



H A R V A R D | B U S I N E S S | S C H O O L

Institute for Strategy & Competitiveness

MOC Affiliate Network

2016 Prospectus for

Interested Institutions and Faculty

Microeconomics of Competitiveness (MOC): Firms, Clusters, and Economic Development, is a course developed by Professor Michael Porter and colleagues at the Institute for Strategy and Competitiveness at Harvard Business School

Microeconomics of Competitiveness: Firms Clusters and Economic Development (MOC) is a university-wide graduate course offered to students from around the Harvard University community, including Harvard Business School and Harvard Kennedy School. Started in 2002, the course was created by Professor Michael E. Porter and colleagues at the Institute for Strategy and Competitiveness, Harvard Business School, through a multiyear development effort. The course has been designed for students at Harvard as well as a platform for teaching at universities around the world. MOC explores the determinants of competitiveness and successful economic development viewed from a bottom-up, microeconomic perspective.

The Institute for Strategy and Competitiveness studies competition and its implications for company strategy; the competitiveness of nations, regions and cities; and solutions to societal problems. Based at Harvard Business School, the Institute is dedicated to extending the research pioneered by Professor Michael E. Porter and disseminating it to scholars and practitioners around the world.

For more information about the Microeconomics of Competitiveness Affiliate Network or course, please contact the MOC Program Manager at moc@hbs.edu.



**HARVARD
BUSINESS SCHOOL**

Institute for Strategy &
Competitiveness

Institute for Strategy and Competitiveness

Harvard Business School

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Teaching with a Purpose: The MOC Vision

The world is characterized by huge differences in economic performance across locations, including those both across and within countries. Over the last 25 years, Professor Michael E. Porter has developed a robust framework for understanding how competitiveness, the ability of firms operating in a specific location to compete successfully in the global economy while supporting high and rising living standards for the location's citizens, is critical for explaining these differences in economic performance.

Professor Porter's research has brought to light the critical importance of clusters and the quality of business environments for competitiveness. The role of broader macroeconomic principles, as well as political, legal, and social factors, has traditionally overshadowed microeconomic foundations and the understanding of their impact of economic development. Porter's research has also led to a new understanding of the role of the private sector in competitiveness, and the ways in which the private and the public sectors can collaborate to boost productivity.

Over the last few years, Professor Porter and his colleagues have worked with leaders from around the world to translate the conceptual framework into practical efforts that raise competitiveness and, ultimately, citizens' standard of living. The success of these efforts often depends to a significant degree on the level of local capacity—in particular, on:

- A shared understanding of competitiveness among leaders in business, government, and other parts of society
- A group of individuals that have the skills to effectively diagnose locations and clusters, and can facilitate the development of action plans to upgrade competitiveness
- An institutional structure that can provide reliable analytical support and a neutral platform for collaborative action to upgrade competitiveness

The Microeconomics of Competitiveness (MOC) Affiliate Network was launched in response to these observations. The MOC course provides an integrative framework to understand and analyze the drivers of competitiveness. MOC faculty and their students become local experts for applying these tools in the context of their specific location. Universities and individual research institutes in the MOC Affiliate Network serve as platforms for support in collaborative efforts for competitiveness upgrading.

The vision of the MOC Affiliate Network was to create local capacity to understand, teach, and upgrade competitiveness through a highly scalable structure: The Institute for Strategy and Competitiveness (ISC) at Harvard Business School (HBS) developed the curriculum, teaching materials, and a platform for disseminating these materials around the world. The network enables



