPPLEMENTARY READING:

IMPORTANT
You are expected to maintain copies of all papers and assignments that are turned in for evaluation. You are also responsible for maintaining copies of any work that is returned during the quarter. You should keep these copies until the final grades are posted.

TENTATIVE COURSE SCHEDULE:

<table>
<thead>
<tr>
<th>Session: 1</th>
<th>Date: 01/21/17</th>
<th>Saturday (Room 107)</th>
</tr>
</thead>
<tbody>
<tr>
<td>This session is delivered in Blast Format: 8am to 5pm with a 1-hour break for lunch</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Introduction, Group Formation, Allocation of Group Work

4 themes for the course:
-Why is Industry ‘X’ competitive in Country ‘Y’, what is the competitive advantage of a nations?
-What is globalization?
-Is the world flat?
-Complementary ideas (i) Immigration (ii) Prosperity (iii) Breaking Out (iv) Broken Dreams

Discussion: Reading “The Competitive Advantage of Nations” by M.E. Porter**

Presentation: An introduction to the International Trade Commission (ITC)
Discussion: The case of the Flat Panel Industry (V)

Presentation and Discussion: The Lexus and the Olive Tree – Part I

Discussion: Reading “What Washington must do now” The Economist, World in 2013

Presentation and Discussion: The Lexus and the Olive Tree – Part 2

Discussion: Re-visit “Kleptocracy”
Discussion: Reading “The Crony War: India Cleans Up” The Economist, World in 2013

Presentation and Discussion: The Lexus and the Olive Tree – Part 3

Review: Lexus and the Olive Tree using Thomas Friedman’s Speech at Rice University: you can view it in its entirety at https://www.youtube.com/watch?v=l9hO2horkwc

Other potential topics (if time permits): WTO and 4 Days in Seattle

<table>
<thead>
<tr>
<th>Session: 2</th>
<th>Date: Week of 1/23/716</th>
<th>Online (2 Hours)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepare for “World is Flat” Presentations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepare for Final Presentations</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

MGMT 7089 - International Competitiveness - Page 5
Study the following video segments and complete Assignment 1
- Globalization is Good by Johan Norberg (49:30 Minutes) at
  https://www.youtube.com/watch?v=12YDLZq8rT4
- Challenging Corporations / Film: The Battle for America 1/3 (9:53 minutes) at
  https://www.youtube.com/watch?v=bZsioHCXMCs
- Challenging Corporations / Film: The Battle for America 2/3 (9:53 minutes) at
  https://www.youtube.com/watch?v=wM6CTOTTlQ0
- Challenging Corporations / Film: The Battle for America 3/3 (7:27 minutes) at
  https://www.youtube.com/watch?v=qp1HtwZHl2Y

Session: 3
Date: Week of 02/06/17
Online (1 Hour)
Prepare for “World is Flat” Presentations
Prepare for Final Presentations

Test 1 (Competitive Advantage of Nations + USITC)
The test will be posted by 12 am on 02/06/17 and is due by 11 pm on 02/11/17.

Session: 4
Date: Week of 02/13/17
Online (1 Hour)
Prepare for “World is Flat” Presentations
Prepare for Final Presentations

Study the video segment ‘Thomas Friedman Globalization of Higher Education’ at
https://www.youtube.com/watch?v=Xww6-KEBPTE in preparation for Assignment 2
Assignment 1 – Deadline for Submission – Due by 11 pm on 02/18/17

Session: 5
Date: Week of 02/20/17
Online (1 Hour)
Prepare for “World is Flat” Presentations
Prepare for Final Presentations

Review the video segment you studied in Session 4 (above) and complete Assignment 2
Assignment 2 – Deadline for Submission – Due by 11 pm on 02/25/17

Session: 6
Date: Week of 02/27/17
Online (1 Hour)
Prepare for “World is Flat” Presentations
Prepare for Final Presentations

Meet with your team to rehearse and finalize your “World is Flat” Presentation.

