

Microeconomics of Competitiveness

Impact Assessment

Professor Michael E. Porter
Professor Jorge Ramirez-Vallejo
Institute for Strategy and Competitiveness
Harvard Business School

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Microeconomics of Competitiveness: Firms, Clusters, and Economic Development (MOC)

Overview

- The course was created in 2002 by Professor Michael E. Porter and the staff of the **Institute for Strategy and Competitiveness** at Harvard Business School.
- The MOC course explores the **determinants of competitiveness** and successful economic development viewed from a bottom-up, **microeconomic perspective**.
- MOC is a **university-wide graduate course** offered to students from around the Harvard University community including the Harvard Business School, the Kennedy School of Government, other Harvard graduate programs, and selected students from MIT and Tufts University.
- The course has been designed not only for students at Harvard but as a **platform** that can be taught at **universities throughout the world**.
- An instructor web site, containing **case studies** and an extensive library of **video content**, was created to support instructor preparation. The web site showcases Professor Porter's **lectures, case discussions**, and videotapes of **case protagonists**, including heads of state, senior ministers, governors, and others.
- The course platform also includes a **web site for students** which can be tailored to each affiliated university.

Microeconomics of Competitiveness

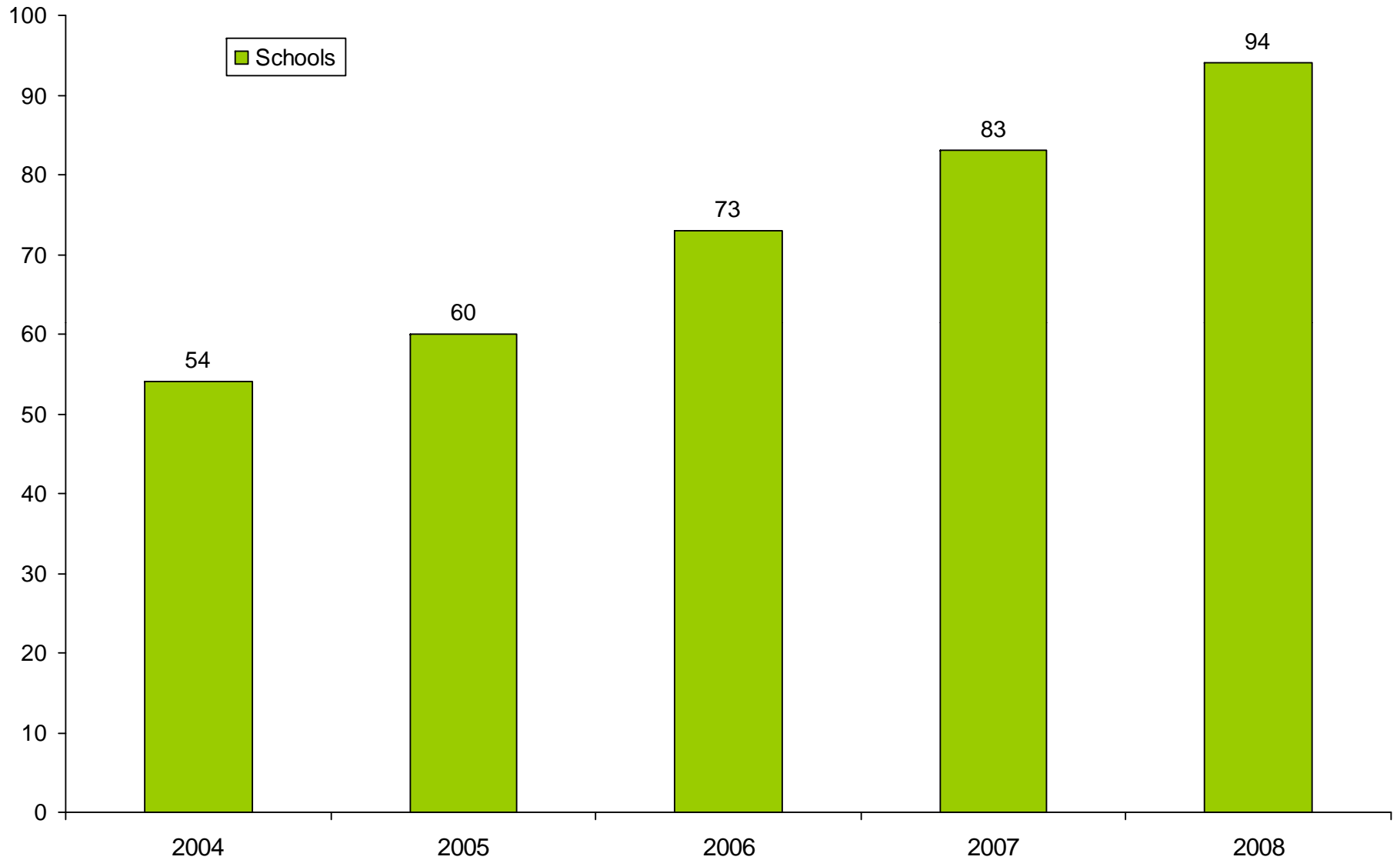
Participating Universities, 2008-2009

HARVARD | BUSINESS | SCHOOL



North America	
US	Harvard University Loyola College, Maryland Syracuse University University of Akron University of Kansas University of Maryland University of Minnesota University of Puerto Rico University of South Carolina University of Washington
Mexico	CETYS Universidad UPAEP ITESM-EGAP
Europe	
Albania	University of New York in Tirana
Austria	Vienna School of Economics
Bulgaria	Sofia University St. Kliment Ohridski
Croatia	J.J. Strossmayer University of Osijek University of Zagreb
Cyprus	CIIM
Czech Republic	Tomas Bata University in Zlin
Finland	Helsinki School of Economics
France	ESCP-EAP
Germany	European Business School, Oestrich-Winkel/Wiesbaden HHL-Leipzig Graduate School of Management
Hungary	Corvinus University of Budapest
