

VOLUME 10

BUSINESS, GOVERNMENT & SOCIETY

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Volume 10

**Business, Government
and Society**

**Business Administration
Reading Lists and Course Outlines**



Compiled by Richard Schwindt, *Simon Fraser University*,
August 1990

NOTE TO THE USER

This is the third compilation of the Business Administration series of reading lists and course outlines. It is gratifying that acceptance of the series has warranted a new, completely revised set of volumes.

The intention is to disseminate as quickly and as efficiently as possible information on what is currently being taught, and how it is being taught in leading business schools. It is recognized that there is a trade-off between rapid diffusion and polished appearance. The former has been emphasized. I hope that users of these volumes will agree with this decision, recognizing that nearly all of the outlines and syllabi pertain to courses given within the last year.

These volumes will be useful to both individual teachers and curriculum committees when revising existing courses and creating new ones. They will also be helpful for librarians responsible for acquisitions in the business area. But, as before, there is a less modest goal. Between publication in academic journals and integration into mainstream textbooks, scholarly research passes through the transition stage of classroom exposure. Hopefully, these volumes will facilitate that transition.

From time to time this series will be updated, expanded and revised. Suggestions and submissions of new and updated materials, especially in emerging or unconventional areas, are encouraged and appreciated.

ACKNOWLEDGEMENTS

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Richard Schwindt, *Simon Fraser University*

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**JOHNSON GRADUATE SCHOOL OF MANAGEMENT
Cornell University**

Professor Mitchel Y. Abolafia
530 Malott Hall

Tue. Thur.: 1:00 - 2:15
Room 224

CULTURAL ANALYSIS OF BUSINESS

NBA 671
SPRING 1990

The course examines the culture of business. An understanding of differences in behavior, values, beliefs, and norms between firms, industries, and nations is increasingly important to competitive success. The course is divided into two parts. In the first part, students study the theory and methods of cultural analysis. In the second part, they apply the theory and methods to the study of Wall Street culture, including the areas of trading, sales, and merger and acquisition. Students engage in exercises and projects to develop their skills as cultural analysts.

The course format is that of a graduate seminar. Each class session will be an open class discussion of topics in the readings. Students are expected to come to class prepared to participate.

Openers: Every student will be responsible for presenting a short analysis of the limits or advantages of two of the readings over the course of the semester. A two page paper, describing the argument, will be handed in at the time of each presentation.

Midterm: There will be a Midterm Exam (25% of grade) based on course concepts on 3/1.

Field Project: The Field Project (50% of grade) will be an analysis of some aspect of the culture at JGSM or in the wider university community. This will be a fieldwork project requiring interviews and observation. You may study rites, ceremonies, sagas, physical setting, symbols, or any other cultural form. The project may be done in teams. There will be a proposal, a progress report, and a class presentation in the final weeks of class.

Exam	- 25%
Project	- 50%
Participation	- 25%

<u>DATE</u>	<u>TOPIC</u>	<u>ASSIGNMENT</u>
PART ONE: Theory and Methods in Cultural Analysis		
1/23	Introduction to Cultural Analysis	Handout in Class
1/25	What Is Cultural Analysis?	Geertz - The Balinese Cockfight
1/30	Doing Cultural Analysis I: Rituals and Ceremonies	Trice and Beyer: Studying Original Cultures, Deal and Kennedy: Rites and Rituals
2/1	What is Organizational Culture?	Ott: Appendix to Chapter 1 and Chapter 2
2/6	How Culture Shapes Business	Sutton: Chapter 8 and Chapter 14. The Functioning of A Competitive System and the Institutional Framework
2/8	Doing Cultural Analysis II: Methods	Spradley: Cultural Meaning, Whyte: Interviewing in Field Research
2/13	How Culture Forms	Kunda: Chapter 3 Tech. Culture Codified
2/15	Culture and Emotion I	Van Maanen and Kunda: Real Feelings, pp. 52 - 70
2/20	No Class Session	
2/22	Culture and Emotion II	Hochschild: Chapter 6, pp. 89 - 118
2/27	International Comparison: Culture and Personality	Crozier: Chapter 8
3/1	Exam	