Session: 7
Date: 03/04/17
Saturday (Room 107)
This session is delivered in Blast Format: 8am to 5pm with a 1-hour break for lunch

Presentations: “The World is Flat” – Team1
Discussion: Highlights of Presentation by Team 1

Presentations: “The World is Flat” – Team 2
Discussion: Highlights of Presentation by Team 2

Presentations: “The World is Flat” – Team 3
Discussion: Highlights of Presentation by Team 3

Presentations: “The World is Flat” – Team 4
Discussion: Highlights of Presentation by Team 4

Other potential topics (if time permits): Regional Trade Agreements: NAFTA, The Geography of Genius, The Customer’s Job to be Done.

Session: 8  Date: 04/01/17  Saturday (Room 107)
This session is delivered in Blast Format: 8am to 5pm with a 1-hour break for lunch

In-class Test 2 on “World is Flat” (Open book, open notes)

Introduction to the 2-speed global economy
Presentation and Discussion: “Think Differently” + Jadooworks (V)
Brazil at low speed (V)
Brazil at high speed (V)

Competing in an interconnected world: The New Rules of the Game (V)

Other potential topics (if time permits): China makes the world takes & Mr. China comes to America.

Session: 9  Date: 04/08/17  Saturday (Room 107)
This session is delivered in Blast Format: 8am to 5pm with a 1-hour break for lunch

Final Presentation: “The Immigrant Exodus” – Team 1
Discussion: Immigration
Final Presentation: “The Industries of the Future” – Team 2
Discussion: The Industries of the Future
Final Presentation: “The Entrepreneurial State” – Team 3
Discussion: The Entrepreneurial State
Final Presentation: “No Ordinary Disruption” Team 4
Discussion: No Ordinary Disruption

Bring your laptops or mobile devices to class, we will complete online course evaluations in this session.
Other potential topics (if time permits): India before and after liberalization & China before and after liberalization.

The UC library has access to the Harvard Business Review articles from 1922-present. You have to be either on campus (directly connected to the UC network) or connected through the UC VPN in order to get full-text access to HBR articles. On the LCOB website (business.uc.edu):
- Click on “UC Tools”, Click on “Business Library”, Click on “One Stop Business Research”
- Click on “Electronic Journals (Business/Economics)”, Click on “Full Text Journals”
- Select Harvard Business Review, Expand the year that is of interest to you
- Click on the particular month that is of interest to you.
- Scan the list of articles available and select the one you want.

If you have any questions, contact Mr. Wahib Nasrallah, Senior Business Librarian, Phone: 556-1866, Email: NASRALWT@UCMAIL.UC.EDU
# Teams and Assignments

**Spring 2017 - MGMT 7089 – International Competitiveness**

<table>
<thead>
<tr>
<th>Group Members (based on class list on Registrar’s website on 1/13/17 – the composition of groups may change as the Registrar’s class list is updated)</th>
<th>“The World Is Flat” Presentation</th>
<th>Book assigned to team for Final Presentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auffenberg, Andrew</td>
<td>Pages TBA</td>
<td>Reading #1 below</td>
</tr>
<tr>
<td>Chen, Zhuo</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hickson, Kiaren</td>
<td>Pages TBA</td>
<td>Reading #2 below</td>
</tr>
<tr>
<td>Hightower, Daisha</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hoshiakari, Sora</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Huang, Yimin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Keresman, Jocelyn</td>
<td>Pages TBA</td>
<td>Reading #3 below</td>
</tr>
<tr>
<td>Kraft, Colleen A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Malek, Edward</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Malosh, Zachary</td>
<td></td>
<td></td>
</tr>
<tr>
<td>May, Eric David</td>
<td>Pages TBA</td>
<td>Reading #4 below</td>
</tr>
<tr>
<td>Morgalis, Michael</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rezai, Michael</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taresh, Hillari</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


BONUS TOPICS – MGMT 7089

1) The transition in China’s position as the manufacturing hub of the world using the readings:
   (a) China Makes the world takes
   (b) Mr. China comes to America

2) What exactly is the “new middle class” and why should I care? Use the reading:
   -The Bourgeoisie

3) Are Bubbles a feature of the Globalized Economy? Use the readings:
   -Is Your College Going Out Of Business?
   -Higher Education - The Latest Bubble?
   -This Bubble Is Not The Internet
   -Why Wall Street Always Blows It"