Iceland	University of Iceland
Ireland	University College Cork
Italy	SDA Bocconi
Latvia	Stockholm School of Economics
Monaco	International University of Monaco
Netherlands	Nyenrode Business Universiteit
Norway	BI Norwegian School of Management
Poland	University of Warmia and Mazury in Olsztyn Leon Kozminski Academy of Entrepreneurship and Management Warsaw School of Economics
Romania	Ion Mincu Institute for Architecture and Urbanism
Russia	Academy of National Economy Astrakhan State University
Serbia	FEFA - Faculty of Economics, Finance and Administration
Spain	ESTE – Universidad Deusto IESE (University of Navarra) Universidad de la Laguna
Sweden	Stockholm School of Economics
Switzerland	Robert Kennedy College University of Applied Sciences Northwestern Switzerland University of Fribourg
Ukraine	IMI-Kyiv
UK	Manchester Business School University of Bradford
Caribbean	
Trinidad & Tobago	University of the West Indies
Middle East/Central Asia	
Armenia	Yerevan State University
Israel	IDC-Herzliya
Jordan	University of Jordan German Jordanian University
Kazakhstan	Kazakh British Technical University (KBTU)
Pakistan	Lahore University of Management Sciences
Asia Pacific	
Australia	Macquarie Graduate School of Management
China	Peking University Tsinghua University Wuhan University Zhejiang University
India	Management Development Institute (MDI)
Indonesia	University of Indonesia
Japan	Hitotsubashi University
Korea	KAIST
Mongolia	National University of Mongolia
Singapore	Nanyang Business School National University of Singapore Lee Kuan Yew School of Public Policy National Taiwan University Yuan Ze University
Taiwan	NIDA
Thailand	Sasin Graduate Institute of Business
Central/South America	
Argentina	IAE Universidad de San Andrés Universidad Catolica
Bolivia	FGV
Brazil	Universidad del Desarrollo
Chile	Pontificia Universidad Javeriana
Colombia	Universidad de los Andes INCAE
Costa Rica	Pontificia Universidad Católica Madre y Maestra
Dominican Republic	IDE Business School
Ecuador	INCAE
Nicaragua	Universidad Catolica "Nuestra Senora de la Asuncion"
Paraguay	ESAN
Peru	Universidad Catolica Universidad Catolica IESA
Uruguay	Ghana Institute of Management & Public Administration (GIMPA)
Venezuela	Strathmore Business School
Africa	University of Mauritius
Ghana	Gordon Institute of Business Science (GIBS)
Kenya	University of Dar es Salaam
Mauritius	American University in Cairo
South Africa	
Tanzania	
Egypt	

