



*School of Business and Public Management*

**IBUS 269 MANAGING IN DEVELOPING COUNTRIES**  
**Fall 2005**

**PROFESSOR:** Hildy Teegen  
**OFFICE HOURS:** Thursdays 2:30PM-6:30PM & by appointment  
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**CLASS MEETINGS:** Wednesdays 7:10-9:40PM; GOV 104

**COURSE DESCRIPTION & OBJECTIVES**

Most management curricula centers around theory and research generated in a developed-country context. This course is designed to fill the gap that often exists between management education and managerial practice in developing countries. Unlike in more economically advanced countries, political, business/economic, legal, and social/cultural institutions are often weak-- or non-existent—in developing countries. Political, economic, and cultural legacies shape the institutions present in these environments. Institutional weakness and legacy issues affect multinational organizations as well as local organizations and further shape their interactions.

This course is designed to train future managers to successfully recognize and contend with the unique features inherent in many developing country environments. After an introduction to the particular nature of legacy issues and institutions in developing countries, the course focus shifts to various issues related to institutional weakness that affect foreign and local organizations in developing countries:

- Physical Infrastructure
- The Natural Environment
- Informality/Shadow Economy
- Black and Gray Markets
- Property Rights
- Contracting
- Social Divisions
- Human Rights
- Education
- Health
- Governance: Corruption and Transparency
- Crisis and Risk
- Commercial Infrastructure
- Social Groups (Business Groups; Diasporas)
- (Social)Entrepreneurship

In this seminar, significant student learning is garnered via careful preparation of outside reading materials drawn from a wide variety of academic disciplines, including anthropology, economics, finance, geography, international affairs, management, marketing, political science, and sociology. The instructor will facilitate in-class discussion and will provide seminar participants with an array of learning exercises including case discussions, role plays, and other experiential exercises to foster the application of course concepts.

## COURSE OBJECTIVES

- ✓ Understand the distinctions between and similarities among developing nations.
- ✓ Assess the legacies that define nations and recognize how national legacies shape institutions.
- ✓ Understand how institutions in developing countries both constrain and provide opportunities for managers.
- ✓ Apply theoretical concepts to current developing nation issues and situations through the analysis of data, business cases, and other experiential exercises.
- ✓ Acquire in-depth knowledge of the institutional environment and its impact on business activity in a particular developing country.
- ✓ Introduce the student to international commerce and development-oriented organizations and resources in the DC area.
- ✓ Enhance the student's ability to synthesize information from a wide variety of perspectives, sources and approaches.

## REQUIRED MATERIALS

Course materials are available on the class Blackboard web site and at <http://www.study.net>. Materials that are available on study.net are indicated in the course outline. You must use a credit card to purchase access to the materials. This one-time fee will allow you to access materials electronically and print them. Alternatively, you may pay a small additional fee to have study.net mail you a printed and bound copy of course materials.

\*\*\*NOTE: It is expected that each student will purchase access to the study.net materials, respecting the intellectual property of the authors. Study.net tracks the number of students enrolled in a course and the number of access purchases made. The professor DOES NOT want to be put in the position of ascertaining which students have violated copyright laws (This has happened before).\*\*\*

## COURSE REQUIREMENTS

Topic Extension Briefing	(10%)
Reflections (4 best scores out of 6 or more total Reflections)	(40%)
Paper #1: Legacy and Institutional Issues in Selected Country/1 <sup>st</sup> Application	(10%)
Paper #2: Revised Paper #1 + 2 <sup>nd</sup> and 3 <sup>rd</sup> Application	(15%)
Paper #3 (Cumulative Final Paper): Revised Paper #2 + Conclusions for Focal Organization	(15%)
Class Participation	(10%)
<b>TOTAL</b>	<b>100%</b>

## OVERVIEW OF COURSE REQUIREMENTS

### Topic Extension Briefing (10%)

Early in the semester, you will select extra reading(s) related to the topic of a given seminar. This will allow you to explore a given class concept more in-depth. You should prepare a two-page summary of the extension reading and post it to Blackboard via Digital Drop Box **\*\*BEFORE COMING TO CLASS\*\*** (Note: make sure to select "Send the File."). This summary should begin with a brief overview paragraph describing the basic content of the reading, and the rest of your write up should focus on specific reading elements as they relate to the corresponding topic in the course. Whenever time permits, those who have prepared topic extensions will be called upon during class discussion to describe what they read and what they learned.

### **Reflections (40%)**

It is expected that all students will have read assigned course material and will be participative in class discussions and activities. At some points during certain class meetings, students will be asked to answer a reflective question about assigned reading(s), case(s), and/or class discussion topics. Reflections are expected to be no longer than 1 to 1-1/2 handwritten pages, and full sentences/paragraphs are not required. Reflection papers will be composed in no fewer than six (6) of our class meetings. I will sum the four (4) best scores to calculate your final reflection paper grade.

### **Papers #1 (10%), #2 (15%), #3 (15%):**

Early in the semester you will be assigned a country that will become the focus of your final paper. You will also be introduced to a wide variety of information sources that will be useful for this paper. Successful execution of the final paper will require extensive research from a wide variety of sources including books, academic and trade journals (e.g., ABI Inform and Business Industry databases), news periodicals (e.g., Lexis Nexis database), government sources (e.g., Department of Commerce, embassies, etc.), and internet sites. These information sources should be drawn from a wide variety of disciplinary perspectives (e.g., anthropology, economics, finance, management, marketing, political science, and sociology). In many cases, you will find the topic extension summaries posted to Blackboard by your fellow classmates useful resources for your final paper. You are also required to incorporate *personal interviews with at least one individual* from your assigned country into your final country paper (although you are encouraged to include more interview data if possible). Each country will be researched by between 2 and 3 individuals in the class; you are encouraged to consult with each other frequently throughout the course on your country research. However, each individual is responsible for their own paper write-ups.

