

Annotated Bibliography

Barboza, D. (2016, December). How China built “Iphone city” with billions in perks for Apple’s partner.

New York Times, 155(363). Retrieved from

<https://www.nytimes.com/2016/12/29/technology/apple-iphone-china-foxconn.html>

In this article, written by Barboza, the story of how a major Iphone factory site was selected is told. The city of Zhengzhou was selected as an Iphone factory site due to the significant subsidies, tax breaks and other financial incentives. These up-front cost breaks and the breadth of labor supplied at speed were the reasons that cities like Zhengzhou were selected versus cities in the United States as worldwide manufacturing hubs.

Common knowledge of offshoring states that the practice is based on cost savings due to lower labor costs. However, this article was interesting because a greater factor was labor availability. The Chinese regional government aided in recruitment and built dormitory housing for thousands of employees. The scale and speed at which this was set up suited business to a greater degree than any location in the United States or elsewhere. This was only possible due to Chinese government regulations and cultural acceptance of the practices.

Cost and culture are important factors to consider when discussing globalization. Since I am a consultant in the supply chain space, I must be aware of what can drive business success other than cost benefits.

This article most closely relates to the first, second and third learning outcomes and first, second and fourth dispositions.

- Articulate between the interdisciplinary field of communication and the central curriculum themes of the MSC program
- Demonstrate ability to assess complex organizational environments and achieve communication goals.

- Address complex challenges by collaboratively leading teams across disciplines, distances and sectors.
- Iteratively develop inter-professional leadership competencies.
- Utilize communication to embrace complexity and difference.
- Be equipped to influence change.

Keywords: China, Iphone, Tax incentives, Foxconn, Taiwan China relations

Boorstin, D.J. (1966). Richard warren sears cheapest supply house on earth 1894. In J. Jeuck (Eds.), *An American primer* (pp. 571-579). Chicago, USA: University of Chicago press.

In this book by Boorstin, he reviews many pertinent works that he feels are important to understanding American culture and life in general. One of the works he discusses is the Sears Roebuck catalog. The catalog was the first stage of the retail revolution. Sears took advantage of technology breakthroughs in transportation and manufacturing to buy in bulk and thus sell cheaper to consumers via the mail. Consumers in rural areas now had access to new modern products at low prices that were shipped via mail. Some argue that this was the birth of American consumerism.

This was interesting to me because I am interested in drivers that ignite significant sustainable change. The catalog was one that ignited a revolution and changed the way products were bought and sold. Understanding why the catalog was so successful and how the practice was based on utilizing current technology only helps in understanding how more modern businesses like Amazon have become so successful. It also can aid in predicting what the next successful business trend can be or how technology can be utilized to facilitate business success.

This article most closely relates to the third and fourth learning outcomes and the second disposition.

- Address complex challenges by collaboratively leading teams across disciplines, distances and sectors.
- Apply communication scholarship to strengthen communication effectiveness.
- Utilize communication to embrace complexity and difference.

Keywords: History, American, Sears, Business Culture, Retail revolution

Gaonkar, D. (2020). *Topic 6: Where are the jobs* [lecture notes]. Retrieved from Northwestern University MSC 490 email.

In this lecture by Dilip Gaonkar, he spoke about how geography still matters in the age of instant communication across vast distances. He referenced various works by several different authors: Friedman, Moretti and Florida. The three perspectives discussed were: geography does not matter, geography does matter due to proximity to learning centers, and geography matters due to individuals' personal preferences and saturation of technology firms.

This was of interest to me because it aided in understanding why some locations are growing in economic prosperity while others remain flat or are declining. For instance, San Jose, California. Home of Silicon Valley has a high concentration of technology firms and engineering universities. This has been correlated with greater economic prosperity, even for those with only a high school education. Detroit, MI, the former car manufacturing center, is in decline. Understanding the underlying drivers of economic prosperity in this current economy will drive my location preferences in the future and enable me to give better advice to my clients.

This article most closely relates to the first, third and fifth learning outcomes and the all four learning dispositions.

- Articulate between the interdisciplinary field of communication and the central curriculum themes of the MSC program.

- Address complex challenges by collaboratively leading teams across disciplines, distances and sectors.
- Critically Analyze Messages.
- Iteratively develop inter-professional leadership competencies.
- Utilize communication to embrace complexity and difference.
- Choose to communicate with ethical intention and evaluate the virtuous elements of any communication situation.
- Be equipped to influence change.

Keywords: Jobs, Location, Importance, History

Moretti, E. (2012). The great divergence. In A. Cook (Eds), *The new geography of jobs* (pp. 73-120). New York, USA: Houghton Mifflin Harcourt.

