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morrow habit

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has been  
superseded by  
"Do It To-  
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Should it be? Can  
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intellectual history  
reveals how such  
questions have  
driven business

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education and  
shaped American  
management and  
society for more  
than a century.

The book is also a  
call for reform.

Rakesh Khurana  
shows that  
university-based  
business schools  
were founded to

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train a professional  
class of managers  
in the mold of  
doctors and  
lawyers but have  
effectively  
retreated from that  
goal, leaving a  
gaping moral hole  
at the center of  
business  
education and

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perhaps in  
Company Case  
management itself.

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Khurana begins in

the late nineteenth  
century, when

members of an  
emerging

managerial elite,

seeking social

status to match the

wealth and power

they had accrued,

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began working  
with major  
universities to  
establish graduate  
business  
education  
programs  
paralleling those  
for medicine and  
law. Constituting  
business as a  
profession,

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however, required  
codifying the  
knowledge  
relevant for  
practitioners and  
developing  
enforceable  
standards of  
conduct. Khurana,  
drawing on a rich  
set of archival  
material from

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business schools,  
foundations, and  
academic  
associations,  
traces how  
business  
educators  
confronted these  
challenges with  
varying strategies  
during the  
Progressive era

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and the  
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Depression, the  
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postwar boom  
years, and recent  
decades of  
freewheeling  
capitalism. Today,  
Khurana argues,  
business schools  
have largely  
capitulated in the  
battle for



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professionalism  
and have become  
merely purveyors  
of a product, the  
MBA, with  
students treated  
as consumers.

Professional and  
moral ideals that  
once animated  
and inspired  
business schools

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have been  
conquered by a  
perspective that  
managers are  
merely agents of  
shareholders,  
 beholden only to  
the cause of share  
profits. According  
to Khurana, we  
should not thus be  
surprised at the

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rise of corporate  
malfeasance. The  
time has come, he  
concludes, to  
rejuvenate  
intellectually and  
morally the training  
of our future  
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great untold  
stories of modern  
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remarkable

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prizes in literature  
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telecommunicat  
ions policy in  
the 1990s, not  
only in the  
United States,  
but in every  
other country  
that has begun  
to liberalize  
or deregulate  
its telecommun*



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dialogue

revolves

around four  
questions.

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much do the  
universal  
service

obligations of

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*companies*

*cost? Second,  
how can those  
costs be  
financed in a  
competitive  
environment?  
Third, what  
kind of  
technical and*

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*the new,*

*competing*

*networks?*

*Finally,*

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*should the  
service bundle  
designated as*

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*"universal  
service" be  
redefined to  
take into  
account new  
technologies,  
and if so,  
how? In the  
United States,*

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*debate over  
those issues  
reached a  
milestone when  
the U.S.*

*Congress  
passed the Tel  
ecommunication  
s Act of 1996.  
The new law is  
the first  
comprehensive*

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*revision of  
the  
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Act of 1934*

*and culminates  
twenty years  
of legislative  
struggle over  
how to adapt  
federal law to  
the new  
realities of t*

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ons. In  
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effect, the  
new law

codifies the  
perceived  
wisdom about i  
nterconnection  
, competition,  
and universal  
service in tel  
ecommunication

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*s. Because one  
of the chief  
purposes of  
Milton*

*Mueller's  
analysis is to  
mount a  
historically  
grounded  
challenge to  
that  
orthodoxy, the*



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*that links the*

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*over universal*

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*Discusses the*

*rising*

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relations in  
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world and  
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A firm maximizes profits if each decision adds more to the firm ' s revenue than to its costs. Although the concept sounds rather simple, it is difficult to do in practice. To ease this

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difficulty, the authors are giving you the inside knowledge to “ economic theory. ” This book will help you understand economic theory and much more to accurately infer changes in revenues

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that may be associated with a decision. And since economic theory suggests that the costs reported by accountants rarely reflect the true cost associated with the decision, this book will help you understand how to



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assess the changes in  
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economic theory of  
cost with common  
accounting practices  
so the differences

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can be reconciled  
and better decisions  
can be made.

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The global beauty  
business permeates  
our lives, influencing  
how we perceive  
ourselves and what it  
is to be beautiful.

