

**GEORGE MASON UNIVERSITY
SCHOOL OF PUBLIC POLICY**

INTERNATIONAL COMMERCE AND CULTURE

Course: ITRN 605
Fall 2002

Place: Arlington, Room #253
Time: Wednesdays, 7:20-10:00pm
Office Hours: Wednesdays,
6:00-7:00pm and by appointment

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COURSE DESCRIPTION:

This course focuses on the influence of culture in commerce. Culture is seen as dynamic and interactional, rather than static and isolated, and as influenced by, influencing, or otherwise interacting with the processes of "globalization" (including historical, economic, political, sociological, and technological dimensions). Using case studies, students learn pertinent approaches to the study of culture, from the analysis of organization and social networks to that of belief systems and identities.

We begin by examining commerce as it interacts with "culture" and "cultures" in terms of two primary units of analysis: (1) Cultures as nations or social-political-economic identifiable sub-societies (e.g., the American, Japanese, or German variety of capitalism); and (2) Cultures as social-political-economic organizations, communities, or groups embedded or situated in national or trans-national units (e.g., corporate cultures; the "culture" of auditors; how workers' culture is adapted to, and in turn affects, the operation of a global corporation in a community). We then study inter- and multi-cultural contact and dynamics, with particular attention to (1) Attempts by one "culture" to do business with another (e.g., American business seeking to penetrate Chinese markets); (2) Economic advice-giving across societies (e.g., collision and/or collusion between cultures in U.S. or Western aid to Russia or Argentina); and (3) Marketing and advertising as cultural endeavors. Other topics to be covered include systems of reciprocity and exchange, transnational organized crime, and cross-cultural communication and negotiation.

In addition, a small portion of the course is devoted to developing practical skills in observation, participation, and intervention. The latter involves individual and group exercises in observation (e.g., how to begin to make sense of an entirely unfamiliar and strange environment) and in establishing trust, negotiating, and resolving conflicts.

REQUIREMENTS:

GRADING will be based on a term paper and panel presentation (50 percent) and written talking points, class participation, and participation in exercises to develop practical skills as specified above (50 percent).

1. Term paper and panel presentation. Each student will select and study an issue. This will be the subject both of the student's term paper and of a class presentation.

The term paper should include a bibliography of literature, interviews, and sources consulted. It should not exceed 15-20 pages (not including bibliography) and should be prefaced by a two-page executive summary. I will make some suggestions about readings and sources on your topic. Current articles and sources must be consulted.

The panel presentation is a cooperative endeavor. Each student works individually, as well as part of a group, and presents the major themes of his/her paper. The student summarizes the main points in a written (two pages) and oral (up to eight minutes) presentation. The group moderator should compile and turn in all papers in his/her group together. The cover sheet should include a title for the group that has been agreed on in advance by the group. *The written summary is to be distributed to the class one week in advance of the presentation.*

2. Talking points and class participation. Written talking points (two pages) are expected of each student for some of the weeks for which readings have been assigned. These talking points are to address a specific question or questions (assigned in advance) that relate(s) to the topic of the week and are to draw on the assigned readings.

The talking points are *due on the day before class by noon.* Please put the following information on each assignment: (1) full name; (2) course number; (3) phone number and e-mail

address; (4) assignment number and due date; and (5) literature covered. Talking points should be both put in my mailbox (or e-mailed to me if you will not be on campus) and e-mailed to each student in the class, using a distribution list that we will set up. Each week a student may be chosen without prior notice to present the issues addressed in his/her talking points and lead class discussion. Participation is expected of each student each week.

READING LIST:

REQUIRED BOOKS: Available in the bookstore; some also on reserve.

Griffin, Trenholm J. and W. Russell Daggett. The Global Negotiator: Building Strong Business Relationships Anywhere in the World. Harper Business, 1990.

Hampden-Turner, Charles, and Trompenaars, Fons. The Seven Cultures of Capitalism: Value Systems for Creating Wealth in the United States, Japan, Germany, France, Britain, Sweden, and the Netherlands. New York, NY: Doubleday, 1993.

Klebnikov, Paul. Godfather of the Kremlin: Boris Berezovsky and the Looting of Russia. New York: Harcourt Inc, 2001.