<u>DATE</u>	<u>TOPIC</u>	<u>ASSIGNMENT</u>
PART TWO: Cultural Analysis Applied to Wall Street		
3/6	Socialization	Lewis: Liar's Poker Chapters 3 & 4
3/8	Market Structure	Abolafia - Structured Anarchy pp. 129-141 Mayer - Chapter 2 pp. 27-49
3/13	Trading Culture I	Abolafia: Constructing Market Culture Kroll - The Professional Trader pp. 34 - 59
3/15	Trading Culture II	Brooks: Chapter 5 The Trading Game Bruck: My Master is My Purse
3/20 and 3/22 SPRING BREAK		
3/27	Trading Culture III: Data Analysis	To be given out before class
3/29	Sales Culture: Data Analysis	To be given out before class.
4/3	Market Crisis I	Lefevre pp. 240-284
4/5	Market Crisis II	Brooks: Meltdown pp. 50-88
4/10	Market Crisis III	Abolafia - Enacting Market Crisis
4/12	Takeover Culture I	Eccles & Crane: Doing Deals, Chapter 1 & 2
4/17	Takeover Culture II	Bruck, Chapter 6 & 10
4/19 - 5/3 CLASS PRESENTATIONS		
5/3	Final Papers Due in Class	

Commerce 394: Government and Business

(Sections 012 and 013)

Professor Brander

Office: H.A. 252 224-8483

Office Hours: Tue, Thurs, Fri., 2:30-3:30

Overview

This course is concerned primarily with the interaction between government and business in a modern mixed economy such as Canada's. More specifically, the course addresses the following basic questions.

- (1) What should the role of government be?
- (2) What factors explain actual government intervention in the economy?
- (3) How does government policy affect the business environment?

In addition, an objective of the course is to provide some background knowledge of Canada's economic and public policy structure.

Reading

The required text for the course is Government Policy Toward Business by James A. Brander. This book is in the bookstore. In addition, there is a required readings package available for sale in the note sale office (HA 103).

Grading

30 % Midterm Exam (Thursday, February 23, 1989, in class)

40 % Final Exam

20 % Policy Analysis Essay (due Friday, March 31, 1988 by 4:30 p.m.)

10 % Assignment and class participation

Policy Analysis Essay

This project involves a critical analysis of some current policy issue relating to actual or potential government intervention in the marketplace. Begin by reading some major daily newspaper on a regular basis. (e.g. the Sun, the Globe and Mail, the Wall Street Journal. The best source for most issues will be the Globe and Mail.) Follow at least one important policy issue during the term. You may supplement your reading in any way you wish: using older news items on the topic, using weekly or monthly newspapers and journals, using notes, recordings or transcripts from T.V. or radio, and conventional library sources. The minimum requirement, however, is that you collect a strong file of current clippings from one source during the term.

Use the file you collect to write a 6 page typewritten double-spaced paper on your chosen issue. This paper should include the following elements:

1. a brief description of the issue and why it is important
2. recent developments surrounding the issue (including citations to the articles you are using)

3. analysis of the pros and cons of government involvement using course material where relevant
4. your own recommendations if you wish (you are not required to draw definitive conclusions)
5. brief comments and criticisms about the way the media have handled the issue.

Item 3 (analysis) is the most important of these elements.

Submit your clippings file of original clippings with the essay.

It may take some time to determine which issues will generate ongoing public debate. You should, therefore, start following the news now so that you have a topic within the next few weeks.

Outline

The course will start by emphasizing the conceptual framework of policy analysis. This framework draws heavily on basic economics. The rest of the course will emphasize application of this framework to particular policy areas, with some further development of the basic theory.

Topics

1. Introduction
2. Basic Economic Concepts
3. The Philosophical Foundations and Normative Rationale for Policy
4. The Positive Theory of Government
5. Firms and Markets
6. The Canadian Business Environment
7. International Trade Policy
8. Canadian Competition Policy
9. Regulation in Canada
10. Public Enterprise
11. Externalities and Environmental Regulation
12. Stabilization Policy
13. Fairness, Ethics and Public Policy

Readings

(All reading are in the text or the readings package. The readings indicated by the word "chapter" refer to the text.)