The brands and  
firms which have  
shaped this industry,  
such as Avon, Coty,  
Est é e Lauder,

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L'Oréal, and Shiseido, have imagined beauty for us. This book provides the first authoritative history of the global beauty industry from its emergence in the nineteenth century to the present day, exploring how

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today's global giants  
grew. It shows how  
successive

generations of  
entrepreneurs built  
brands which shaped  
perceptions of  
beauty, and the  
business  
organizations  
needed to market  
them. They

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democratized access to beauty products, once the privilege of elites, but they also defined the gender and ethnic borders of beauty, and its association with a handful of cities, notably Paris and later New York. The result was a

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homogenization of  
beauty ideals  
throughout the  
world. Today  
globalization is  
changing the beauty  
industry again; its  
impact can be seen  
in a range of  
competing strategies.  
Global brands have  
swept into China,

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Russia, and India, but at the same time, these brands are having to respond to a far greater diversity of cultures and lifestyles as new markets are opened up worldwide. In the twenty first century, beauty is again being re-imagined anew.



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the myth of Alexander

Graham Bell as the

telephone's sole

inventor, exposing

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that story's origins in the arguments advanced by Bell's lawyers during fiercely contested battles for patent monopoly. The courts anointed Bell father of the telephone—likely the most consequential intellectual property right ever granted.

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This story explodes the popular belief that women white-collar workers tend to reject unionization and accept a passive role in the workplace. On the contrary, the women workers of Harvard University created a powerful and unique union--one that emphasizes their

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own values and priorities as working women and rejects unwanted aspects of traditional unionism. The workers involved comprise Harvard's 3,600-member "support staff," which includes secretaries, library and laboratory assistants, dental hygienists, accounting

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clerks, and a myriad of other office workers who keep a great university functioning. Even at prestigious private universities like Harvard and Yale, these workers--mostly women--have had to put up with exploitive management policies that denied them

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respect and decent wages because they were women. But the women eventually rebelled, declaring that they could not live on "prestige" alone. Encouraged by the women's movement of the early 1970's, a group of women workers (and a few men) began what

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would become a  
15-year struggle to  
organize staff

employees at Harvard.

The women persisted  
in the face of  
patronizing and sexist  
attitudes of university  
administrators and  
leaders of their own  
national unions.

Unconscionably long  
legal delays foiled



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their efforts. But they developed innovative organizing methods, which merged feminist values with demands for union

representation and a means of influencing workplace decisions.

Out of adversity came an unorthodox form of unionism embodied in the Harvard Union of

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Clerical and  
Technical Workers  
(HUCTW). Its

founding was marked  
by an absorbing  
human drama that  
pitted unknown  
workers, such as Kris  
Rondeau, a lab  
assistant who came to  
head the union,  
against famous  
educators such as

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Harvard President  
Derek Bok and a  
panoply of prestigious  
deans. Other  
characters caught up  
in the drama included  
Harvard's John T.  
Dunlop, the nation's  
foremost industrial  
relations scholar and  
former U.S. Secretary  
of Labor. The drama  
was played out in

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innumerable hearings  
before the National  
Labor Relations  
Board, in the streets of  
Cambridge, and on  
the walks of historic  
Harvard Yard, where  
union members  
marched and sang and  
employed new tactics  
like "ballooning,"  
designed to  
communicate a

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message of joy and liberation rather than the traditional "hate-the-boss" hostility.

John Hoerr tells this story from the perspective of both Harvard administrators and union organizers.

With unusual access to its meetings, leaders, and files, he

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examines the unique culture of a female-led union from the inside.

Photographs add to the impact of this dramatic narrative.

Author note: John Hoerr, a freelance writer, has been a journalist for more than thirty years at newspapers, magazines, public

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television, and United Press International. A specialist in labor reportage, he is the author of *And the Wolf Finally Came: The Decline of the American Steel Industry*.