This book by Moretti was a referenced material in the previous notation by Gaonkar. This work is a more detailed work on how location factors influence economic growth and overall prosperity. Moretti's argument is based on proximity to knowledge centers. Specifically, engineering universities and technology institutes. These graduates then influence the community around them by utilizing capital to generate innovative new products which increase the flow of capital to the area. Even for those with a lower caliber of education. This is shown in the overall wages of high school only graduates in these areas versus areas without access to knowledge centers. They are significantly higher in areas with knowledge centers and greater saturation of college graduates.

This is interesting for me because of my interest in policy. A goal of policy at a regional level is to improve the lives of all citizens. By understanding underlying drivers of prosperity, we can apply these same drivers in other areas to increase the standard of living. In this specific instance, education and technology facilitate healthy economic development. It is important for

me to know that locations currently underprivileged can be improved and those citizens lives improved. It is only a matter of acting and this is something I can attempt to drive in the future.

This article most closely relates to the second and fourth learning outcomes and the second, third and fourth dispositions.

- Demonstrate ability to assess complex organizational environments and achieve communication goals.
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- Choose to communicate with ethical intention and evaluate the virtuous elements of any communication situation.
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Keywords: Location, Moretti, Geography, Importance

Roloff, M.E. (2020). *Change strategies* [lecture notes]. Retrieved from Northwestern University MSC 513 email.

This lecture by Professor Roloff was on the topic of change strategies. The topics of Socialization or onboarding, performance appraisal, incentive-based management, support based management, participation management strategy, influencing, behavior modification strategy and Implementation were all discussed in detail.

For me this was putting theory to experience. What I mean is that I have had many experiences as an operations manager and a consultant. The discussion around the theory provided new context for many of my experiences. For example, the implementation by intervention approach is where an executive or power authority takes direct control in establishing norms, using data and driving performance top down. This is the most effective method, yet used only 20% of the time on average. I can understand this because individuals that

fit this approach are rare and hard to find. However, now that I know that there is data behind it and that it is 100% effective on average, I can aspire to carry out initiatives in this fashion.

This lecture most closely relates to the all the learning outcomes and all the dispositions.

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Keywords: Change Management, Roloff, Strategy, Lecture

Roloff, M.E. (2020). *Functional models of persuasion* [lecture notes]. Retrieved from Northwestern University MSC 513 email.

This lecture by Professor Roloff covered the topic of functional models of persuasion. The perspective is that in order to persuade an individual or organization, individual reasons for behavior must be understood, considered and acted upon. There are several approaches for how individuals develop and act on their reasons for doing things. Katz's functional approach,

Kelman's functional approach, Impression management theory, behavioral norms, prospect theory, and psychological reactance.

The theory that I favor is Katz's functional approach which breaks individuals down into five categories. There are different approaches to individuals or organizations in each of the different categories. If the approach does not match the individuals' category, the persuasion attempt will fail. I favor this theory because the categories are what I believe I have seen in my experiences. Individuals act because: they are rewarded for doing it, because they want to fit in, because they know how to do it, because of individual values or because of their ego. Understanding approaches like this are important as it can increase my effectiveness in understanding a target population of an initiative I may design in the future.

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Keywords: Persuasion, Roloff, Models, Negotiation, Lecture

Roloff, M.E. (2020). *Innovation* [lecture notes]. Retrieved from Northwestern University MSC 513 email.

In this lecture by Professor Roloff, innovation is discussed in detail. This and a similar lecture were both of extreme interest to me. Innovation is based on creativity, which when unleashed, tends to lead to great success. This has been seen in companies like Pixar. This lecture and the approaches discussed covered how to facilitate it on an organizational scale.

We covered one specific theory that I enjoyed which was the Diffusion approach. This is the theory that describes different types of consumers. The innovators, early adopters, majority and laggards. Innovators tend to be highly educated, high income and social status. Early adopters tend to be successful and opinion leaders. The majority and laggards tend to have similar characteristics of a lower level of education and tend to adopt only out of economic necessity.

When designing products or attempting to instill innovative practices, understanding the target audience is essential. If an organization's makeup is mostly early adopters and innovators like tech startups or similar, then innovative changes can be implemented far easier than in an organization characterized by majority or laggards. Especially in my field, understanding these characteristics will influence my success greatly. Consultant's push change, so a change of approach or knowing who to target as a change agent can be influenced by these theories.

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Keywords: Innovation, Part I, Roloff, Balance, Lecture

Roloff, M.E. (2020). *Innovation part two* [lecture notes]. Retrieved from Northwestern University MSC 513 email.