***\*\*BEFORE EACH CLASS MEETING, YOU ARE EXPECTED TO RESEARCH THE CLASS TOPIC OF THE DAY AS IT PERTAINS TO YOUR ASSIGNED COUNTRY AND BE PREPARED TO DISCUSS YOUR FINDINGS IN CLASS.\*\**** For example, if the class meeting topic is "risk," you should research the level, nature, and causes of various types of risk in your assigned country and how local and multinational organizations have dealt with and been affected by these risks. You are encouraged to utilize information sources from a wide variety of disciplines, including anthropology, economics, finance, international trade, political science, management, marketing, and sociology wherever possible. In most cases, this will require the compilation of more than a handful of sources. You should keep a running bibliography of resources that you identify.

### **Paper #1: Legacy & Institutional Issues in Selected Country/1<sup>st</sup> Application**

In this paper you will identify and describe the major legacy issues that impact your selected country, as well as the key institutional reflections of these legacy issues. A brief overview should be provided for each sector: private, public and citizen/NGO in terms of sector roles, scale and scope. This 'stage-setting' should be covered in around 5-10 double-spaced typewritten pages.

You will then select a focal organization (it can be a real organization or a prototype one that you will describe; it can be foreign or local; it can be from the private sector, public sector, or citizen sector). Introduce your focal organization by identifying its key characteristics in 1-2 pages.

Then you will conduct your first "Application" whereby you will examine one (1) issue in your selected country from among the course topics (e.g. the natural environment, or black markets) from the management

perspective of your focal organization. You will show what legacy and institutional issues come to the fore, and what management issues/responses are germane to your organization, in 5 or so pages.

This first paper should be between 10 and 15 double spaced pages, plus full references and any exhibits.

### **Paper #2: Revised Paper #1 and 2<sup>nd</sup> and 3<sup>rd</sup> Applications**

The second paper will consist of a fully revised First Paper, incorporating instructor feedback and other new learning that you choose to incorporate, plus two new application areas. Your revised First Paper section should not exceed 15 double spaced pages. Each new application write up should not exceed 5 pages. Again here you will identify two (2) issues in your selected country from among the course topics (e.g. diasporas, or social divisions) from the management perspective of your focal organization. You will show what legacy and institutional issues come to the fore, and what management issues/responses are germane to your organization.

This second paper should not exceed 25 pages, plus full references and any exhibits.

### **Paper #3 (Final Cumulative Paper): Revised Paper #2 and Integration/Conclusions**

The final cumulative paper will consist of a fully revised Second Paper, incorporating instructor feedback and other new learning that you choose to incorporate, plus an integration of the three application areas, with conclusions regarding key management issues and recommended responses for your focal organization for the future. Your revised Second Paper section should not exceed 25 pages. The integrative section should draw parallels between the application areas and should demonstrate how these various issues present in the focal organization's environment in the selected country will impact the organization for the future. You will then identify the future issues of import for your organization, based on your analysis and as relates to the course topics. This integration and conclusion should not exceed 10 pages.

The final paper should not exceed 35 pages plus full references and any exhibits. It is due in draft form on the final class day, and in final form by 10:00PM on December 7, 2005.

*All papers are due in electronic form via the digital drop box on the date assigned. Papers #1 and #2 are also due in paper copy in class on the date assigned. If you will not be present in class on the assigned date, please make arrangements to have someone else bring your hard copy to class. Hard copies should be printed double-sided, and be stapled (no single-sided printing; no binding beyond staples).*

### **Participation (10%)**

To insure that you are building a strong foundation throughout the course, I have very high expectations for your level of preparation for class. You are expected to ATTEND ALL CLASSES. Since a substantial amount of learning is acquired during in-class discussion and activities, I strongly suggest that you have a reliable colleague take notes for you or tape class discussions if you are unable to be present. I will post powerpoint slides directly AFTER each class session to the Blackboard site. It is your sole responsibility for making adequate arrangements to 'catch up' on whatever material you miss.

You are expected to have done more than just skim the reading for the day. I will call on students to provide an overview summary, critique, or analyze what you have been assigned to read for the day (textbook, articles, and/or cases). At least one week before each class session, I will provide specific preparation

questions on Blackboard's Outline to facilitate your preparation for each class meeting. You will also be expected to have completed research on the week's topic as it pertains to your assigned country (see above). Come to class prepared to discuss your reflections on the weekly reading and report on the application of the weekly topic to your assigned country.

### **PROFESSOR'S POLICIES**

***Academic Integrity.*** The professor will strictly abide by the academic integrity policies as stated at <http://www.gwu.edu/~ntegrity/code.html#definition>. Academic dishonesty is defined as cheating of any kind, including misrepresenting one's own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information. **ANY ASSIGNMENT INCLUDING PLAIGERIZED MATERIAL (see Academic Integrity Code for definition) WILL RECEIVE AN F. NO EXCEPTIONS WILL BE MADE.**

***Late Assignments.*** **NO LATE ASSIGNMENTS WILL BE ACCEPTED (NOTE: 5 MINUTES LATE CONSTITUTES A LATE ASSIGNMENT – PLEASE MAKE ARRANGEMENTS TO TURN YOUR ASSIGNMENTS IN BEFORE THE DEADLINE TIME).** If you know you will be absent in class the day an assignment is due, you should plan on doing the work ahead of time and turning in the assignment early via email. **THIS ALTERNATIVE METHOD OF TURNING IN ASSIGNMENTS SHOULD BE DONE BEFORE THE CLASS PERIOD.** Failure to turn in assignments before class will result in a zero for the assignment.

***Final Grades.*** Final grades will reflect the student's grades earned in the various course components. You will be able to track your grades on the Blackboard gradebook. All grades are final. **THERE WILL BE NO EXTRA CREDIT OFFERED IN THIS COURSE.**

***Grading Disputes.*** Mistakes in grading can happen. I will do my best to grade very carefully. However, if you believe that an error has been made in the grading of your work, you should submit a **WRITTEN REQUEST** for a grade change. This report should include a discussion of what you got wrong and why you believe you should have gotten credit for your work. Wherever possible, provide citations from the readings or lectures. Attach this report to the original copy of your assignment, and turn it in to me. I will give you a response as soon as possible.

