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

1. review the concepts of industry and competitor analysis,
2. understand international competitiveness at the industry level,
3. identify the most popular models of competitiveness,
4. review patterns of globalization as they evolved from 1997-2017,
5. understand the powerful forces of globalization that shape competitive advantage today.

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 (Competitive Advantage of Nations + USITC)</td>
<td>20%</td>
<td>TBA</td>
</tr>
<tr>
<td>Assignment 1</td>
<td>10%</td>
<td>TBA</td>
</tr>
<tr>
<td>Assignment 2</td>
<td>10%</td>
<td>TBA</td>
</tr>
<tr>
<td>&quot;No Ordinary Disruption&quot; Presentations</td>
<td>30%</td>
<td>TBA</td>
</tr>
<tr>
<td>&quot;No Ordinary Disruption&quot; Test</td>
<td>30%</td>
<td>TBA</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. The timing of the test and other details 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. With your summary 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. Submission deadline will be announced on Blackboard.

ASSIGNMENT 2

View and study the video segment assigned in Session 3. 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 an 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.

“No Ordinary Disruption” PRESENTATION

The required reading for this course is the book “No Ordinary Disruption” by R. Dobbs, J Manyika and J. Woestzel. In Session 1 you will be assigned a portion of the book. Each presenter will prepare and deliver a 40-minute presentation covering the portion of the book assigned to you by the Instructor in Session 1.

Each presenter is required to use Power Point (or equivalent software) that captures the central ideas of the assigned material, highlight the main themes of globalization that the material addresses, relate some of the most noteworthy examples or anecdotes in the material, and serve as a concise summary of the material. You are required to submit an electronic copy of the presentation to the Instructor on the day of the presentation. Please 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 you finish presenting.

“No Ordinary Disruption” TEST

On the appropriate day indicated in the Tentative Course Schedule, 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 “No Ordinary Disruption” but also covering any of the topics discussed in class.

EVALUATION:

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

- A = Greater than 90%
- 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" anytime before Session 7. No drop requests will be signed after this date.

REQUIRED COURSE MATERIAL:
The required course material is:
“No Ordinary Disruption” by R. Dobbs, J Manyika nd J. Woetzel ISBN 978-1610397353. The book is available at UC Bookstore and other neighborhood booksellers. Since most store stock limited quantities it is prudent to call the store before visiting.

The recommended readings for this course are:
-“The Immigrant Exodus” by Vivek Wadhwa, ISBN #978-1-61363-021-1
-“Breakout Nations” by Ruchir Sharma, ISBN #978-1-846-14556-8

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: 1/11/18</th>
<th>Thursday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reading “The Competitive Advantage of Nations” by M.E. Porter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>An introduction to the International Trade Commission (ITC)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The case of the Flat Panel Industry (V)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presentation and Discussion: The Lexus and the Olive Tree – Part I</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presentation and Discussion: The Lexus and the Olive Tree – Part 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presentation and Discussion: The Lexus and the Olive Tree – Part 3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Session: 2</th>
<th>Date: 1/18/18</th>
<th>Thursday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussion: “Globalization is Good” by Johan Norberg</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Classroom Discussion of Assignment 1
Globalization and Terrorism
The New Rules (V)
The Global Market (V)
The Global Village (V)
Global Contagion (V)

Session: 3  Date: 1/25/18  Thursday
Discussion: “Globalization of Education” by Thomas Friedman
Classroom Discussion of Assignment 2
Discussion: Regional Trade Agreements: NAFTA
Discussion: WTO
Globalization is Good (V)
Global Village or Pillage? (V)

Session: 4  Date: 2/1/18  Thursday
“The World is Flat” Part 1 and 2
Introduction to the 2-speed global economy
Presentation and Discussion: “Think Differently” + Jadooworks (V)
Brazil at low speed (V)
Brazil at high speed (V)

Session 5  Date: 2/8/18  Thursday
Presentation: “No Ordinary Disruption” Part 1
Presentation: “No Ordinary Disruption” Part 2
Presentation: “No Ordinary Disruption” Part 3
Introduction to Thomas Friedman’s “Thank you for being late”

Session: 6  Date: 2/15/18  Thursday
Presentation: “No Ordinary Disruption” Part 4
Presentation: “No Ordinary Disruption” Part 5
Discussion: “China makes the world takes” J.Fallows
Discussion: “Mr. China comes to America” J. Fallows
Discussion: The Future of Work

“No Ordinary Disruption” Test to be announced.

Session: 7  Date: 2/22/18  Thursday
Frontiers of International Competitiveness: Introduction to Circular Strategies.
Guest Speaker: Kevin Callari, Safran USA.