Mann, Jim. Beijing Jeep: How Western Business Stalled in China. New York, NY: Simon & Schuster, 1989

Scholte, Jan Aart. Globalization: A Critical Introduction. New York, NY: St. Martin's Press, 2000.

SELECTED CHAPTERS OF OR RECOMMENDED BOOKS: Available in the bookstore; many also on reserve.

Cohen, Raymond. Negotiating Across Cultures: International Communication in an Interdependent World. Washington, DC: United States Institute of Peace, 1997.

De Mooij, M. Global Marketing and Advertising: Understanding Cultural Paradoxes. Thousand Oaks, CA: Sage Publications, 1998.

Dinan, Desmond. Ever Closer Union: An Introduction to the European Community. Boulder, CO: Lynne Rienner, Inc., 1999.

Doremus, Paul N., Keller, William W., Pauley, Louis W., and Simon Reich. The Myth of the Global Corporation. Princeton, NJ: Princeton University Press, 1998.

Gray, John. False Dawn: The Delusions of Global Capitalism. New York, NY: The New Press, 1998.

William Greider. One World, Ready or Not: The Manic Logic of Global Capitalism. New York, NY: Simon & Schuster, 1997.

Gudeman, Stephen. The Anthropology of Economy: Community, Market, and Culture. Malden, MA: Blackwell Publishers, Inc., 2001.

SELECTED CHAPTERS OF OR RECOMMENDED BOOKS - continued

Higgot, Richard A., Geoffrey R. D. Underhill, and Andreas Bieler. Non-State Actors and Authority in the Global System. New York, NY: Routledge, 2002.

Kornai, Janos. The Socialist System: The Political Economy of Communism. Princeton, NJ: Princeton University Press, 1992.

Lechner, Frank J. and John Boli, eds. The Globalization Reader. Malden, MA: Blackwell Publishers, 2000.

Ledeneva, Alena V. Russia's Economy of Favours: Blat, Networking and Informal Exchange. Cambridge, UK: Cambridge University Press, 1998.

Mandaville, Peter. Transnational Muslim World. New York, NY: Routledge, 2001.

Nash, June C. From Tank Town to High Tech: The Clash of Community and Industrial Cycles. Albany, NY: State University of New York Press, 1989.

O'Barr, William M., and John M. Conley. Fortune and Folly: The Wealth and Power of Institutional Investing. Homewood, Illinois, Richard D. Irwin, Inc., 1992.

Ong, Aihwa. Spirits of Resistance and Capitalist Discipline: Factory Women in Malaysia. Albany, NY: State University of New York Press, 1987.

Reid, T.R. Confucius Lives Next Door: What Living in the East Teaches us About Living in the West. New York, NY: Random House, 1999.

Strathern, Marilyn, ed. Audit Cultures: Anthropological Studeis in Accountability, Ethics, and the Academy. New York, NY: Routledge, 2000.

United Nations. Financial Havens, Banking Secrecy and Money-Laundering. New York, NY: United Nations 1998.

Varese, Federico. The Russian Mafia: Private Protection in a New Market Economy. New York: Oxford University Press, 2001.

Wedel, Janine R. Collision and Collusion: The Strange Case of Western Aid to Eastern Europe. New York: Palgrave, 2001.

SELECTED CHAPTERS OF OR RECOMMENDED BOOKS - continued

Wedel, Janine R. The Unplanned Society: Poland During and After Communism. Edited, annotated and introductions. New York, NY: Columbia University Press, 1992.

OR

Wedel, Janine. The Private Poland: An Anthropologist's Look at Everyday Life. NY, New York: Facts on File, 1986.

Woodruff, David. "Barter of the Bankrupt: The Politics of Demonetization in Russia's Federal State," In Michael Burawoy and Katherine Verdery, eds. Uncertain Transition: Ethnographies of Change in the Post-Socialist World, Rowman & Littlefield, 1999.

OR

Woodruff, David. Barter and the Fate of Russian Capitalism. Ithaca, NY: Cornell University Press, 1999.

Yang, Mayfair Mei-hui, Gifts, Favors and Banquets: The Art of Social Relationships in China. Ithaca, NY: Cornell University Press, 1994.