## CLASS OUTLINE

DATE	TOPIC	PREPARATION MATERIALS	TOPIC EXTENSION READINGS
8/31	Introduction	None.	None.
9/7	Institutions & Actors	<p><b><u>READINGS:</u></b></p> <p>1. Austin, James E. 1990. <i>Managing in Developing Countries</i>. NY: Free Press: Pp. 147-184.</p> <p>2. Yergin, Daniel; Stanislaw, Joseph. 2000. "The Commanding Heights: The Battle Between Government and the Marketplace that is Remaking the Modern World," Pp. 212-220 in Frank J. Lechner and John Boli (Eds.) <i>The Globalization Reader</i>. NY: Blackwell Publishers.</p> <p>3. Khanna, Tarun. 2002. "Local Institutions and Global Strategy" Harvard Business School Publishing Note 9-702-475: 1-14.</p> <p>4. Moss, David; Well, Louis T., Gopalan, Lakshmi. 1996. "International Institutions", Harvard Business School Publishing Note 9-796-116: 1-11.</p> <p>5. Anand, Bharat; Khanna, Tarun; Rivkin, Jan W. 2000. "Market Failures" Harvard Publishing Note: 700127: 1-12.</p> <p>6. Doh, Jonathan P. NGOs as Agents of Change, Chapter 1 in Doh, Johnathan P. and Hildy Teegen, (Eds.), <i>Globalization and NGOs: Transforming Business, Government, and Society</i>. NY: Praeger Publishers, Pp. 1-18.</p> <p><b><u>RADIO SEGMENT:</u></b> Listen to the May 16, 2001 NPR All Things Considered segment, "China's NGOs" available at <a href="http://www.npr.org/templates/story/story.php?storyID=1123027">http://www.npr.org/templates/story/story.php?storyID=1123027</a></p> <p>***PLEASE NOTE: Prior to listening/viewing segments from organizations such as NPR, Frontline, etc, you will need to download either Real Player or Windows Media Player (if you do not already have it). Clicking on the "listen" link on the NPR page above should lead you to a choice of two links for either player. If you can not access the downloads that way, you may go to <a href="http://www.real.com/player/">www.real.com/player/</a> to download the Real Player or <a href="http://www.microsoft.com/windows/windowsmedia/mp10/default.aspx">http://www.microsoft.com/windows/windowsmedia/mp10/default.aspx</a> to download the latest Windows Media Player***</p> <p><b><u>PREPARE CASES FOR CLASS DISCUSSION:</u></b></p> <p>1. BRAC and Aarong Commercial Brands HBS Case 9-504-0103, Aug. 1, 2003.</p>	<p>1. Woolf, Charles. 1993. <i>Markets or Governments: Choosing Between Imperfect Alternatives</i>. Cambridge: MIT Press.</p> <p>2. Chui, Michael &amp; Prasanna Gai. 2005. <i>Private Sector Involvement and International Financial Crises</i>.</p> <p>3. Huang, Yasheng. 2003. <i>Selling China</i>.</p> <p>4. Chong, Alberto &amp; Florencio Lopez-de-Silanes. 2005. <i>Privitization in Latin America: Myths and Realities</i>.</p> <p>5. Scholte, Jan Aart &amp; Albrecht Schnabel. 2002. <i>Civil Society and Global Finance</i>.</p> <p>6. Berliner, Joseph S. 1999. <i>The Economics of the Good Society: The Variety of Economic Arrangements</i>.</p> <p>7. Lin, Yi-Min. 2001. <i>Between Politics and Markets: Firms, Competition, and Institutional Change in Post-Mao China</i>.</p> <p>8. Toye, John &amp; Richard. 2004. <i>The UN and Global Political Economy</i>.</p> <p>9. Drache, Daniel. 2001. <i>The Market of Public Domain: Global Governance &amp; the Asymmetry of Power</i>.</p>
9/14	Legacy Issues	<p><b><u>READINGS:</u></b></p> <p>1. Fukuyama, Francis. 1995. <i>Trust: Social Virtues and the Creation of Prosperity</i>. New York: The Free Press: Pp. 61-67 &amp; 83-95.</p> <p>2. Fernea, Bob. 1993. "Suqs of the Middle East: Commercial Centers of Past and Present," Pp. 182-191 in Donna Lee Bowen and Evelyn A. Early (Eds.) <i>Everyday Life in the Muslim Middle East</i>. Bloomington, Indiana: Indiana University Press.</p> <p>3. Moroney, John R. 2005. "Seeing a Soft Spot in Saudi Arabia" <i>Dallas</i></p>	<p>1. Cyr, Donald. 2002. <i>Integrating Organizational Philosophies of East and West (eastern vs. western cultures)</i></p> <p>2. Alpert, William T. 2005. <i>The Vietnamese Economy and its Transformation to an Open Market System</i></p>

*Morning News*, 6 August: C1.

4. Diamond, Jared, 2005. "One Island, Two Peoples, Two Histories: The Dominican Republic and Haiti," pp. 329-357 (chapter 11) in Jared Diamond *Collapse: How Societies Choose to Fail or Succeed*. New York: Viking Press.

5. Hausmann, Ricardo (2001). "Prisoners of Geography". *Foreign Policy* 122 (Jan-Feb): 45-53.

6. Andrade, Luis F; Barra, Jose M.; Elstrodt, Heinz-Peter. 2002. "All in the Familia" *McKinsey Quarterly*: 81-89.

7. Ghemawat, Pankaj, "Distance Still Matters: The Hard Reality of Global Expansion," *Harvard Business Review*, December 1, 2004.

8. "Colonialism, Modernity, and Governance," pp. 10-14 in Thomas Blom Hansen and Finn Stepputat (Eds.) *Ethnographic Explorations of the Postcolonial State*, Durham, NC: Duke University Press.

9. Anonymous, 2004. "Bosnia: Post-Industrial Society and Authoritarian Temptation", *Center for International Private Enterprise Feature Report*. Washington, DC: CIPE: 1-5.