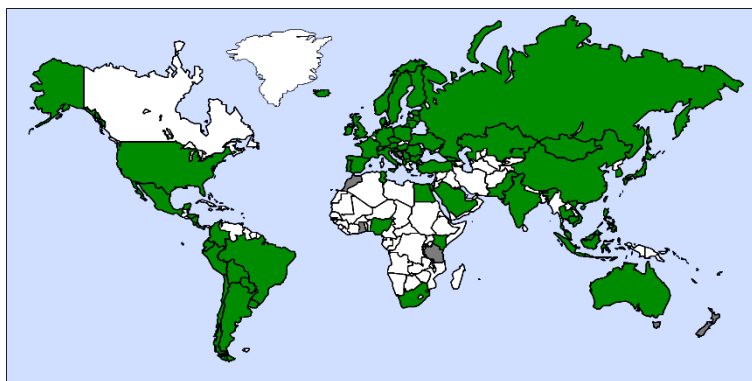
Michael Porter is the Bishop William Lawrence University Professor at the Harvard Business School. He is a leading authority on competitive strategy, the competitiveness and economic development of nations, states, and regions, and the application of competitive principles to social problems such as health care, the environment, and corporate responsibility. Dr. Porter is the author of 18 books and over 125 articles and has served as a counselor on strategy to the governments of many nations, to leading international corporations, and to nonprofit community organizations. He holds a Ph.D. in Business Economics from Harvard University.

faculty at affiliated universities to teach the MOC course quickly and without costly course development efforts of their own. Further leveraging the network structure, faculty collaborate on teaching, developing cases, and researching as ways to expand the body of knowledge and be leaders on competitiveness in their regions.

The MOC Affiliate Network

The Microeconomics of Competitiveness (MOC) Affiliate Network was launched by Professor Porter in 2002, with two institutions – INCAE in Nicaragua and Stockholm School of Economics, Riga in Latvia – as the initial affiliates. These institutions perfectly represent the target profile for MOC affiliates: a commitment to academic excellence combined with a focus on achieving real impact in their home regions. Each institution has a founding mission to improve their surrounding community and value excellence within the university as a critical asset in achieving impact outside of the university.

Over time, the network has grown by roughly ten affiliates per year, reaching 107 institutions by 2015. The MOC Affiliate Network is now represented in more than 65 countries with affiliates having cumulatively taught 1,352 courses, reaching a total student body of more than 51,053.



MOC affiliates can draw on the course curriculum, a broad range of teaching materials, including teaching cases, teaching notes, concept lectures, and taped lectures by government and private sector leaders from countries and regions covered in the cases. An annual workshop of MOC affiliate faculty at HBS provides a regular opportunity to learn more about concepts and new materials.

MOC Course Content

The MOC curriculum is concerned with the determinants of competitiveness and economic development viewed from a bottom up, microeconomic perspective. The course, as taught at Harvard Business School, is organized around four content modules, with one additional module dedicated to a team project presentations conducted by students. A sample outline of the MOC course, as offered at HBS, is found in Figure 1.

The MOC course initially provides students with an understanding of key principles of firm, industries, and global competition. It then introduces the analytical tools of diamond and cluster analysis to diagnose locational competitiveness. A third set of classes discusses the potential to enhance competitiveness through government policy at different levels of geography and at different stages of development. A final segment turns to process and looks at ways to create an institutional structure for pursuing competitiveness efforts.

The course is taught using the case method, complemented by readings, lectures, and case protagonist presentations. In addition to case studies, the MOC course includes a team project involving the

competitive assessment of a particular country and cluster. MOC faculty are given detailed project guidelines and are trained in how to manage the student project process.