MOC Network Affiliated Universities

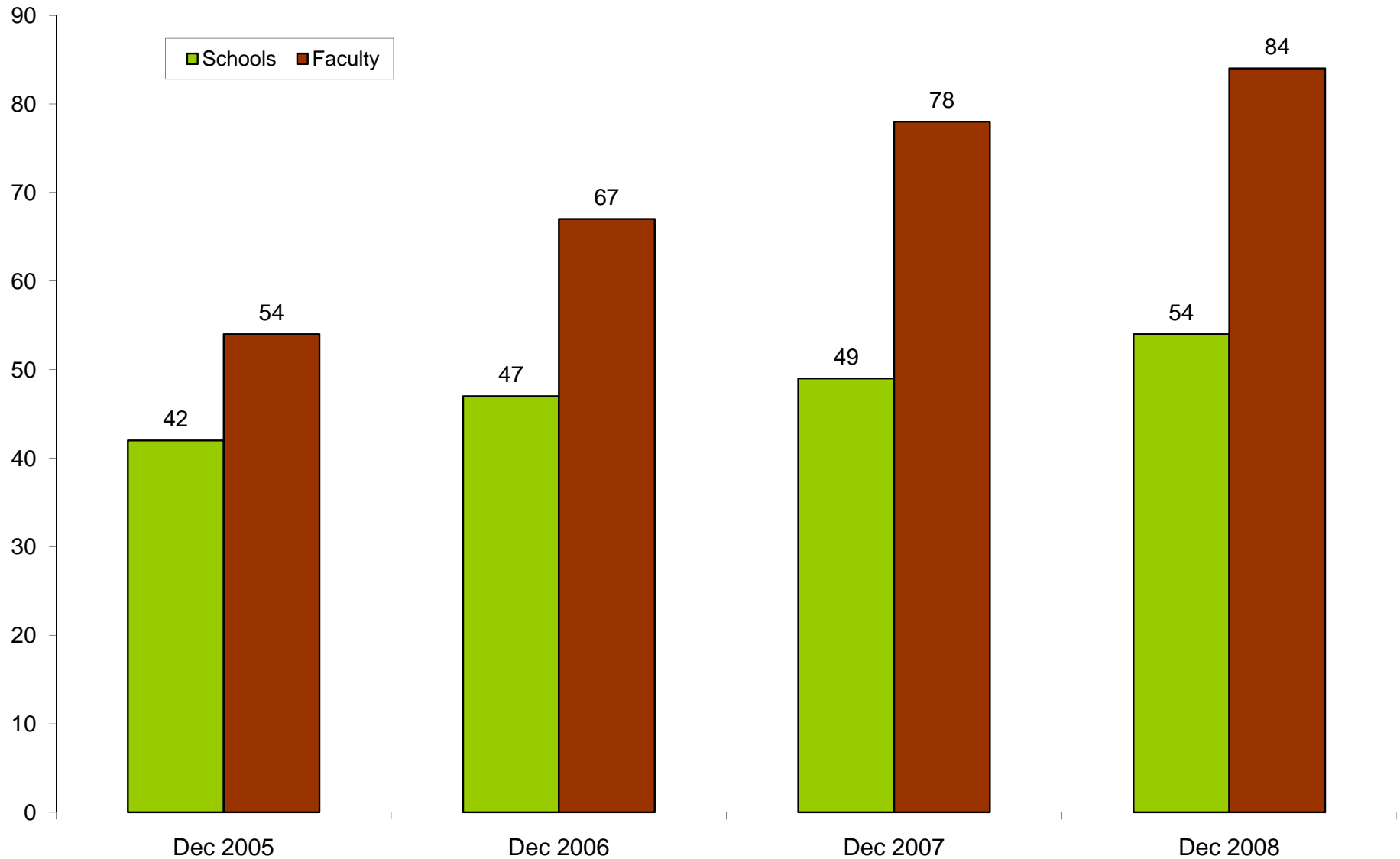


New Affiliates of the MOC Network 2008

School	Country
Corvinus University of Budapest	Hungary
University of Sofia	Bulgaria
University of Washington	The United States
Kozminski Academy of Entrepreneurship and Management	Poland
University of New York in Tirana	Albania
Warsaw School of Economics	Poland
IDE Business School	Ecuador
National University of Mongolia	Mongolia
American University	Egypt
EGAP-ITESM	Mexico
ESCP-EAP	France