"The ongoing COVID-19 pandemic marks the most significant, singular

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global disruption  
since World War II,  
with health, economic,  
political, and security  
implications that will  
ripple for years to  
come." -Global  
Trends 2040 (2021)  
Global Trends 2040-A  
More Contested  
World (2021),  
released by the US  
National Intelligence



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Council, is the latest  
report in its series of  
reports starting in

1997 about

megatrends and the  
world's future. This

report, strongly

influenced by the

COVID-19 pandemic,

paints a bleak picture

of the future and

describes a contested,

fragmented and

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turbulent world. It specifically discusses the four main trends that will shape tomorrow's world: -  
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Economics-increased government debt and concentrated

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economic power will  
escalate problems for  
the poor and

middleclass. - Climate-  
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and health insecurity.

- Technology-the  
emergence of new  
technologies could  
both solve and cause  
problems for human  
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trends, policymakers,  
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academics, journalists

and anyone eager for  
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decades, will find this  
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and Julia Kirby.

Financial

collapses—whether of  
the junk bond market,  
the Internet bubble, or  
the highly leveraged  
housing market—are  
often explained as the  
inevitable result of  
market cycles: What  
goes up must come  
down. In *Liquidated*,  
Karen Ho punctures

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the aura of the  
abstract, all-powerful  
market to show how  
financial markets, and

particularly booms  
and busts, are  
constructed. Through  
an in-depth  
investigation into the  
everyday experiences  
and ideologies of Wall  
Street investment  
bankers, Ho describes

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how a financially  
dominant but highly  
unstable market

system is understood,  
justified, and  
produced through the  
restructuring of  
corporations and the  
larger economy. Ho,  
who worked at an  
investment bank  
herself, argues that  
bankers' approaches



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to financial markets  
and corporate  
America are  
inseparable from the  
structures and  
strategies of their  
workplaces. Her  
ethnographic analysis  
of those workplaces is  
filled with the voices  
of stressed first-year  
associates,  
overworked and

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alienated analysts,  
undergraduates eager  
to be hired, and

seasoned managing  
directors. Recruited  
from elite universities  
as "the best and the  
brightest," investment  
bankers are socialized  
into a world of high  
risk and high reward.  
They are paid  
handsomely, with the

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understanding that  
they may be let go at  
any time. Their

workplace culture and  
networks of privilege  
create the perception  
that job insecurity  
builds character, and  
employee liquidity  
results in smart,  
efficient business.

Based on this culture  
of liquidity and

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compensation  
practices tied to  
profligate deal-  
making, Wall Street  
investment bankers  
reshape corporate  
America in their own  
image. Their mission  
is the creation of  
shareholder value, but  
Ho demonstrates that  
their practices and  
assumptions often

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produce crises instead.  
By connecting the  
values and actions of  
investment bankers to  
the construction of  
markets and the  
restructuring of U.S.  
corporations,  
Liquidated reveals the  
particular culture of  
Wall Street often  
obscured by  
triumphalist readings

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of capitalist  
globalization.

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Should we pay  
children to read books  
or to get good grades?  
Should we allow  
corporations to pay for  
the right to pollute the  
atmosphere? Is it  
ethical to pay people  
to test risky new drugs  
or to donate their  
organs? What about

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hiring mercenaries to  
fight our wars?

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to elite universities?

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immigrants willing to  
pay? In What Money

Can't Buy, Michael J.

Sandel takes on one of  
the biggest ethical  
questions of our time:

Is there something

wrong with a world in

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which everything is  
for sale? If so, how  
can we prevent market  
values from reaching  
into spheres of life  
where they don't  
belong? What are the  
moral limits of  
markets? In recent  
decades, market  
values have crowded  
out nonmarket norms  
in almost every aspect



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of life—medicine,  
education,  
government, law, art,  
sports, even family  
life and personal  
relations. Without  
quite realizing it,  
Sandel argues, we  
have drifted from  
having a market  
economy to being a  
market society. Is this  
where we want to

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be? In his New York Times bestseller Justice, Sandel showed himself to be a master at illuminating, with clarity and verve, the hard moral questions we confront in our everyday lives. Now, in What Money Can't Buy, he provokes an essential discussion

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that we, in our market-driven age, need to have: What is the proper role of markets in a democratic society—and how can we protect the moral and civic goods that markets don't honor and that money can't buy?

