

BUF 4300: Global Sourcing & International Trade Policy
Final Essay Exam
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Rosen, E. I. (2002). The Globalization of the U.S. Apparel Industry: Making Sweatshops. University of California Press.

Please answer the following essay questions to the best of your knowledge illustrating critical thinking skills. Use details where appropriate. Be tight and concise in your essay answers. Answer each question in a separate paragraph. Be sure to cite correctly in APA within the sentence (look at Purdue Owl/APA). Organize your thoughts.

Remember grammar, punctuation, & spelling count as 65% of your final examination grade. Application to current events are graded higher than answers straight from Rosen. Each essay is worth 100 points. Add all references in APA and in-text citations. Matching must be less than 20%. Use Purdue Owl Online Writing Lab. Good Luck!

1. Why has department store business declined in the US along with department store business in *England, Germany, and Italy*? (b) How has the *profitability paradox* affected this decline in profits? (c) How has the *profitability paradox* changed the way retailers do business? (d) List and describe at least two ways the industry has prevailed during this time of retail flux (instability) Please use one outside source and add the link at the end of the essay? (e) *What is causing retail flux currently (2021-2023), name two major issues and cite two outside sources. How can they be resolved? (Think Critically).*

The United States had seen a major boom in department store business, but unfortunately as the 1970's approached the department store business was seeing declines. "Department store expansion slowed down during the 1970s, when an economic downturn and stagnation in family income reduced the growth of consumer demand for apparel" (Rosen, 2002, pg. 179, par. 1). There was a clear connection between the United States economic crisis and the slow down in business that department stores were seeing. The Great Inflation occurred from 1965 to 1985, it caused inflation and high unemployment rates all of which contributed to the slow down in consumerism at the time (Federal Reserve History, 2013). The department store business was not able to endure this economic crisis and saw many losses during the 1970's as Americans struggled to have money to purchase necessities let alone apparel from department stores.

The United Kingdom has one of the most well-established department store industries in the world, yet even they also struggled with a decline in business. Over the years department stores in the United Kingdom have been losing market share to specialty stores (Sternquist, 2007). A specialty store carries an assortment of products related to one line of goods, examples include furniture stores, florist, or sporting goods stores (Britannica, 2023). Department stores are no longer as popular as they once were in the United Kingdom as now specialty stores are becoming more popular and driving

business away from these historic department stores. Besides specialty stores, most recently e-commerce has also contributed to the decline in popularity of department stores. More people prefer shopping online rather than going to a traditional brick and mortar store.

Germany's department store industry has been struggling for the last two decades as the department store market share continues to decline as popularity of self-service and specialty stores increases (Sternquist, 2007). Unfortunately, department stores have been caught in the middle of self-service stores and specialty stores and are unable to hold their ground. According to Sternquist, department stores had previously held a 7.2% share of the retail market, but that dropped 4% by 1994 and has only continued to drop from then (Sternquist, 2007). With specialty stores and self-service stores taking up so much of the retail market department stores had struggled to find their space and to hold on to the space which they previously had.

Italy's largest and most diversified department store is La Rinascente, which has been able to maintain strong profit margins even with a decline in department stores in the nation. Department stores were hit hard by the pandemic, as Italy was one of the epicenters of the pandemic. Consumer behavior post-pandemic had a significant shift and many people are no longer shopping in person and many are consuming less in general (Sorrentino, 2021). This shift in consumerism has made it difficult for department stores to remain open and survive in Italy post-pandemic. So even with the world going back to normal consumer behavior has not been able to return to the levels it was at pre-pandemic.

The profitability paradox has changed the way retailers do business; this can first be seen during the mid-1980's when the method first being used for department stores. The profitability paradox first began when retailers needed to maintain their profitability, "In 1985, department store sales per square foot, adjusted for inflation, were below the levels of 1975. The overexpansion was making it more difficult for department stores to maintain profitability levels high enough and stable enough to meet the new expectations of public corporate shareholders" (Rosen, 2002, pg. 188, par. 2). Changes had to be made immediately for retailers to remain open and increase profitability, which is where the profitability paradox came into play. The profitability paradox was also connected to the lean retailing method.197, 2. "The process of lean retailing has become essential to managing the logistics of supplying stores with merchandise, and thus an essential element in the new forms of competitions. They note that lean retailing is not a response to the demands of sourcing abroad but a new state-of-the-art strategy for solving the problems of inventory control in today's competitive retail environment" (Rosen, 2002, pg. 197, par. 2). Retailers were using lean retailing as a method of reducing operating costs within their supply chains and remaining profitable. The profitability paradox and lean retailing go hand in hand with each other and used together as means of survival for retailers.