**RADIO SEGMENT:**

1. Listen to the August 10, 2005 NPR Morning Edition segment "Wall Street Shrugs as Murdoch Son Departs News Corp," available at: <http://www.npr.org/templates/story/story.php?storyId=4793578>

2. Listen to the August 14, 2005 NPR All Things Considered "Iraqi Politicians Work to Draft Constitution," <http://www.npr.org/templates/story/story.php?storyId=4799859>

**VIDEO SEGMENT:**

View "Bhutan: The Last Place" at <http://www.pbs.org/frontlineworld/stories/bhutan/index.html>. After you view the video, click on the link "What's on in Bhutan" and read the article there.

**PREPARE CASE FOR CLASS DISCUSSION:**

Barnes, Louis B. and Sukhtian, Muna. 1997. "Khalil Abdo Group" Cambridge: Harvard Business Publishing.

3. Radosevic, Slavo & Bert Sadowski. 2004. *International Industrial Networks and Industrial Restructuring in Central and Eastern Europe*.

4. Kay, John. 2004. *Culture and Prosperity*.

5. Rae, Ian & Morgen Witzel. 2004. *Singular and Different: Business in China – Past, Present, and Future*.

6. Tjosvold, Dean & Kwok Leung. 2004. *Leading in High Growth Asia: Managing Relationships for Teamwork and Change*.

7. Poot, Jacques. 2004. *On the Edge of the Global Economy*. (keyword: economic geography)

8. Weintraub, Sidney, Alan M. Rugman, & Gavin Boyd. 2004. *Free Trade in the Americas*.

9. Myers, Gordon. 2004. *Banana Wars: the Price of Free Trade*.

10. Iqbal, Munawar & Philip Molyneux. 2005. *Thirty years of Islamic Banking*.

11. Ndung'u, Njuguna S. et. al. 2004. *Long-Term Debt Sustainability in Low-Income Countries: The HIPC Initiative Revisited*.

12. Arnstberg, Karl-olov & Thomas Boren. 2003. *Everyday Economy in Russia, Poland and Latvia*.

13. Hertz, Noreena. 2004. *The Debt Threat*. (keywords: IMF & Argentina)

14. Blustein, Paul. 2005. *And the Money Kept Rolling In (and Out)*.

15. Weaving, Picciotto. 2004. *Impact of Rich Countries' Policies on Poor Countries*.

16. Kubicek, Paul J. 2004. *Organized Labor in*

			<p>Postcommunists States: From Solidarity to Infirmity.</p> <p>17. Warner, Malcolm, et. al. 2005. <i>Management in Transitional Economies</i>.</p> <p>18. Rennhack, Robert &amp; Erik Offerdal. 2004. <i>The Macroeconomy of Central America</i>.</p> <p>19. Fukuyama, Francis. 1995. <i>Trust: The Social Virtues and the Creation of Prosperity</i>. NY: Free Press.</p> <p>20. Jackson, Terence. 2004. <i>Management and Change in Africa: A Cross-Cultural Perspective</i>. London: Routledge.</p> <p>21. Brown, Nathan et al. 1997. <i>The Rule of Law in the Arab World: Courts in Egypt and the Gulf</i>. Cambridge: Cambridge University Press.</p> <p>22. Waterbury, John. 1993. <i>Exposed to Innumerable Delusions: Public Enterprise and State Power in Egypt, India, Mexico, and Turkey</i>. Cambridge University: Cambridge University Press.</p> <p>23. Diamond, Jared. 2005. <i>Collapse: How Societies Choose to Fail or Succeed</i>. New York: Viking.</p> <p>24. Askari, Hossein, J. Forrer, H. Teegen and J. Yang. 2003. <i>Case Studies of U.S. Economic Sanctions: The Chinese, Cuban and Iranian Experiences</i>. Westport, CT: Praeger Press.</p>
9/21	<b>Physical Infrastructure and the Natural Environment</b>	<p><b>READINGS:</b></p> <p>1. Kessides, Ioannis N. 2004. <i>Reforming Infrastructure: Privatization, Regulation, and Competition</i>. Washington DC: World Bank, Pp. 1-27.</p> <p>2. Gooley, Toby B. 2002. Stranger in a Strange Land. <i>Logistics Management and Distribution Report</i>, 41(2): 47-50.</p> <p>3. Rugman, Alan M. and Verbeke, Alain. "Environmental Policy and International Business," in Pp. 537-558 in Alan M. Rugman and Thomas I</p>	<p>1. Kessides, Ioannis. 2004. <i>Reforming Infrastructure; Privatization, Regulation, and Competition</i>. Washington DC: World Bank Publications.</p> <p>2. Rock, Michael T. 2002. <i>Pollution Control in East Asia: Lessons from the Newly</i></p>