The Nation

Invented by Law

*Page 107/147*

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Universal Service  
Alexander Graham  
Bell and the Patent  
That Changed  
America  
Liquidated  
Playing to Win

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introduction  
to the basics  
of open*

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describing  
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and showing  
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understandably*



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give their  
consent. But  
for 350 years,  
scholars have  
written peer-  
reviewed  
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articles for  
impact, not  
for money, and  
are free to*

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tells us what  
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and isn't, how  
it benefits  
authors and

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research, how  
we pay for it,  
how it avoids  
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problems, how  
it has moved  
from the  
periphery to  
the  
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*future may  
hold.*

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who want to  
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and listen  
to.” –Arianna  
Huffington  
Analyzing the  
strategic*

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*maneuvers of  
today's great  
information  
powers—Apple,  
Google, and an  
eerily  
resurgent  
AT&T—Tim Wu  
uncovers a  
time-honored  
pattern in  
which*

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invention  
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begets  
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industry and  
industry

*begets empire.*

*It is easy to*

*forget that*

*every*

*development in*

*the history of*

*the American*

*information*



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*industry—from  
the telephone  
to radio to  
film—once  
existed in an  
open and  
chaotic  
marketplace  
inhabited by  
entrepreneurs  
and utopians,  
just as the*

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*Internet does  
today. Each of  
these,  
however, grew  
to be  
dominated by a  
monopolist or  
cartel. In  
this  
pathbreaking  
book, Tim Wu  
asks: will the*

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*follow the  
same fate?*

*Could the  
Web—the entire  
flow of  
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mation—come to  
be ruled by a  
corporate  
leviathan in  
possession of*

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"the master  
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switch"? Here,  
Tim Wu shows

how a battle  
royale for the  
Internet's  
future is  
brewing, and  
this is one  
war we dare  
not tune out.  
Think about

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the last time  
you tried to  
change  
someone's mind  
about  
something  
important: a  
voter's  
political  
beliefs; a  
customer's  
favorite

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*brand; a  
spouse's  
decorating  
taste. Chances  
are you  
weren't  
successful in  
shifting that  
person's  
beliefs in any  
way. In his  
book, Changing*

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*Minds, Harvard  
psychologist*

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*Howard Gardner  
explains what  
happens during  
the course of  
changing a  
mind - and  
offers ways to  
influence that  
process.*

*Remember that*

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*we don't  
change our  
minds  
overnight, it  
happens in  
gradual stages  
that can be  
powerfully  
influenced  
along the way.  
This book  
provides*



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*insights that  
can broaden  
our horizons  
and shape our  
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Advantage of  
Nations has  
changed  
completely our

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conception of  
how prosperity  
is created and  
sustained in the  
modern global  
economy.

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groundbreaking  
study of  
international  
competitiveness  
has shaped

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national policy  
in countries  
around the  
world. It has  
also  
transformed  
thinking and  
action in states,  
cities,  
companies, and  
even entire  
regions such as

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Central America.

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research in ten

leading trading

nations, The

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causes of the  
productivity with  
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companies  
compete. Porter  
shows how  
traditional  
comparative  
advantages such  
as natural  
resources and  
pools of labor

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have been superseded as sources of prosperity, and how broad macroeconomic accounts of competitiveness are insufficient. The book introduces Porter's



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"diamond," a whole new way to understand the competitive position of a nation (or other locations) in global competition that is now an integral part of international

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Porter's concept

of "clusters," or

groups of

interconnected

firms, suppliers,

related

industries, and

institutions that

arise in

particular

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locations, has become a new way for companies and governments to think about economies, assess the competitive advantage of locations, and set public policy.

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Even before publication of the book, Porter's theory had guided national reassessments in New Zealand and elsewhere. His ideas and personal involvement

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have shaped  
strategy in  
countries as  
diverse as the  
Netherlands,  
Portugal,  
Taiwan, Costa  
Rica, and India,  
and regions  
such as  
Massachusetts,  
California, and

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the Basque  
country.

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Hundreds of  
cluster

initiatives have  
flourished

throughout the  
world. In an era

of intensifying  
global

competition, this  
pathbreaking

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book on the new  
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strong decision-  
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