Yergin, Daniel. The Prize: The Epic Quest for Oil, Money, and Power. New York: NY: Simon & Schuster, 1991 (Also available as WETA TV series, 1993).

ARTICLES: TBA. On reserve and often also available from professor.

SCHEDULE, TOPICS, AND READINGS:

Week 1 (August 28) Introduction to topic and overview of course

Week 2 (September 4) National and Subnational Cultures and Varieties of Economies

Readings:

Stephen Gudeman. The Anthropology of Economy: Community, Market, and Culture. (Chapter 1)

Charles Hampden-Turner and Fons Trompenaars. The Seven Cultures of Capitalism: Value Systems for Creating Wealth in the United States, Japan, Germany, France, Britain, Sweden, and the Netherlands.

Janos Kornai. The Socialist System: The Political Economy of Communism. (Chapters 1-8)

Paul N.Doremus, William W.Keller, Louis W. Pauley, and Simon Reich. The Myth of the Global Corporation. (Chapters 1-4)

Talking points questions (choose one):

1) Describe the characteristics of different types of capitalist economies covered in the readings.

OR:

2) What are essential differences between the political economy of capitalist and or communist systems?

Week 3 (September 11) Culture, Change, and "Globalization"

Readings:

Jan Aart Scholte. Globalization: A Critical Introduction.

Selected Chapters (by Huntington, Barber, Appadurai):
The Globalization Reader.

Fouad Ajami, "Their Gilded Age--and Ours,"
The National Interest, Spring 2001, no. 63.

Selected Chapters:

John Gray. False Dawn: The Delusions of Global Capitalism.

OR:

William Greider. One World, Ready or Not: The Manic Logic of

Global Capitalism.

Week 3 (September 11) Culture, Change, and "Globalization"
- Continued

Richard Higgot and Simon Reich. "Globalization and Sites of Conflict: Toward Definition and Taxonomy." The University of Warwick, UK: Centre for the study of Globalisation and Regionalisation (CSGR): CSGR Working Paper No. 01/98, March 1998.

OR:

Richard A. Higgot, Geoffrey R. D. Underhill, and Andreas Bieler. "Introduction: Globalization and Non-State Actors."

Talking points questions (choose one):

1) Outline prevalent perspectives on "globalization" in the literature and discuss the ways in which these perspectives relate to changes in commerce.

OR:

2) Discuss the impact of globalization on cultures.

Week 4 (September 18) Inter-and Multi-Cultural Contact and Dynamics: Attempts by business operating in one cultural context to do business in or with another.
Discussion of paper topics and divide into groups.

Readings:

Jim Mann. Beijing Jeep: How Western Business Stalled in China.

Janine R. Wedel. Collision and Collusion: The Strange Case of Western Aid to Eastern Europe. Intro.-Chapter 3; Chapter 5.

Aihwa Ong. Spirits of Resistance and Capitalist Discipline: Factory Women in Malaysia. Chapters 7-9.

Talking points: What kinds of issues arise when representatives of business operating in one cultural context attempt to do business in or with representatives of others?

Week 5 (September 25) Corporate cultures and interactions; Advertising and marketing across cultures.

Readings:

De Mooij, M. Global Marketing and Advertising: Understanding Cultural Paradoxes. (Selected Chapters.)

Marilyn Strathern, ed. Audit Cultures: Anthropological Studies in Accountability, Ethics, and the Academy. (Selected Chapters.)

Nash, June C. From Tank Town to High Tech: The Clash of Community and Industrial Cycles. (Selected Chapters.)

Week 5 (September 25) Corporate cultures and interactions; Advertising and marketing across cultures - Continued

William M. O'Barr and John M. Conley. Fortune and Folly: The Wealth and Power of Institutional Investing. (Selected Chapter.)

Talking points questions (choose one):

1) What cultural issues arise in advertising?

OR:

2) What do recent reports about Enron, Arthur Andersen, and WorldCom reveal about the culture of commerce that spawned them?

Week 6 (October 2) Systems of Reciprocity & Exchange, Institutional Change, and the State. Examples includes *Guanxi* in China and *Blat* in Russia.