In this lecture by Professor Roloff, innovation is discussed in further detail. These two lectures were both of extreme interest to me. Innovation is based on creativity which, when unleashed, tends to lead to great success. This has been seen in companies like Pixar. This lecture and the approaches discussed covered how to facilitate it on an organizational scale.

One theory that was discussed in detail that I could identify with was a similar diffusion of innovation theory, but by organizational characteristics versus individual characteristics. As a consultant, I mostly deal with culture and process changes. So being able to understand how to implement a successful structural change that leads to an increase in innovation is important for me and my future career growth.

Within Rogers theory of diffusion was a particularly interesting factor on structure. Complexity versus formalization. Essentially, the number of task-oriented roles and amount of rules and regulations governing behavior. Organizations with high complexity tend to create many initiatives, but not implement them. Organizations with many rules and regulations tend not

create many initiatives, but those that they do get implemented quickly. The lesson being that an organization with a balance of both will be the most able to create and implement initiatives with a high degree of success.

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Keywords: Innovation, Part II, Roloff, Processes, Strategy, Lecture

Roloff, M.E. (2020). *Integrative Bargaining* [lecture notes]. Retrieved from Northwestern University MSC 513 email.

This lecture by Professor Roloff was on the topic of integrative bargaining. Integrative bargaining is about meeting the needs of both parties versus winning a negotiation. The integration of needs is what makes this approach different than others. This makes it very

successful in forging agreements. However, it is dependent on trust between parties, multiple issues or topics to discuss, and the negotiators not getting stuck on a single issue, which makes it very difficult to practice.

I enjoyed this lecture the most because it gave me hope that individuals can agree on things with a high rate of success using a scientifically backed method. By being able to practice this method it will make me more successful. Both as a consultant and in the future while working in policy.

This lecture most closely relates to the all the learning outcomes and all the dispositions.

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Keywords: bargaining and negotiation, log rolling, Roloff, Strategy, Lecture

Roloff, M.E. (2020). *Macro perspectives of change* [lecture notes]. Retrieved from Northwestern University MSC 513 email.

In this lecture by Professor Roloff the perspective of change is discussed. Organizations or cultures can have perspectives based on culture, evolution, syndromes, institutional pressure, and attraction selection theory. Essentially these perspectives discuss what generates the desire for change initiatives, how organizations grow and retain individuals, and how organizational culture develops.

The last piece, how organizational culture develops, is especially interesting to me. As a consultant, driving organizational culture change is part of my role. So understanding how culture develops and changes over time is important for my future career success. There are three types of cultures based on Kotter and Heskett. A strong culture, a strategically important culture and an adaptive culture. Each has their own strengths and weaknesses. However, the adaptive culture has special appeal to me as it is based on what the market is doing. Being able to quickly pivot to something else has special appeal to me as it is my natural tendency. Therefore, working with firms that have this same culture will lead to a high level of fit. Which is described in further detail in ASA theory (which was also discussed in this lecture).

This lecture most closely relates to the all the learning outcomes and all the dispositions.

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Keywords: Change Management, Roloff, Strategy, Change process, large scale, Lecture

Roloff, M. (2020). *Process models of persuasion* [lecture notes]. Retrieved from Northwestern University MSC 513 email.

In this lecture by professor Roloff, persuasion is viewed through a process lens versus a functional lens. In order to persuade an individual or organization, a process or set of steps must be followed. Several models were reviewed, these include: McGuire's process model, behavioral reinforcement model, McGuire's inoculation theory, Cognitive response model, mindlessness, Elaboration likelihood model, and the Heuristic systems model. The model that most stands out to me is the McGuire process model.

This model is based on probability and statistics. The reason I like this is because a major factor is organizational complexity. If an organization is complex, then the likelihood of a message getting through decreases if probability remains the same. This is directly applicable to what I have seen in my experience. The more complex an organization, the more barriers and the less likely a change initiative is to occur. Understanding this will only make me more effective in combating or developing initiatives that succeed.

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Keywords: Bargaining, Negotiation, Processes, Reinforcement, Behavioral, Roloff, Lecture

Smith, H. (Writer) & Young, R. (Director). (2004). Is Wal-Mart good for America? [Television series episode]. In H. Smith (Senior producer), *PBS Frontline*. Boston, MA: WGBH educational foundation.

In this televised documentary by PBS Frontline, Walmart's business practices are discussed, and an essential question is asked. Are low priced goods manufactured abroad good for Americans? Facts are presented that aid the audience in making this decision although no conclusion is reached by the presenters and the decision is left up to the audience. Walmart has been able to deliver low prices to individuals and on average save a family more than 5000 dollars a year. However, this has facilitated business practices such as offshoring that has lead to

the loss of manufacturing jobs in the United States. This is the central point of the piece. Which is more important, low prices or manufacturing jobs?