MOC Faculty Workshop

Schools and Faculty Participation, 2005-2008



•39 countries represented in 2008

MOC Network

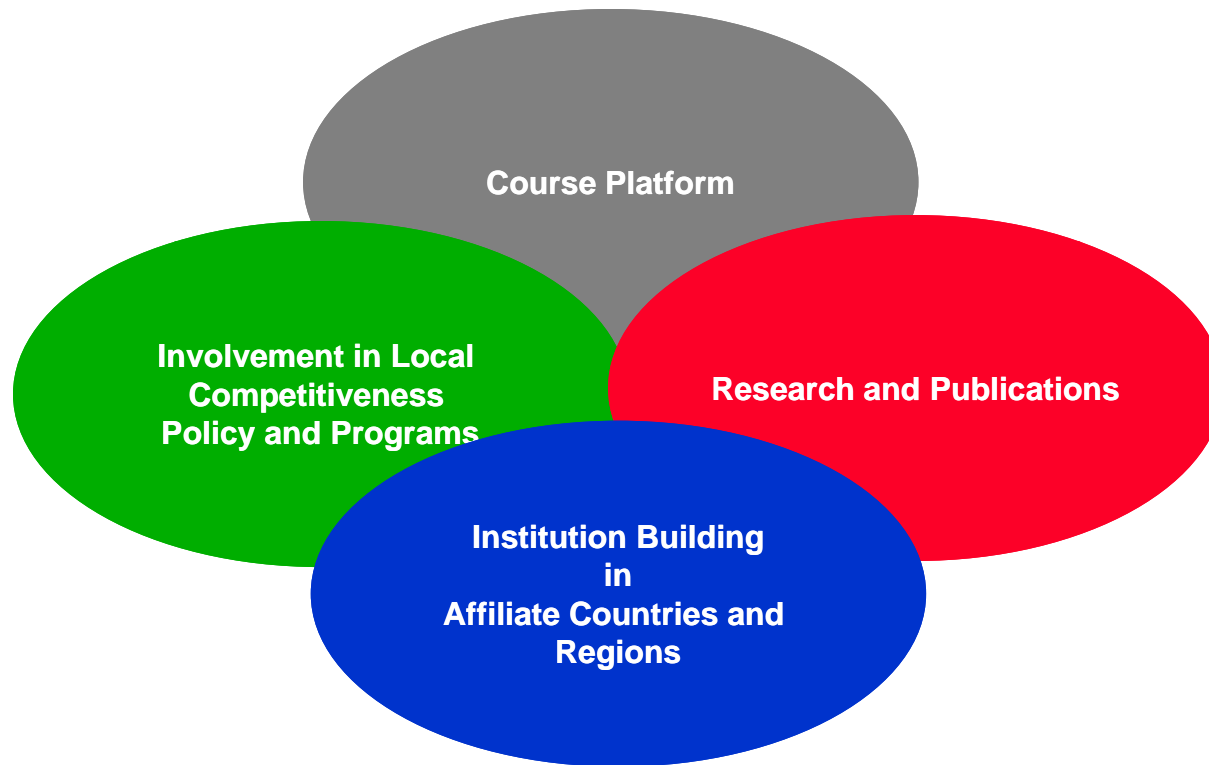
Cumulative Course Offerings and Students, 2008

		Prior to 2008	2008	Cumulative to Date	Planned in 2009
Masters	Courses	148	64	212	71
	Students	4,875	1,864	6,739	
Exec Ed	Courses	65	36	101	49
	Students	1,659	962	2,621	
Other	Courses	20	14	34	18
	Students	760	676	1,436	
Total	Courses	233	105	347	138
	Students	7,294	3,502	10,796	

Note: Other category includes: seminars, short sessions with board members, and local and national government officials, and workshops with some cluster initiatives

Source: MOC Affiliate Survey, 2008. Based on information for 65 affiliates, not including HBS.