		<p>Brewer (Eds.) The Oxford Handbook of International Business. Oxford: Oxford University Press.</p> <p>4. Anonymous. 2004. "Chile Cuts Emissions, Helps Japan, Canada" ABCNews.com article, 3 January.</p> <p>5. Alix-Garcia, Jennifer, de Janvry, Alain, Sadoulet, Elisabeth, « A Tale of Two Communities: Explaining Deforestation in Mexico," World Development, Oxford: Feb 2005, Vol. 33, Issue 2, p. 219-235.</p> <p>6. Emerson, Jed. 2003. "The Blended Value Proposition: Integrating Social and Financial Returns" California Management Review 45(4): 35-51.</p> <p>7. Stecklow, Steve. 2005. "How web of activists gives Coke problems in india," Wall Street Journal, June 7: A1.</p> <p>8. Basu, Moni, &amp; Scott Leith. 2005. "Coca-Cola using up water, foes in India contend 'We want Coke to go away'". Atlanta Journal-Constitution. June 29. Available at: <a href="http://www.ajc.com/business/content/business/coke/0505/29cokeindia.html">http://www.ajc.com/business/content/business/coke/0505/29cokeindia.html</a></p> <p>9. Marsh, Peter. 2005. "Investors 'Put Off' by Weak Infrastructure in India," Financial Times, 26 July: 12.</p> <p>10. Samor, Geraldo. 2005. "Brazil is Driven to Bad Roads; Austerity to Woo Foreign Investors Hobbles Essential Services" Wall Street Journal, 25 May: A10.</p> <p>11. Korman, Richard; Rubin, Debra K.; Reina, Peter. 2003. "Rebuilding is Now a Lot More Than Bricks, Mortar, and Bomb Repair" Engineering News Board, 250(22): 20.</p> <p><b><u>RADIO SEGMENT:</u></b></p> <p>1. Listen to the March 28, 2004, NPR <i>Weekend Edition</i> segment, "Latin American Cities: Santiago" available at <a href="http://www.npr.org/templates/story/story.php?storyId=1796810">http://www.npr.org/templates/story/story.php?storyId=1796810</a>.</p> <p>2. Listen to the August 10, 2005, NPR <i>Morning Edition</i> segment, "Fisherman, Conservationists at Odds in Galapagos," available at: <a href="http://www.npr.org/templates/story/story.php?storyId=4793575">http://www.npr.org/templates/story/story.php?storyId=4793575</a></p> <p>3. Listen to the June 9, 2004, <i>Morning Edition</i> segment, "Rebuilding Congo's Railroad." Also view the photo gallery, showing pictures of the rebuilding effort. Available at <a href="http://www.npr.org/templates/story/story.php?storyId=1950413">http://www.npr.org/templates/story/story.php?storyId=1950413</a></p> <p><b><u>PREPARE CASE FOR DISCUSSION:</u></b></p> <p>1. Austin, James E. 2004. "Starbucks and Conservation International." Cambridge: Harvard Business School Publishing.</p>	<p><i>Industrialized East Asian Economies</i>. NY: Resources for the Future.</p> <p>3. Woolfson, Charles &amp; Matthais Beck. 2005. Corporate Social Responsibility Failures in the Oil Industry.</p>
9/28	Informality, Black/Grey Markets, Contracting and Property Rights	<p><b><u>READINGS:</u></b></p> <p>1. Baser, Didem Dincer; Farrell, Diana; and Meen, David E. 2003. "Turkey's Quest for Stable Growth" <i>McKinsey Quarterly</i> (Special Edition): 74-95.</p> <p>2. Jordan, Miriam. 2002. "Fuel and Freebies: Brazil's Neighborhood Gasboys Emerge as a Marketing Force" <i>Wall Street Journal</i> 10 June: B1.</p> <p>3. Anita, Kersi D; Bergen, Mark; and Dutta, Shantanu. 2004. "Competing with Gray Markets" <i>Sloan Management Review</i>, 48(1): 63-69.</p>	<p>1. De Soto, Hernando, <i>The mystery of capital: why capitalism triumphs in the West and fails everywhere else</i>, New York: Basic Books, 2000.</p> <p>2. De Soto, Hernando. <i>The Other Path: The Economic Answer to Terrorism</i>. NY:</p>

	<p>4. Suhir, Elena; Kovach, Zlatko. 2003. "Administrative Barriers to Entrepreneurship in Central Asia" Washington DC: Center for International Private Enterprise.</p> <p>5. Carruthers, Bruce G.; Ariovich, Laura. 2004. "The Sociology of Property Rights" <i>Annual Review of Sociology</i> 30: 23-46.</p> <p>6. Li, Shaomin. 2004. "Why is Property Right Protection Lacking in China?: An Institutional Explanation" <i>California Management Review</i> 46(3): 100-114.</p> <p>7. Pomerantz, William. 2004. "Whither Russian Property Rights" Center for International Private Enterprise Feature Report. Washington DC: CIPE.</p> <p>8. Blodget, Henry. 2005. "Visiting the Pirates' Lair: Where to Buy Fake CDs in Shanghai? Try a Fake Restaurant" <i>Slate Magazine</i>, 1 April. Available at <a href="http://www.slate.com/id/2115921/#ContinueArticle">http://www.slate.com/id/2115921/#ContinueArticle</a></p> <p>9. Shanmugam, Bala. 2004. "Hawala and Moneylaundering: A Malaysian Perspective" <i>Journal of Money Laundering Control</i>, 8(1): 37-47.</p> <p>10. Suhir, Elena. 2004. "Good Intentions and Bad Consequences: How Overregulation Impedes Uzbekistan's Growth" Washington DC: Center for Private Enterprise Feature Report.</p> <p><b><u>RADIO SEGMENT:</u></b> Listen to the November 27, 1999, NPR's <i>Morning Edition</i> segment on "Intellectual Property" at <a href="http://www.npr.org/templates/story/story.php?storyId=1067133">http://www.npr.org/templates/story/story.php?storyId=1067133</a></p> <p><b><u>PREPARE CASES FOR CLASS DISCUSSION:</u></b></p> <p>1. Preci, Zef. 2001. "Rossi Pipes Factory - Tirana, Albania: Producers of Smoking Pipes Sold Worldwide" <a href="#">Rossi Pipes Case (opens in new window)</a></p> <p>2. "Trebjesa Brewery -- Niksic, Montenegro: Illegal Competition" in <i>Obstacles to Trade, Growth, Investment and Competitiveness: Ten Cases on Balkan Business</i>. Washington, DC: Cheasapeake Associates. <a href="#">Trebjesa Brewery (opens in new window)</a></p>	<p>Perseus Books Group.</p> <p>3. Correa, Carlos M. 2000. <i>Intellectual Property Rights, the WTO and Developing Countries: The TRIPS Agreement and Policy Options</i>. NY: Zed Books.</p> <p>4. Murrel, Peter. 2001. <i>Assessing the Value of Law in Transition Economies</i>. Ann Arbor: University of Michigan Press.</p> <p>5. Spence, Laura, Andre Haoisen and Rene Schmidpeter. 2004. <i>Responsibility and Social Capital</i>.</p> <p>6. Smart, Alan &amp; Josephine. 2005. <i>Petty Capitalists and Globalization: Flexibility, Entrepreneurship, &amp; Economic Development</i>.</p> <p>7. Bellman, Christophe, Graham Duffield &amp; Ricardo Melendez-Ortiz. 2003. <i>Trading in Knowledge: Development Perspectives on TRIPS, Trade, &amp; Sustainability</i>. (keyword: property rights)</p> <p>8. Li-Hua, Richard. 2004. <i>Technology and Knowledge Transfer in China</i>.</p> <p>9. Finger, Michael J. and Schuler, Phillip. 2004. <i>Poor People's Knowledge: Promoting Intellectual Property in Developing Countries</i>. Washington, DC: World Bank Publications.</p>
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10/12	Human Rights (and Paper #1 due)	<p><b><u>READINGS:</u></b></p> <ol style="list-style-type: none"> <li>1. Huang, Yasheng. 2002. "Note on Conflict Diamonds: Why are Civil Wars Like Diamonds—Forever?" <i>Harvard Business School Publishing Note 9-702-027</i>: 1-7.</li> <li>2. Amnesty International. 2000. "Amnesty International on Human Rights and Labor Rights" Pp. 126-133 in Frank J. Lechner and John Boli (Eds.) <i>The Globalization Reader</i>. NY: Blackwell Publishers.</li> <li>3. Gillespie, Kate. 2004. "Ethical Products," Pp. 292-293 In Gillespie, Kate; Jeannot, Jean-Pierre; Hennessey, David H. <i>Global Marketing an Interactive Approach</i>, Boston:Houghton Mifflin.</li> </ol> <p><b><u>RADIO SEGMENT:</u></b> Listen to December 16, 2004, NPR Talk of the Nation segment, "Taking Corporations to Task for Human Rights." <a href="http://www.npr.org/templates/story/story.php?storyId=4231498">http://www.npr.org/templates/story/story.php?storyId=4231498</a></p> <p><b><u>PREPARE FOR CLASS DISCUSSION:</u></b> De Bettingnies, HC, Downey, L. 2002. "Mobil in Aceh, Indonesia (A)" <i>Harvard Business School Publications Case IB40A</i>: 1-15.</p>	<ol style="list-style-type: none"> <li>1. Roberts, Bryan. 1995. <i>The Making of Citizen: Cities of Peasants Revisited</i>. London: Arnold Publishers.</li> <li>2. Anderson, Benedict. 1991. <i>Imagined Communities</i>. London: Verso.</li> <li>3. Esbenshade, Jill. 2004. <i>Monitoring Sweatshops: Workers, Consumers, and the Global Apparel Industry</i>. Philadelphia PA: Temple University Press.</li> <li>4. Ross, Robert J. S. 2004. <i>Slaves to Fashion: Poverty and Abuse in the New Sweatshops</i>.</li> <li>5. Dine, Janet. 2005. <i>Companies, International Trade and Human Rights</i>.</li> </ol>