From my perspective this piece reveals the consequences of American consumerism. If consumerism is unchecked, it can have severe repercussions on American citizens. The loss of jobs leading to the lowering or elimination of wages which further feeds the desire for lower prices. It creates a dangerous cycle that lowers the standards of living, increases wage gaps and shrinks the middle class. Understanding that businesses like Walmart are accelerating this cycle started by Sears aids in understanding how to combat that cycle or lessen the effect of it's consequences by instituting other changes. Such as increasing investment in knowledge centers to increase innovation and thus increase standards of living. Understanding all aspects allows for the best solutions to be created and implemented. Since I want to be one of those individuals to implement these solutions, having this level of understanding will only increase the chance of my success.

This television piece most closely relates to third, fourth and sixth learning outcomes and the second and fourth learning outcomes.

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- Utilize communication to embrace complexity and difference.
- Be equipped to influence change.

Keywords: PBS, Walmart, Outsourcing, Supply Chain, China

Stegar, M. (2009). *Globalization a very short introduction*. New York, USA: Oxford university press.

This book written by Stegar reviews the concept of globalization and how it is not a new concept, but instead has been around since humans first started migrating from Africa. However, globalization has occurred in bursts facilitated by advances in technology and political theory. Namely in transportation or in the gathering of resources. Similarly, organizations like the Catholic church and later Marxism and Capitalism would come to play large roles.

When ships first utilized the sail to cross oceans, and when humans began to farm were big technological advances that spurred early globalization. Later, more apparent technological advancements facilitated advanced globalization such as the steam engine, electricity and the internet. It is that focus on context that I enjoyed the most.

That context helps me to understand what globalization is and what can drive it. We can then link this to what drives innovation. Technological advancement is what drives globalization and greater wealth for the developers. It also, over time, leads to greater opportunity for others. However, there is a cost. Consequences like worker exploitation, wealth inequality, and decreased opportunities for those with lower levels of education do occur. By understand both the positive and negative consequences as well as historical context, I can be more effective in understanding my client's ecosystem and how to make it more effective.

This book most closely relates to first, second, fourth and fifth learning outcomes and the second, third and fourth dispositions.

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- Choose to communicate with ethical intention and evaluate the virtuous elements of any communication situation.
- Be equipped to influence change.

Keywords: Globalization, History, Change, Factors

Streitfeld, D., Wingfield, N. (2015, April). With Amazon atop the cloud, big tech rivals are giving chase.

The New York Times, 154(114). Retrieved from:

<https://www.nytimes.com/2015/04/24/technology/amazon-reports-big-profits-in-its-cloud-computing-business.html>

In this article written by Streitfeld, Amazon's diversification is discussed. Amazon has moved from being only an online retailer to a provider of cloud-based web services. They have not only moved into this space, they have quickly come to dominate it. Other tech companies like Microsoft and Google are attempting to catch up, but Amazon has gained a significant share of the market already. By facilitating an innovative culture based on data Amazon has been able to get ahead of competitors by being the first to offer cloud computing services at scale.

This article was especially interesting to me because it was the utilization of technology in a new way to give the consumer something the consumer did not know they wanted. This is the same trend we see with globalization and with retail in general. Large changes in business are driven by new organizations utilizing technology in a new way. That way of thinking is something that I wish to understand and utilize to make myself more successful in my career.

This article most closely relates to first, fourth and fifth learning outcomes and the first and second dispositions.

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- Iteratively develop inter-professional leadership competencies.
- Utilize communication to embrace complexity and difference.

Keywords: Amazon, Product diversification, Strategy, New York Times, AWS, Cloud technology

Swanson, A. & Smialek, J. (2020, January). U.S. manufacturing slumps as trade war damage lingers. *New York Times*, 159(3). Retrieved from <https://www.nytimes.com/2020/01/03/business/manufacturing-trump-trade-war.html>

This article written by Swanson and Smialek reviews the economic damage resulting from the trade war between the United States and China. It also reviews the effectiveness of tariffs at protecting American businesses. What they found instead was that the tariffs had caused industries exposed to it to shed jobs increasing unemployment and causing uncertainty in markets reducing overall economic growth.

Cause and effect relationships such as this are of interest to me as I worked in an industry that is affected by them. I also have clients that work in industries that are affected by these types of policies. By being exposed to articles like this and discussing them in class, I become more aware of the cause and effect relationships which deepens my own understanding of policy. Which only makes me more effective in designing and crafting policy that achieves my aims without unintended consequences.

This article most closely relates to first, fourth and fifth learning outcomes and the first and second dispositions.

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Keywords: Culture clash, Trade war, New York Times, Manufacturing