A recent event which has contributed to retail instability is the Russian-Ukraine War. On February 24, 2022, President Vladimir Putin of Russia announces he was beginning a "special military operation" in Ukraine and would be sending Russian troops to invade the country (Hodge et al., 2022). The war has caused a rise in gas prices which has led to an increase in the prices companies have to pay for their products. "The growing cost of vital raw materials like crude oil and food, which in turn boosts the cost

of labour, is a major source of worry for the global textile and clothing sector. Numerous Asian economies rely largely on Russian coal and oil imports as well as Ukrainian food supply” (Fashion Law Journal, 2022). Rising gas prices had a direct impact on the fashion industry, specifically through the rising costs of textiles and importing and exporting goods. The fashion industry runs on a global market so when a major event such as a war occurs between just two nations there is an impact that is felt throughout the industry and the world.

Another way in which retail instability has had an impact on the fashion industry is recent supply chain issues. “More than half of fashion executives believe supply chain disruptions will be one of the top factors impacting growth of the global economy in 2023” (BOF Team & McKinsey & Company, 2022). Supply chain issues have become more and more of an issue since the pandemic and have been slow to recover. Every industry, not just the fashion industry, has been somehow negatively impacted by supply chain issues. Many are looking for solutions to prevent worsening the global supply chain. “Nearly two-thirds of fashion executives are considering creating new manufacturing hubs dedicated to serving US and European demand” (BOF Team & McKinsey & Company, 2022). Businesses taking initiatives such as this one has created some hope that there is in fact a way to improve conditions and there is still a bright future ahead.

2. Why was the Caribbean Basin Initiative crucial for Reaganomics? Explain the significance of as it relates to Rosen (1) *Manuel Noriega* (2) the *Contra Army* (3) *Sandinistas* and (4) *Fidel Castro*? What was the significance of the *Panama Canal*? Answer each in a well-detailed paragraph of their own. Use outside sources. What is the significance of Noriega extradition to Paris, France? How does this relate back to the time when he was the dictator of Panama? How does this relate to the one of the somewhat recent political situations in Nepal and Citizen-led Protest that led to *Brihat Nagarik Andolan (BNA)*? Please correctly cite in-text citations in APA and be sure to use outside references. Be sure to show application from your knowledge of this course.

The Caribbean Basin Initiative (CBI) was major part of Reaganomics because when President Ronald Reagan first entered the White House a main issue which he had to address was the spread of communism that was getting closer and closer to the United States (Cannon, 2023). The Caribbean Basin Initiative was created as a method of containment and ultimately an anti-communist strategy by creating positive relationships with Central American nations (Rosen, 2002, pg. 129, par. 1). The Reagan administration would end up giving a significant amount of funding to Central America, “Total aid to Central America grew from \$194.2 million in 1980 to 1.2 billion in 1985. Between 1980 and 1983, military aid to U.S. allies in Central America increased by 1,841 percent...By 1983, the U.S. military presence in the Caribbean Basin reached its highest level since World War II” (Rosen, 2002, pg. 131, par. 1). Both the Caribbean Basin Initiative and Reaganomics all worked in an effort to become allied with Central American nations to prevent communism. The United States used various trade agreements and financial aid as methods of getting involved in the region.

Manuel Noriega the dictator of Panama in 1981 and had a complicated history with the United States. “Once one of Central America’s most notorious military strongmen, former Panamanian dictator and convicted drug trafficker Manuel Noriega

has been a prisoner since being toppled from power in 1990 in a U.S. invasion” (Hooper, 2010). Originally, Noriega was an ally of the United States and was supposed to be aiding the United States in combating communism, yet it was later found out that he was giving United States intelligence to other communist nations such as Cuba and the Soviet Union (BBC, 2017). After the United States made this discovery and growing concerns over communism in Panama, President George W. Bush ordered an invasion on Panama, he was later tried for drug trafficking and sentenced to 40 years in jail (Hooper, 2010). The United States had taken such extreme action against Noriega once they discovered he was in support of communism because Panama’s proximity to the United States was a concern, and they did not want anymore Central American nation falling to communism as Cuba previously had.