Readings:

Stephen Gudeman. The Anthropology of Economy: Community, Market, and Culture. (Chapter 5)

Mayfair Mei-hui Yang. Gifts, Favors and Banquets: The Art of Social Relationships in China. (Selected Chapters.)

Alena V, Ledeneva. Russia's Economy of Favours: Blat, Networking and Informal Exchange. (Selected Chapters.)

David Woodruff, "Barter of the Bankrupt: The Politics of Demonetization in Russia's Federal State."

OR

Woodruff, David. Barter and the Fate of Russian Capitalism. (Selected Chapters.)

Janine R. Wedel. The Unplanned Society: Poland During and After Communism. Intro. & Parts I, II, and III.

OR

Janine Wedel. The Private Poland: An Anthropologist's Look at Everyday Life. Chapters 1-3.

Talking points: What kinds of cultural factors account for differences in the development of different kinds of exchange systems?

Week 7 (October 9) Guest Speaker: TBA

Preliminary outlines of papers plus bibliography and sources are due from each student. The panel moderator should compile and turn in all papers in his or her session together. The cover sheet should include a title for the session that has been decided on in advance by the panel.

Week 8 (October 16) Transnational Organized Crime, Social Networks, and "Globalization"

Readings:

Paul Klebnikov. Godfather of the Kremlin: Boris Berezovsky and the Looting of Russia.

Federico Varese. The Russian Mafia: Private Protection in a New Market Economy. (Selected Chapters.)

Janine R. Wedel. Collision and Collusion: The Strange Case of Western Aid to Eastern Europe. Chapter 4.

Kathleen Collins, "Clan Networks: Understanding Politics in Semi-Modern Societies," begin on p. 8.

United Nations. Financial Havens, Banking Secrecy and Money-Laundering. (Selected Chapters.)

Articles:

Steven Sampson: "Missing Fingers and White-Jeep States: Mafia Kingdoms in Post-Communist Europe."

Phil Williams: "The Dark Side of Global Civil Society: the Role and Impact of Transnational Criminal Organizations as a Threat to International Security;"

OR

Phil Williams: "Captured, Criminal and Contested States: Organised Crime and Africa in the 21st Century."

Talking points questions (choose one):

1) What is it about the history and organization of specific cultures that facilitates the emergence of "oligarchies,"

"mafias," "clans," and other informal systems that shape state and market institutions?

OR

2) What is the relationship between organized crime and corruption?

OR

3) What is the difference between "mafia" and civil society?

OR

4) What is the language in which international organizations and law enforcement discuss transnational organized crime? What does it reveal about their culture?

Week 9 (October 23) Regional Cultural Contexts of International Commerce: Regional Identity vs. National and Local Identities; Focus on Europe.

Guest Speaker: Dr. Marios Camhis, pending confirmation

Readings:

Peter J. Katzenstein. "Regionalism in Comparative Perspective." ARENA Working Papers: WP 96/1.

Desmond Dinan. Ever Closer Union: An Introduction to the European Community. (Selected Chapters.)

Week 10 (October 30): Regional Cultural Contexts of International Commerce: As Shaped by National Resources; Example of Oil and the Muslim World.

Guest Speaker: Professor Peter Mandaville, pending confirmation

Readings:

Peter Mandaville. Transnational Muslim World. (Selected Chapters.)

Daniel Yergin. The Prize: The Epic Quest for Oil, Money, and Power. (Selected Chapters.)

Week 11 (November 6) Cross-Cultural Communication and Negotiation: Example of China.

Guest Speaker: Professor John Paden on Chinese negotiation styles.

Readings:

Trenholm J. Griffin and W. Russell Daggett. The Global Negotiator: Building Strong Business Relationships Anywhere in the World.

Raymond Cohen. Negotiating Across Cultures: International Communication in an Interdependent World. (Selected Chapters.)

Materials by Professor Paden to be distributed in advance.

Reid, T.R. Confucius Lives Next Door: What Living in the East Teaches us About Living in the West. (Selected Chapters.)

Week 12 (November 13) Summary of themes and panel presentation

Week 13 (November 20) Summary of themes and panel presentation

Week 14 (November 27) Thanksgiving. No class.

Week 15 (December 4) Careers in International Commerce;
Term papers due.