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10/26	Governance	<p><b><u>READINGS:</u></b></p> <ol style="list-style-type: none"> <li>Hodess, Robin; Wolkers, Marie. 2004. "Report on the Transparency International Global Corruption Barometer 2004" Berlin, Germany: Transparency International.</li> <li>Rachami, Jawad. 2003. "Institutionalized Corruption: An Instrument of Governance in the Middle East North Africa Region?" Washington, DC: Center for International Private Enterprise. 31 July: 1-5.</li> <li>Saffu, Yaw. 2003. "Who is for a Leadership Code with Teeth?" Washington, DC: Center for International Private Enterprise. 30 August: 1-6.</li> <li>"Corruption in International Business (B)", pp. 1-7. Harvard Business School Publishing.</li> <li>"Dealing with Bribery and Corruption: A Management Primer" Shell Oil Publication - skim as an example of management training material.</li> <li>Kam, On Kit. 2002. "Ethical Issues in the Evolution of Corporate Governance in China" <i>Journal of Business Ethics</i>, 37(3): 303-320.</li> <li>Anonymous. 2002. "Brazilian Boardrooms," <i>McKinsey Quarterly</i>, 2:6.</li> </ol> <p><b><u>RADIO SEGMENT:</u></b> Listen to January 14, 2003, NPR <i>Talk of the Nation</i> segment, "Corruption," at <a href="http://www.npr.org/templates/story/story.php?storyId=1597009">http://www.npr.org/templates/story/story.php?storyId=1597009</a>.</p> <p><b><u>VIDEO SEGMENT:</u></b> View November 24, 2003, lecture by Dr. Demir Yener, "Transparency, Investment, and the Shifting Business Environment in Central Asia," at <a href="http://www.cipe.org/whats_new/events/webevents/centralasia.htm">http://www.cipe.org/whats_new/events/webevents/centralasia.htm</a>.</p> <p><b><u>WEB SITE VISIT:</u></b> Visit Transparency International's web site at <a href="http://www.transparency.org">http://www.transparency.org</a>. Surf the site for information about your assigned country. Where does your country stand on the Bribe Payers' Index? The Corruption Perceptions Index? etc. *Note new CPI release date scheduled for October 18, 2005*.</p> <p><b><u>PREPARE CASE FOR CLASS DISCUSSION:</u></b> Corruption in International Business (A), pp. 1-7, Harvard Business School Publishing; read/prepare all included caselets.</p>	<ol style="list-style-type: none"> <li>Guest, Robert. 2004. <i>The Shackled Continent: Power, Corruption, and African Lives</i>. Washington, DC: Smithsonian.</li> <li>Rose-Ackerman, Susan. 1999. <i>Corruption and Government: Causes, Consequences, and Reform</i>. Cambridge: Cambridge University Press.</li> <li>Gul, Ferdinand and Judy S.L. Tsui. 2004. <i>The Governance of East Asian Corporations: Post Asian Financial Crisis</i>.</li> <li>Demmers, Jolle et.al. 2004. <i>Good Governance in the Era of Global Neoliberalism: Conflict and depolitisation in Latin America, Eastern Europe, Asia and Africa</i>.</li> <li>Chen, Jian. 2005. <i>Corporate Governance in China</i></li> <li>U.S. Department of Commerce. 2004. <i>Business Ethics: A Manual for Managing a Responsible Business Enterprise in Emerging Market Economies</i>.</li> </ol>
11/2	Risk & Crisis	<p><b><u>READINGS:</u></b></p> <ol style="list-style-type: none"> <li>Bremmer, Ian. 2005. "Managing Risk in an Unstable World," <i>Harvard Business Review</i>, 83(6): 51-59. Managing Risk in an Unstable World</li> <li>Wade, Jared. 2004. "When Suicide Bombers Attack" <i>Risk Management</i>, 51(8): 20-25. When Suicide Bombers Attack.</li> <li>Volkov, Vadim. 1999. "Violent Entrepreneurship in Post-Communist Russia" <i>Europe-Asia Studies</i>, 51(5): 741-754.</li> <li>Melahi, Kamal and Wood, Geoffrey T. 2003. "From Kinship to Trust: Changing Recruitment Practices in Unstable Environments" <i>International Journal of Cross-Cultural Management</i>, 3(3): 369-382.</li> <li>Sullivan, K. 2002. "Kidnapping is Growth Industry in Mexico" <i>The</i></li> </ol>	<ol style="list-style-type: none"> <li>Khan, Haider A. 2004. <i>Global Markets and Financial Crises in Asia</i>.</li> <li>Alexander, Dean C. 2004. <i>Business Confronts Terrorism</i>.</li> <li>Frenkel, Michael, Alexander Karmann, &amp; Bert Scholtens. 2004. <i>Sovereign Risk and Financial Crises</i>.</li> <li>Carrison, Dan. 2005. <i>Business Under Fire: How Israeli Companies are Succeeding in the Face of Terror – and What</i></li> </ol>