The Contra Army was a counterrevolutionary group who wanted to overthrow Nicaragua’s left-wing Sandinista government, the United States played a major role in training and funding the group (Britannica, 2023). The Reagan administration did a lot to support the Contra Army as they viewed it as a form of containment for Central America. “The President signs into law an act of Congress approving \$100 million of military and humanitarian aid for the Contras” (History.com Editors, 2020). United States support of the Contra Army would begin to come to an end 1987, “After the discovery of private resupply efforts orchestrated by the National Security Council and Oliver North, Congress ceased all but non-lethal aid” (U.S. Department of Justice, 2023). Congress had supported the Contra Army in hopes of containing communism in Central America, yet they still ended up having to withdraw their involvement as the situation in Nicaragua began to escalate.

The Sandinistas were a Nicaraguan political party led by Daniel Ortega, who believed in a socialist government (Brown University, 2023). Unlike the Contra Army, the United States did not provide any type of support to the Sandinistas because of their political ideology and close relationship with communist nations. The United States had supported the Contra Army in hopes they would defeat the Sandinistas, because they wanted to prevent a Sandinista take over which would have turned Nicaragua into a communist nation (Bodenheimer, 2019). The presence of the Sandinistas and their socialist ideology is the entire reason that the United States got involved in Nicaragua, “The Contra war, financed and overseen by the Reagan Administration, to protect the world from the threat of Nicaragua communism, which brought huge costs” (Guillermoprieto, 2022). The Sandinistas ideology and connection to other communist nations was enough for the United States to want to get involved and support their opposition.

Fidel Castro was the communist leader of Cuba, he overthrew Fulgencio Batista on January 8, 1959, and was able to hold onto power for several years to come (DePalma, 2016). Cuba under Castro’s rule was an intense time, he shut down any newspaper who didn’t agree with him and jailed anyone who showed public opposition to him (Tisdall, 2016). Castro was not only making Cuba communist but also extremely Anti-American, he was not looking to become allies instead he wanted to attack the United States which worsened U.S.-Cuban relations (PBS, 2023). Fidel Castro’s rise to power was a concern for the United States because of how close they were to each other, there was also the other concern that vulnerable nations in Central America would be easily taken over by communism.

The Panama Canal was officially opened in 1914 after the United States and Panama signed a treaty which gave the United States control over the canal (Library of Congress, 2023). The groundbreaking part of the creation of the Panama Canal was how it opened the Caribbean and Central America to new trade routes, there was now a way for ships to travel between the Atlantic Ocean and the Pacific Ocean in a much more efficient way (Ahmed, 2022). Not only was this an amazing opportunity to open trade, but it was also a political move to gain a relationship with Panama. “The Hay-Bunau-Varilla Treaty of 1903, which provided the United States with a 10-mile-wide strip of land for the canal, a one-time \$10 million payment to Panama, and an annual annuity of \$250,000. The United States also agreed to guarantee the independence of Panama” (State Department, 2023). The Panama Canal was not only a major economic move, but it impacted everything from the economy to foreign policy, trade, and interrelationships between north and south America.

In 1992, Noriega extradition to Paris, France (relate to when he was dictator) Manuel Noriega was extradited to Paris, France to face charges and sentencing. “A French court Ruled Wednesday that former dictator Manuel Noriega can be extradited to Panama to serve time for past crimes, more than 20 years after being ousted and arrested in U.S. invasion” (Keaten & Souchard, 2011). Noriega being extradited first to France rather than to Panama had caused some turmoil between the Panama and the United States, but ultimately in the end it led to the former dictator to be convicted on several charges. France found Noriega guilty of laundering more than \$3 million in drugs by buying French real estate, political corruption, embezzlement, and ordering the murder of political opponents (Schpoliansky, 2010).

Nepal has been facing similar situations where there is political corruption and instability, human rights abuses, rebel violence, citizen led protests, and people are going missing and being killed (Adhikari, 2019). Many under dictatorships in Central America were unable to protest, in Nepal 45 people were killed over protests over Nepal’s new constitution, and later innocent 15 bystanders were shot by police (Asia Division of Human Rights Watch, 2015). Nepal is facing a human rights crisis and the events occurring do reflect past historical events. While this crisis has occurred, some Nepali citizens have created a new political group, similar to the Sandinistas and Contra Army, call the Brihat Nagarik Andolan (BNA) (Mulmi, 2022). Overall, the Nepali people want to ensure that their constitution is protecting everyone including the indigenous people and those who are not wealthy (Pradhan, 2021). The formation of the BNA, protests, violence, and political corruption are all very similar to what has previously occurred in South America. These events are not something that only occur in the South and Central American nations but are events that can occur anywhere in the world to any groups of people.