1. Chapter 1.
2. Chapter 2.
"The Economics of Incentives, An Introductory Essay" by H. Sonnenschein
3. Chapter 3.
"Social Responsibility and Economic Efficiency" by Kenneth Arrow
Excerpts from Capitalism and Freedom by Milton Friedman (optional)*

4. Chapter 4.
"The Lobbyists" by Tema Frank
"Inside the Industrial Policy Garbage Can: Selective Subsidies to Business in Canada" by M. Atkinson and R. Powers
"Thinking Strategically About Adoption and Implementation" from Policy Analysis by D. Weimar and A. Vining
"Problems of Public Choice" by E.S. Phelps (optional)*
5. Chapter 5.
6. Chapter 6.
7. Chapters 7 and 8.
"Is Free Trade Passe?" by Paul Krugman
8. Chapters 9 and 10.
9. Chapters 11 and 12.
"Positive Steps in Transport Deregulation -- The Prairies" by D. Dawson and L. Parent
"I would do it again" by Alfred E. Kahn
10. Chapter 13.
"Mixed Enterprise in Canada" by E.C. Elford and W.T. Stanbury (optional)*
11. Chapter 14.
"Risk Analysis and Relevance of Uncertainties in Nuclear Safety Decisions" by M. Pate-Cornell
12. Chapter 15.
13. Chapter 16.

STATE UNIVERSITY OF NEW YORK AT BUFFALO
School of Management

Spring 1989
MGT 403-Legal Environment
of Management 1.52T
Tu., Th., 2:00-3:20 PM

Prof. R. Chatov
248 Jacobs Center
Office hours:
Th., 3:30-4:30 PM

This course provides an introduction to basic legal principles governing business. We begin with a brief introduction to the history of the legal system and the nature of legal reasoning applied to management issues. This material serves as background to the examination of two fundamental areas of substantive law: torts and contracts. We then analyze the role of these topics in fields of law important to contemporary business practice: products liability and the organization and operation of the business enterprise, including partnerships and corporations. A final major component of the course focusses on the role of government in regulating business conduct and management decision-making. In this section we explore the issues of securities regulation, antitrust law, administrative process, and selected topics in international business transactions.

The text for the course is Roszkowski, Business Law: principles, cases, and policy. Little-Brown, 2nd Edition.

Student participation is important in learning the course material and preparing for examinations. If you can't attend classes, don't take this section. For each class be prepared to discuss the application of concepts to the questions and case problems at the end of the assigned chapters.

<u>Week</u>	<u>Topic</u>	<u>Chapter Assignments:</u>
1	The nature of the legal system	1, 2
2	Introduction to Contracts	7, 8
3	Contracts: consideration, capacity, and legality	9, 10
4	Contracts: assent	11
5	Contracts: form and third	12, 13
6	Contracts: performance and	14, 15
7	Torts and products liability	Mid Term 5, 20
8	Business Organizations: agency	40, 41
9	Business Organizations: partnerships	42, 43, 44

<u>Week</u>	<u>Topic</u>	<u>Chapter Assignments:</u>
10	Business Organizations: corporations	45, 46
11	Business Organizations: corporations (cont.)	47, 48
12	Government Regulation: antitrust	50, 51, 52
13	Government Regulation: securities	49
14	Government Regulation: environmental law and international trade	54, 57
15	Review	
May 15-19		Final Exam

Grading will be based on the following schedule:

	<u>Points</u>
Final	40
Mid Term	30
Quizzes	30
	<u>100</u>

plus extra points for in-class discussion of cases at the end of the chapters.