		<p>Washington Post. 17 September: A1.</p> <p>6. Avant, Deborah, 2005. "Conserving Nature in a State of Nature" in <i>The Market for Force</i> Cambridge University Press—PENDING ARRIVAL FROM PUBLISHER.</p> <p><b><u>RADIO SEGMENT:</u></b></p> <p>1. Listen to the March 24, 2005 NPR All Things Considered segment "Iraq Telecom Provider Deals with Chaos," available at:  <a href="http://www.npr.org/templates/story/story.php?storyId=4559951">http://www.npr.org/templates/story/story.php?storyId=4559951</a></p> <p><b><u>COMPLETE WEB SITE ACTIVITIES:</u></b></p> <p>1. Visit the web site of Control Risks Group International at <a href="http://www.crg.com">http://www.crg.com</a>. – What services does CRG offer? How might these services help foreign investors and local companies mitigate political risk in developing countries? Does CRG offer services for companies in your assigned country?</p> <p>2. Visit the International Risk Management Institute's web page at <a href="http://www.irmi.com/">http://www.irmi.com/</a>. What kinds of institutions are involved in risk management (take a look at the resource directory)? Look under the political risk section of the expert commentary area. What are the current articles about?</p> <p><b><u>PREPARE CASE FOR CLASS DISCUSSION:</u></b></p> <p>Learning from Bird Flu: How the Hong Kong Government Learnt to Deal with a Crisis Center for Asian Business Cases, HKU 232, pp. 1-18.</p>	<p>the Face of Terror – and What we can Learn from them.</p> <p>5. Chui, Michael &amp; Prasanna Gai. 2005. Private Sector Involvement and International Financial Crises.</p>
10/9	Commercial Infrastructure	<p><b><u>READINGS:</u></b></p> <p>1. Riddle, Liesl; Gillespie, Kate. 2001. "Information Sources for New Ventures in the Turkish Clothing Export Industry," <i>Small Business Economics Journal</i>, 20: 105-120.</p> <p>2. Murrel, Peter. 1997. "Missed Policy Opportunities during Mongolian Privatization: Should Aid Target Policy Research Institutions?" Pp. 235-249 in C. Clauge (Ed.) <i>Institutions and Economic Development: Growth and Governance in Less-Developed and Post-Socialist Countries</i>. Baltimore, MD: Johns Hopkins Press.</p> <p>3. Ledgerwood, Joanna. 1999. <i>Microfinance Handbook: An Institutional and Financial Perspective</i>. Washington, DC: World Bank: Pp. 1-4 &amp; 11-31.</p> <p>4. Chhetri, Ram B. 1995. "Rotating Credit Associations in Nepal: Dhikuri as Capital, Credit, Saving, and Investment" <i>Human Organization</i> 54(4): 449-453.</p> <p>5. Chen, Raymond S. 2003. "Development of the Accounting Profession in Taiwan" <i>Journal of the American Academy of Business</i>, 2(2): 288-292.</p> <p>6. Jackson, Paul. 1999. "New Roles for Government in Support of Manufacturing: The Capabilities of Support Agencies in Ghana and Zimbabwe" <i>Public Administration and Development</i>, 19(3): 281-298.</p> <p><b><u>CONDUCT WEB SITE VISIT</u></b></p>	<p>1. Wilson, Earnest J. 2004. <i>The Information Revolution and Developing Countries</i>. MIT Press.</p> <p>2. Arbelaez, Harvey &amp; Reid William Click. 2004. <i>Latin American Financial Markets: Developments in Financial Innovations</i>.</p> <p>3. Ito, Takatoshi &amp; Yung Chul Park. 2004. <i>Developing Asian Bond Markets</i>.</p> <p>4. The World Bank. 2005. <i>Capital Markets and Non-bank Financial Institutions in Romania: Assessment of Key Issues and Recommendations for Development</i>.</p> <p>5. The World Bank. 2005. <i>Assessing Financial Access in Brazil</i>.</p> <p>6. Morita, Ken. 2004. <i>Economic</i></p>