3. Rosen discusses “Free Trade,” the end of quotas and tariff reductions. As noted, several times in the book, trade policy for apparel has often been led by political agendas. State (cite) a time in history when trade policy was in fact, affected by a country’s political agenda. How would trade change if negotiations were made to have US apparel made in sub-Sahara Africa? In your own words, what newsworthy events were reported about Venezuela’s President Hugo Chavez, Chilean President Pinochet, and Russian President

Vladimir Putin that would affect foreign policy in the United States? Use three (3) additional outside sources. Answer each in a separate paragraph.

After World War II, the United States got involved in Japan's textile industry as part of their post-war political agenda. The United States strategically chose Japan as a nation to have a presence as a method of containment. "The creation of positions of strength in Western Europe and Japan to curb Soviet and Communist influence" (Rosen, 2002, pg. 32, par. 1). When the United States entered Japan, the Cold War was just beginning and there were several other nations who became allies with the Soviet Union and became communists. There was a fear that all of East Asia would fall to communism which is why the United States selected Japan as a country to become allied with. When the United States entered Japan post World War II, they had decided to rebuild the Japanese textile industry. "The U.S. occupation targeted the textile industry in part because of the reluctance to encourage the rebuilding of industries which might aid future aggressions" (Rosen, 2002, pg. 28, par. 5). The textile industry was selected because it was the safest option and posed little to risk to the United States safety. Of course, the United States was not rebuilding the Japanese textile industry just to help Japan, rather this was a strategic political move to gain control in Eastern Asia. Becoming allied with Japan would ensure they wouldn't fall to communism and could aid in prevent neighboring nations from falling as well.

If the United States was to negotiate with trade so that their apparel was made in Sub-Saharan Africa there would several challenges that would have to be addressed. "The numerous unstable and corrupt administrations, as well as the lack of infrastructure such as roads, train service, and port facilities, are inherent liabilities in dealing with African states" (Rosen, 2002, pg. 206, par. 1). Overcoming these challenges would be difficult and most definitely would have to be addressed prior to any official agreements being created. On the other hand, if the United States were able to somehow aid Sub-Saharan with these issues there could be the possibility of United States apparel being made there. Many organizations are doing their best to help Sub-Saharan Africa conquer these problems for example the ONE Campaign is aimed at fighting the AIDS crisis in Africa. The organization received attention during the early 2000's when Brad Pitt became an outspoken supporter of their work. "One new focus in Pitts's life is a nationwide movement called The One Campaign, aimed at convincing Americans to fight poverty and the spread of AIDS in Africa" (Sawyer, 2008). With organization such as The One Campaign gaining so much public support there is hope that Sub-Saharan Africa could turn their situation around and possibly one day in the future establish a trade agreement with the United States as many other nations have done in the past.

Hugo Chavez was the former president of Venezuela, key pieces of his ideology was nationalism, a centralized economy, and having a strong military involved in public projects and this ideology would later get the name Chavismo (Britannica, 2023). Chavez attempted a coup against the Venezuelan president Carlos Andres Perez and was sentenced to jail time, but after his release he was

able to gain enough support to win the presidential election and re-election in 2000 (PBS, 2023). Chavez remained prominent in Venezuela for a significant amount of time and only lost his footing in politics when he received his cancer diagnosis. He battled with cancer and treatment for several years and died in 2013, yet just the year before his death in 2012 he won re-election to serve as Venezuelan president for another six years (CNN Library, 2017).

Augusto Pinochet was the Dictator of Chile for 17 years and is known for his political corruption and human rights abuses against the Chilean people (Kandell, 2006). Pinochet gain power after him and his supporters staged a coup on former Chilean president Salvador Allende. In 1973 Pinochet launched a ground and air assault on the presidential palace, Pinochet never killed the president because he shot himself rather than surrendering (Gjelten, 2006). Pinochet was known for being ruthless against anyone who was against him or was outspoken for support of his enemies.

The Russian Ukrainian War has been a recent event where Russia has been ruthless to Ukraine in their effort to conquer the country. Recently Russia has claimed the Ukraine has sent drones to kill Vladimir Putin and now have the right to retaliate, yet Ukraine denies these claims (Hassan & Ilyushina, 2023). Many believe that this is a tactic that Russia is using in order to have a reason to continuing attacking Ukraine and making them look like the aggressors in this conflict. The president of Ukraine released a statement after the accusations were made by Russia saying, “We don’t attack Putin or Moscow. We fight on our territory. We’re defending our villages and cities.” (Zelenskyy, 2023). With this statement released by the president of Ukraine, many are not quick to side with Russia.

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