MGT 403 - Legal Environment of Management

Suggestions on Learning the Subject Matter in the Course

1. The text used is sophisticated and appropriate for serious seniors in a high quality management program; it requires close study but will reward you with considerable insights and knowledge about the law and the legal process in important business related areas.
2. The key to learning the material is in careful reading of the text, identifying the major principles of the law, and applying those principles to concrete situations, most importantly, to the problems at the end of each chapter. Attending classes without being prepared will result, at best, in a fragmentary--hence misleading--understanding of the material, since the class time mostly is devoted to legal analysis of problems, rather than to comprehensive lectures on the subjects.
3. Make note of areas of the text you find confusing, and ask for clarification in class.
4. Engage in class discussion because it will hone your ability to analyze problems.
5. Make brief notes or an outline of the major legal rules as you go through the text, being careful to record exceptions to those rules. Try to give summary statements of those rules in your own words to test your comprehension.
6. Think of specific situations in which the legal principles can be applied; it is good preparation for examinations to create and then answer legal problems you invent.
7. Spend some time discussing the material with other students; some people find it very helpful to form regular study groups.
8. If the applicable laws or solutions for the chapter problems are not clear to you after class discussion, ask for clarification at that time.
9. Try to identify the common legal themes running through the different subject matter areas.
10. Write out the analysis of the chapter problems prior to class; don't trust your memory to retain the information.

MGT 403 Legal Environment of Management

Suggestion On Analyzing the Problems
at the End of the Chapters

1. Be able to summarize the essentials of the case problem in very few words.
2. Identify the area of law relevant to the case, and state the main legal principle involved. Note any exceptions to the main principle.
3. Relate the relevant facts to the legal principle and identify the rights of the parties.
4. Decide who will prevail in the case and why.

STATE UNIVERSITY OF NEW YORK AT BUFFALO
SCHOOL OF MANAGEMENT

Dr. Chatov
Fall 1989

MGT 695 - SEMINAR:
THE MODERN CORPORATION AND THE COMING OF MANAGERIAL CAPITALISM

Tu Th 11:00-12:20 379 Jacobs Center

The seminar focuses on business' strategic adaptation to changing economic and business conditions and opportunities in the United States. We use cases developed at the Harvard Graduate Business School by Chandler and Tedlow. The cases follow an historical sequence. The development of managerial technique thereby is related to the maturation of the national and global economies.

The transition from individual entrepreneurship to hired managers, with its attendant diffusion of economic power, has been one of the most profound changes in business activity. By examining particular cases we observe how this change occurred and how hierarchical managerial structures became employed in modern corporations. Business adaptability to new opportunities and abandonment of unprofitable activities is another theme. The relation of enterprise with government and business ideology with business practice is examined relative to regulation and antitrust. Multinational business and mergers are the seminar's final topics.

Requirements:

Because the seminar focuses on discussion and analysis of the cases, all participants have to be familiar with the assigned readings. Questions on the cases will be distributed in advance. A one page response to a question on the day's case is required; presentation of cases will be assigned; a term paper is the major basis for the course grade.

Readings:

Chandler, Alfred D., Jr. and Richard S. Tedlow, The Coming of Managerial Capitalism, R.D. Irwin, 1985.

Office Hours:

Tu Th: 10:00-11:00 am; 6:00-7:00 pm

Phone: 636-3226

Secretary: Mrs. Fairbanks in Rm. 234, phone 636-3293

The course outline is attached.

OUTLINE

PART ONE

The Agrarian, Commercial Economy

<u>Date</u>	<u>Day</u>	<u>Case Assignment</u>
8/29	Tu	Introduction
8/31	Th	1. Benjamin Franklin and the Definition of American Values
9/5	Tu	2. Establishing the Political Base
		Forging a National Economy
9/7	Th	3. John Jacob Astor, 1736-1848
9/12	Tu	4. The Rise of New York Port
9/14	Th	5. The Second Bank of the U.S.
9/19	Tu	6. Samuel Slater, Francis Cabot Lowell, and the Beginnings of the Factory System in the U.S.

PART TWO

Economic Revolution

		The Revolution in Transportation and Communication
9/21	Th	7. The Coming of the Railroads
9/26	Tu	8. The Railroads and the Beginnings of Modern Management
9/28	Th	9. Jay Gould and the Coming of Railroad Consolidation
10/3	Tu	10. J.P. Morgan, 1837-1913
10/5	Th	11. The Railroad Problem and the Solution
		The Revolution in Distribution and Production
10/12	Th	12. Nineteenth Century Retailing and the Rise of the Department Store
10/17	Tu	13. The Integration of Mass Production and Mass Distribution
10/19	Th	14. The Standard Oil Co.--Combination, Consolidation, and Integration
10/24	Tu	15. DuPont: The Centralized Structure