MOC Leverage Model



MOC Network Summary Impact Statistics

Affiliates that ...	%
...have worked on cluster development projects	92
...have worked on local competitiveness initiatives	73
...have publications available to the network	68
...are conducting research on competitiveness	46
...have active institutes	43
...have developed case studies that are available to the network	40

MOC Network

Competitiveness Institutes, 2008

Institutes Directly Connected To or Inspired By MOC			
Institute Name	Location	Affiliated University	Date Created
CLACDS	Costa Rica	INCAE Business School	1995
Center for Strategy and Competitiveness	Colombia	Universidad de los Andes	2004
Economy & Values Research Center	Armenia	Yerevan State University	2004
Asia Competitiveness Institute	Singapore	Lee Kuan Yew School of Public Policy , Nat Univ of Singapore	2006
Institute for Competitiveness	India	Management Development Institute	2006
Basque Institute of Competitiveness - Deusto Foundation	Spain	Basque Institute of Competitiveness - Deusto Foundation	2006
Center for Competitiveness and Cluster Initiatives	Russia	Astrakhan State University	2006
Institute for Competitiveness and Communication	Switzerland	University of Applied Sciences Northwestern Switzerland	2006
International Center for competitiveness	Spain	IESE Business School	2006
FEFA Institute for Strategy and Competitiveness	Serbia	FEFA - Faculty of Economics, Finance and Administration	2007
Institute for Competitiveness and Entrepreneurship	Bolivia	Universidad Católica Boliviana - Maestrías para el Desarrollo	2007
Instituto de Competitividad, Universidad Católica del Uruguay	Uruguay	Universidad Católica del Uruguay	2007
Center for Competitiveness of the University of Fribourg	Switzerland	University of Fribourg	2008
Center for Enhancing Competitiveness	Thailand	National Institute of Development Administration	2008
Center for Strategy and Competitiveness	Iceland	University of Iceland School of Business	2008
Institute for Strategy and Clustering in Economic Development	México	UPAEP : Universidad Popular Autónoma del Estado de Puebla	2008
Strathmore Institute for Strategy and Competitiveness	Kenya	Strathmore Business School	2008
Center for Clusters & Competitiveness (CCC)	Germany	European Business School, Supply Chain Management Institute	2009
Center for Competitiveness and Local Development	Argentina	Universidad de San Andres	2009
Institute for Innovation, Competitiveness and Entrepreneurship	Ireland	University College Cork (Department of Economics)	2009
Institutes that became part of the MOC Network			
Institute Name	Location	Affiliated University	Date Created
Centro de Estrategia y Cometitividad	Venezuela	IESA	1989
Economics and International Competitiveness Research Centre	Colombia	PONTIFICIA UNIVERSIDAD JAVERIANA CALI	1995
NIC Nyenrode Institute on Competition	Netherlands	Nyenrode University	2000
BI Center for maritime Competitiveness	Norway	BI Norwegian School of management	2006
CSC	Sweden	SSE	2006
Centre for Applied Economic Research	Czech Republic	Tomas Bata University	2007

The most important impact of the MOC Network is the direct influence on policy in many countries...

Some Examples:

- **Colombia:** Led creation of the new National System for Competitiveness and adoption of the cluster development approach in the country
- **Romania:** The foundation for the National Council for Competitiveness
- **Norway:** Membership in the Norwegian Prime Minister Competitiveness Council
- **Japan:** Membership in the Council for Science and Technology Policy and the Cluster Research Committee
- **Minnesota:** Led major State Regional Prosperity Initiative
- **Serbia:** Membership in the National Competitiveness Council

The Cumulative Impact of *MOC* Thus Far...

- By the end of 2008, **well over 10,796 students** have taken the *MOC* course
- In addition to Harvard University, there are currently **93 schools** in the *MOC* affiliate network, and we anticipate that number to grow to **105 by the end of 2009**
- There have been **over 347 course offerings** of *MOC* at affiliate universities throughout the world to date, and **138 planned** for 2009
- There are **16 Institutes for Competitiveness** that have been formed at affiliate schools as a direct result of the *MOC* course
- Affiliate faculty have participated in **112 national and regional competitiveness competitiveness initiatives**, and **132 cluster initiatives**. Course alumni are engaged in strategy as government officials, key advisors, and private sector leaders.

MOC Governance Structure

2009 Forward