Figure 1: MOC Course Outline

MODULE	SESSION	CASE STUDY
Part I: Firms, Industries, and Cross-Border Competition	Competitiveness: Overall Framework	Building a Cluster: Electronics and Information Technology in Costa Rica
Part II: Locations and Clusters	Clusters and Cluster Development	The California Wine Cluster The Australian Wine Cluster (Supplementary Information)
	Cluster Internationalization	The Dutch Flower Cluster
	Role of Institutions for Collaboration	Asociación Colombiana de Plásticos (Acoplásticos) Centre Suisse d'Electronique et de Microtechnique (CSEM) Institutions for Collaboration: Overview
Part III: Strategy for Nations and Regions	Economic Strategy: Advanced Economies	Remaking Singapore
	Economic Strategy: Developing Economies	Vietnam: Sustaining the Growth of an Asian Tiger
	Economic Strategy: Early Stage Developing Economies	Rwanda: National Economic Transformation
	Economic Strategy: Cross-National Regions	Central America: Strategy for Economic Integration
	Economic Strategy: Europe	European Integration: Meeting the Competitiveness Challenge
	Economic Strategy: Middle Income Economies	Latvia: Economic Strategy After EU Accession
	Economic Strategy: States and Sub-National Regions	The Basque Country: Strategy for Economic Development
	Economic Strategy: Cities	New York City: Bloomberg's Strategy for Economic Development
Part IV: The Process of Economic Development	Competitiveness Initiatives	New Carolina Initiative
	Organizing for Competitiveness	Colombia: Organizing for Competitiveness
	Creating Shared Value and Competitiveness	Yara International: Africa Strategy
	Cluster Initiatives	Cluster Mobilization in <i>Mitteldeutschland</i>
Part V: Project Presentations	Team Project Presentations Part 1	
	Team Project Presentations Part 2	

MOC Affiliate Network Impact

The MOC Affiliate Network has evolved beyond a platform for teaching and research to become a tool to influence and support economic development around the world. One important step has been the adaption of the course, originally designed for master students, to executive programs targeted at leaders in the public and the private sectors. In 2015, more than 20% of the MOC courses implemented by affiliate institutions were such executive level courses. Another important development has been the creation of research institutes and centers focused on competitiveness. By 2015, MOC affiliates had created 43 competitiveness institutes, often with a distinct geographic or content focus. Finally, several MOC affiliates have become active in local competitiveness efforts that engage government and private sector leaders. By 2015, the total number of such projects and initiatives with MOC affiliate involvement has grown to 461 cluster related initiatives and 517 initiatives on national and regional competitiveness.

The mission of the MOC Affiliate Network is to provide an institutional setting that teaches the MOC theoretical framework, generates new knowledge through collaborative research, and influences policy makers and leaders in the world to improve competitiveness at all levels.

Join the Network

An annual application cycle is managed by the Institute for Strategy and Competitiveness at Harvard Business School, and interested affiliate institutions must submit an application before the October deadline. Applicants are evaluated based on the requirements specified below; the ISC reserves the right to accept or decline any application. No third-party intermediary represents the Institute for Strategy and Competitiveness in the application process.

Requirements for MOC Affiliate Institutions

Prospective MOC affiliate institutions are evaluated based on the following criteria:

Institutional Requirements

- Accreditation status of the University in the country (either by international accreditation standards or national ministry of education)
- Rank as a leading educational institute in the country and region
- Provide a letter of support from the university president or dean, indicating intention to implement the MOC program at the university and ability to finance all costs associated with implementing the MOC Program

Faculty Requirements

- All MOC Faculty must have a doctoral degree in economics, management or a related field
- Faculty must have a full, appointed position at the university (i.e. Professor, Dean, Chair, Adjunct Professor)

Upon acceptance to the network, all MOC affiliate institutions are required to sign a Course Affiliation Agreement outlining the terms and conditions of participating in the MOC Network, including the restricted use of the Harvard name and logo. To remain in good standing within the network, MOC affiliates are asked to also comply with the following:

- All MOC Faculty must attend the MOC Faculty Workshop prior to teaching the course
- Designate a primary faculty contact, with doctoral training, who will run the local course instruction. The faculty contact is responsible for all administrative details regarding delivery of the course as the affiliate, including fees, materials, and coordinating technology support issues.
- Acknowledge that all course materials, both published and unpublished, are authorized for MOC program purposes only, and the copying and distribution of any of these materials,

2016 MOC Affiliate
Applications deadline:
Friday, October 14, 2016

APPLY NOW:
MOC Affiliate Network
applications can be submitted
online via the following link:
[http://form.jotform.us/form/403
46218054145](http://form.jotform.us/form/40346218054145)

*Questions about the application
process, contact moc@hbs.edu*

including HBS Case Studies, for other purposes (or for non-program recipients) is strictly forbidden

Program Costs

Each affiliate institution is required to pay an annual subscription fee of \$3,500 per calendar year. This fee allows the institution to offer multiple MOC courses throughout the year, as well as provides access to all teaching materials, HBS case studies, technical support, and registration for the annual faculty workshop for up to two faculty members.

As a condition of joining the network, new affiliate institutions are asked to cover the cost of participating in the December workshop (\$1,000 for one participant, and \$1,500 for two participants), which is mandatory for all new affiliates. Affiliate institutions are responsible for their own local costs, technology, communications and travel associated with the faculty workshop.

Benefits of the MOC Affiliate Network

Teaching Materials:

A distinctive feature of the MOC Network is a private MOC affiliate website with extensive course content and resources for instructors and individualized institution sites for disseminating content to students. Materials include nearly 40 Harvard Business School case studies, specially written for the MOC course, assignment questions for each case study, lectures and PowerPoint slides from Professor Porter and other HBS faculty, as well as a wide variety of video content to support preparation for and teaching of the MOC course.

Institutions have unlimited access to the MOC case studies from Harvard Business School Publishing as part of the annual fee.

MOC Faculty Workshop:

An annual MOC Faculty Workshop is held in Boston every December for professors from affiliate institutions. The workshop is mandatory for new affiliate institutions and their selected MOC faculty members, as well as for new faculty from existing institutions. The workshop agenda includes a conceptual overview of the MOC course, a session on preparing and teaching a typical class, a technical lab session on the MOC course platform, and an introduction to case method teaching.

The MOC Faculty Workshop is attended by both new and veteran faculty alike. It offers a unique opportunity for all MOC faculty to gain exposure to the latest learning and research related to competitiveness and cluster development.

Selected Guest Videos

- **President Paul Kagame**, President of Rwanda
- **Dirk Hogervorst**, COO of FloraHolland, Netherlands
- **George Yeo**, Former Minister of Foreign Affairs, Republic of Singapore
- **Rosario Cordoba**, President of the Colombian Private Council on Competitiveness
- **Enrique Bolaños**, Former President of Nicaragua
- **Tomas Ilves**, President of Estonia
- **José Maria Figueres**, Former President of Costa Rica
- **Romano Prodi**, Former President of the European Commission
- **Esko Aho**, Former Prime Minister of Finland
- **Ólafur Ragnar Grímsson**, President of Iceland
- **Mari Pangestu**, Former Minister of Trade, Indonesia

Opportunities for Collaboration:

Collaboration is strongly encouraged among MOC affiliate institutions and MOC Faculty. Many affiliates choose to work on joint research initiatives and host faculty members from other affiliate institutions to co-teach specific classes.

Additionally, groups of affiliates within regions meet regularly, forming regional chapters.

MOC Affiliate activities extend beyond classroom teaching to include engagement in content related research, leadership and participation in cluster and competitiveness initiatives, and development of competitiveness institutes. To support these activities, five governance councils, under the leadership of Professor Porter and the ISC team, guide affiliates throughout the year. MOC councils and their responsibilities include:

Collaboration efforts led by MOC affiliates:

The [European](#), Latin American, and Asian MOC chapters were founded to disseminate and discuss the ideas and research done in specific geographic regions of the MOC network and to make the content applicable in the regional context.

- **Global Impact Council** – Facilitates the institutional development side of the network, such as relationships with other networks and agencies, and helps affiliates with their participation in competitiveness initiatives.
- **Institutes Council** – Coordinates the network of institutes on competitiveness that have been created in various affiliate universities. The Institutes Council also provides support to affiliates that seek to create institutes or centers for competitiveness in their own universities and countries.
- **Knowledge Generation Council** – Facilitates collaboration and cross-cutting research that advances the frontier of knowledge in competitiveness.
- **Membership Council** – Defines and executes the recruitment and growth strategy of the MOC Affiliate Network and maintains relations with existing members for sustainability of the network.
- **Curriculum Council** – Supports course content development and sharing information on teaching the MOC curriculum. This is accomplished through collecting and facilitating the development of case studies created by affiliates, sharing teaching experiences and methods, and supporting integration of the MOC curriculum into official university course platforms.

Each council is chaired by two MOC faculty members who are responsible for driving council initiatives and collaborating across the network.

Participating Institutions

The Microeconomics of Competitiveness course not only builds a cadre of young people trained in the new competitiveness thinking, but also serves as a platform for other efforts by universities to contribute to regional and national economic development. Since the launch of the MOC Affiliate Network in 2002 the number of institutions has jumped from two universities to over 100. In 2015 there were 107 institutions teaching the MOC course around the world (see **Appendix I** for a full list of participating institutions). The number of institutions and their collective impact will only continue to expand with the growth of the network. Professor Michael Porter and the Institute for Strategy and Competitiveness are committed to strengthening the MOC Affiliate Network, expanding the collective impact on competitiveness by the network affiliates, and supporting the growth of research and teaching of the MOC curriculum around the world.



Microeconomics of Competitiveness
Faculty Workshop
December 8 - 9, 2015



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Fax: 617-547-8543

Appendix I: MOC Affiliate Institutions, 2016

AFRICA

Kenya

Strathmore Business School
Nairobi

Nigeria

**Lagos Business School,
Pan-African University**
Lagos

South Africa

Gordon Institute of Business Science
Illovo, Johannesburg

ASIA PACIFIC

Australia

University of Adelaide
Adelaide

Cambodia

University of Puthisastra
Phnom Penh

China

**Shanghai University of Finance and
Economics**
Shanghai

India

**Indian Institute of Management,
Lucknow**
Lucknow

Institute for Competitiveness, India
Gurgaon, Haryana

**S.P. Jain Institute of Management and
Research**
Mumbai

Indonesia

Bina Nusantara University
Jakarta

Japan

Hitotsubashi University
Tokyo

Malaysia

National University of Malaysia
Selangor

The Philippines

Ateneo de Manila University
Manila

South Korea

Keimyung University
Dalseo-gu

Taiwan, Republic of China

**National Chengchi University of
Taiwan**
Taipei

Thailand

**National Institute of Development
Administration, NIDA Business
School**
Bangkok

CENTRAL AND SOUTH AMERICA / THE CARIBBEAN

Argentina

Universidad Católica de Córdoba
Córdoba

Universidad de San Andrés
Victoria, Buenos Aires

Bolivia

Universidad Católica Boliviana
La Paz

Brazil

Faculdade Alves Faria
Goiânia, Goiás

**Fundação Getúlio Vargas Escola
Brasileira de Administração Pública e
de Empresas (FGV-EBAPE)**
Rio de Janeiro

**Fundação Getúlio Vargas Escola de
Administração de Empresas de São
Paulo (FGV-EAESP)**
São Paulo
Pontifícia Universidade Católica de

Paraná

Curitiba, Paraná

Unicesumar

Maringá, Paraná

Chile

Universidad del Desarrollo
Santiago

Universidad de Talca

Talca

Colombia

Pontificia Universidad Javeriana
Gordas, Cali

Universidad de los Andes
Bogotá

Universidad del Norte
Baranquilla

Universidad del Rosario
Bogotá

ICESI University
Cali

Ecuador

IDE Business School
Guayaquil

Universidad del Pacifico - Ecuador
Quito

Honduras

**Universidad Tecnológica
Centroamericana (UNITEC)**
Tegucigalpa

Nicaragua

INCAE
Managua

Paraguay

Universidad Católica
"Nuestra Señora de la Asunción"
Asunción

UNINORTE
Asunción

Perú

**Pontificia Universidad Católica del
Perú**
Lima

Universidad del Pacifico – Perú
Lima

Trinidad and Tobago

University of the West Indies
Mt. Hope

Uruguay

Universidad Católica del Uruguay
Montevideo

EUROPE / CENTRAL ASIA

Albania

Canadian Institute of Technology
Tirana

Armenia

American University of Armenia
Yerevan

Austria

Danube University Krems
Krems

**FHWien University of Applied
Sciences**
Vienna

Lauder Business School
Vienna

**Vienna Univ. of Economics and
Business**
Vienna

Webster University, Campus Vienna
Vienna

Belgium

Eurasia Competitiveness Institute
Brussels

Bulgaria

Sofia University St. Kliment Ohridski
Sofia

Croatia

J.J. Strossmayer University of Osijek
Osijek

Czech Republic

Tomas Bata University in Zlín
Zlín

University of Economics, Prague
Prague

Estonia

Tallinn University of Technology
Tallinn

Finland

JAMK University of Applied Sciences
Jyväskylä

France

Grenoble Ecole de Management
Grenoble

Burgundy School of Business
Dijon

INSEAD

Fontainebleau

Georgia

Caucasus School of Business
Tbilisi

Ilia State University
Tbilisi

Tbilisi State University
Tbilisi

Germany

**HHL Leipzig Graduate School of
Management**
Leipzig

Ruhr-Universität Bochum
Bochum

University of Erfurt
Erfurt

Hungary

**Central European University Business
School**
Budapest

Iceland

University of Iceland
Reykjavik

Ireland

University College Cork
Cork

University College Dublin
Dublin

Italy

LIUC Università Cattaneo
Castellanza

Università Cattolica del Sacro Cuore
Piacenza

Università Commerciale L. Bocconi
Milano

Kazakhstan

Kazakh-British Technical University
Almaty

Lithuania

ISM University of Management and Economics
Vilnius

Luxemburg

Sacred Heart University in Luxemburg
Luxembourg City

Monaco

International University of Monaco
Monaco

Netherlands

Erasmus University
Rotterdam

Norway

BI Norwegian Business School
Oslo

Poland

Leon Kozminski Academy of Entrepreneurship and Management
Warsaw

Poznan University of Economics
Poznan

University of Warmia and Mazury in Olsztyn
Olsztyn

Warsaw School of Economics
Warsaw

Portugal

ISEG School of Economics and Management,
Lisboa

Romania

Technical University of Cluj-Napoca
Cluj-Napoca

Bucharest University of Economic Studies
Bucharest

Russia

Astrakhan State University
Astrakhan

Serbia

Singidunum University, Faculty of Economics, Finance and Administration
Beograd

Spain

Orkestra-Basque Institute of Competitiveness
San Sebastián

Universidad de la Laguna
Candelaria, Santa Cruz de Tenerife

Sweden

Stockholm School of Economics
Stockholm

Switzerland

Robert Kennedy College
Zurich

Université de Fribourg
Fribourg

University of Applied Sciences and Arts, Northwestern Switzerland FHNW
Olten

Turkey

Koç University Graduate School of Business
Istanbul

Ukraine

International Management Institute "MIM-Kyiv"
Kyiv

United Kingdom

ESCP Europe
London

University of Ulster
Newtownabbey

MIDDLE EAST / NORTH AFRICA

Pakistan

Institute of Business Administration
Karachi

University of Management and Technology
Lahore

Tunisia

Mediterranean School of Business
Tunis, Tunisia

NORTH AMERICA

Mexico

CETYS Universidad
Mexicali, Baja California

Universidad de Monterrey
Monterrey, Nueva Leon

Universidad Panamericana
Mexico City

**Universidad Popular Autónoma del
Estado de Puebla (UPAEP)**
Colonia Santiago, Puebla

Tecnológico de Monterrey, Puebla
Colonia Santiago, Puebla

United States of America

**Belmont University, Global Action
Platform**
Nashville, Tennessee

Eastern Washington University
Spokane, Washington

Hawaii Pacific University
Honolulu, Hawai'i

Loyola University
Baltimore, Maryland

University of Minnesota
Minneapolis, Minnesota

University of South Carolina
Columbia, South Carolina

University of Washington
Seattle, Washington