		<p>1. View the World Bank's sample table, "WDI 2004 table 5.1 Private sector development" at <a href="http://www.worldbank.org/data/databytopic/privatesector.html">http://www.worldbank.org/data/databytopic/privatesector.html</a>. Compare developing countries' levels of domestic credit to the private sector. Where does your country stand?</p> <p><b><u>PREPARE CASE FOR CLASS DISCUSSION:</u></b>  Sahlman, William and Roberts, Michael J. 2003. "Endeavor: Determining a Growth Strategy" Harvard Business School Publishing Case 803126: 1-34.</p>	<p>Reforms and Capital Markets in Central Europe.</p> <p>7. Molyneux, Philip &amp; Munawar Iqbal. 2005. Banking and Financial Systems in the Arab World.</p> <p>8. Balling, Morten, Frank Leirman &amp; Andy Mullineux. 2003. Financial Markets in Central and Eastern Europe.</p> <p>9. Tcha, MoonJoong &amp; Chung-Sok Suh. 2003. The Korean Economy at the Crossroads.</p> <p>10. Groenewold, Nicolaas et. al. 2004. The Chinese Stock Market: Efficiency, Predictability and Profitability.</p> <p>11. Muller-Jentsch, Daniel. 2005. Deeper Integration and Trade in Services in the Euro-Mediterranean Region: Southern Dimensions of the European Neighbourhood Policy.</p>
11/16	<p><b>Social Group Responses (Business Groups, Diaspora..) &amp; Paper #2 Due</b></p>	<p><b><u>READINGS:</u></b></p> <p>1. Lucas, John. 1997. "The Politics of Business Associations in the Developing World" <i>Journal of Developing Areas</i> 32 (Fall): 71-96.</p> <p>2. Khanna, Tarun; Palepu, Krishna G. 1999. "The Right Way to Restructure Conglomerates in Emerging Markets" <i>Harvard Business Review</i> July/August: 125-134.</p> <p>3. Devan, Janamitra; Tewari, Parth S. 2001. "Brains Abroad" <i>McKinsey Quarterly</i> (Special Edition): 51-60.</p> <p>4. Gillespie, Kate, Liesl Riddle, Edward Sayre, and David Sturges. 1999. "Diaspora Homeland Investment." <i>Journal of International Business Studies</i> 30(3): 623-634.</p> <p>5. Gibson, Ken. 2002. A Case for the Family-Owned Conglomerate" <i>McKinsey Quarterly</i> 4.</p> <p>6. Brinkerhoff, Jennifer M. 2005. "Diasporas, Information Technology and Base of the Pyramid Market Development: What can we Learn from Thamel.com?" Unpublished Working Paper: 14-27.</p> <p>7. Orozco, Manuel. 2004. "Mexican Hometown Associations and Development Opportunities" <i>International Affairs</i>, 57(2): 31-51.</p> <p>8. Wucker, Michele. 2004. "Remittances: The Perpetual Migration Machine," <i>World Policy Journal</i> (Summer): 37-46.</p>	<p>1. Kotkin, Joel. 1992. <i>Tribes: How Race, Religion, and Identity Determine Success in the New Global Economy</i>. NY: Random House.</p> <p>2. Shiba and Shimotani. 1997. <i>Beyond the Firm: Business Groups in International and Historical Perspective</i>. Oxford: Oxford University Press.</p>

		<p><b><u>PREPARE CASE FOR DISCUSSION:</u></b></p> <p>1. Khanna, Tarun; Palepu, Krishna G.; Wu, Melito Danielle. 1998. "The House of Tata—1995: The Next Generation (A)" Harvard Business Publications.</p> <p><b><u>LISTEN TO RADIO SEGMENTS</u></b></p> <p>Listen to the July 25, 2002, Morning Edition segment, "Afghan Investment" at <a href="http://www.npr.org/templates/story/story.php?storyId=1147227">http://www.npr.org/templates/story/story.php?storyId=1147227</a>.</p> <p>Listen to the August 18, 1999 NPR Morning Edition segment, "Daewoo," available at <a href="http://www.npr.org/templates/story/story.php?storyId=1057253">http://www.npr.org/templates/story/story.php?storyId=1057253</a>.</p>	
11/23	No In-Class Meeting/Final Paper Work Session		
11/30	Conclusions, Social Entrepreneurship (Working for Change) & Final Paper Draft Due	<p><b><u>READINGS:</u></b></p> <p>1. Bornstein, David. 2004. How to Change the World: Social Entrepreneurs and the Power of New Ideas. Oxford: Oxford University Press, Pp. 1-10; 20-39; 126-145; 280-282.</p> <p>2. Brinkerhoff, Derik W.; Brinkerhoff, Jennifer. 2005. Working for Change: Making a Career in International Public Service. New Hartford: Kumarian Press: Pp. 83-136 (two chapters).</p> <p><b><u>PREPARE CASE FOR CLASS DISCUSSION:</u></b></p> <p>Frydman, Fernando (2003). "Alliances that Build Alliances: McKinsey-Ashoka and the Fundacion Compromiso" Social Enterprise Knowledge Network Case SKE 024, July 28, pp. 1-13.</p>	<p>1. Social Entrepreneurs – Kalantaridis, Christos. 2004. Understanding the Entrepreneur: An Institutionalist Perspective.</p> <p>2. Brinkerhoff, Derick W &amp; Jennifer M. 2005. Working for Change: Making a Career in International Public Service.</p>
12/7	Final Paper due	<b><u>Paper #3 due by 10PM</u></b>	

**Personal Information Sheet**

NAME:

put photo here

PHONE NUMBER (home/work):

FAX NUMBER (home/work):

E-MAIL ADDRESS:

WORK—WHERE:

WHEN:

WORK EXPERIENCE:

LOCAL ADDRESS:

BIRTHPLACE:

INTERNATIONAL WORK EXPERIENCE:

INTERNATIONAL LIVING EXPERIENCE:

INTERNATIONAL TRAVEL EXPERIENCE:

FOREIGN LANGUAGE(S) & ABILITY LEVEL:

INTERNATIONAL BUSINESS/LAW/RELATIONS, etc. COURSE NAMES:

CAREER ASPIRATION—SHORT TERM:

LONG TERM:

EXPECTATIONS FOR THIS CLASS:

BIGGEST PET PEEVE(S) WITH PROFESSORS/CLASSES:

FAVORITE THING(S) IN CLASS:

FAVORITE D.C. AREA PLACE/FAVORITE D.C. AREA RESTAURANT: