## **Saïd Business School, University of Oxford**

## **Reckoning with Racial Capitalism: Diversity, Equity, and Inclusion in Business**

Dr. Bridget Kustin (bridget.kustin@sbs.ox.ac.uk)

#### Aims of the Course

In 2020, the Black Lives Matter movement led to swift declarations of support from businesses. This was met with equally swift criticisms of “performative allyship” and “virtue signalling,” and mockery of “wokeness.” What counts as meaningful structural change? Can a business be materially anti-racist, and genuinely inclusive? What are the pathways forward that represent emerging best practices?

Drawing on history, anthropology, political economy, management, and economics, this course focuses on the implications that the Black Lives Matter movement has set in motion for business, and for MBA students as future business leaders. What are the options for companies in a diverse, global, well-connected world, in order to materially, durably, and structurally support Black lives, and not contribute to the oppression of Black people? What are the options for individuals wishing to enact anti-racism within their organizations? Through case studies, this course enables students to identify and analyse the practical demands and theoretic implications that an awareness of “racial capitalism” places upon businesses, decision-making, and upon MBA students in their future professional careers.

#### General Information on the Course

This course is premised upon the condemnation of racism and the systematic, structural oppression of Black people throughout the world. Impacts of slavery, colonialization, and other forms of exploitation and violence continue into the present day. Capitalism and business are central to these histories. Black liberation struggles have long acknowledged and found solidarity with parallel struggles of other colonized or oppressed populations. **This course is shaped by the specificity of the Black Lives Matter movement, but, recognizing the centrality of** [**intersectionality**](#Intersectionality)**, welcomes students to extend analyses to other populations in our discussions and in the final written assignment.**

The Black Lives Matter movement will have varied political and emotional resonances for students, not least because of the international nature of Oxford Saïd’s MBA cohorts. **This course is open to everyone.** It consists of discussions of the essential readings and viewings, and lectures detailing key concepts, with occasional guest speakers. Students are expected to complete assigned readings and viewings, attend all classes, and contribute to discussions.

The following considerations are central to the course:

* Black individuals are underrepresented on academic syllabi; Black voices are essential to this syllabus.
* Students are free to voluntarily share personal experiences in discussions. However, peer learning does notinclude turning toward other students and asking them to speak “for” or “on behalf” of their race or nationality, or asking them to provide personal experiences of racism they have encountered.
* Recognizing that classic forms of authority and credentialing (e.g. higher education) have systematically excluded Black people in many parts of the world, other forms of knowledge and expertise are considered valid.
* Class discussions (there will not be cold-calling) are a forum to practice anti-racist communication and learning strategies. “Practice” implies the inevitability of mistakes, which are appreciated as learning opportunities. This ethos extends to the syllabus: it is a living document, reflects the preferences and biases of its author, and **comments are welcome*.***

**Your participation will be enriched by reading/viewing the following, prior to the start of the course, to give students a baseline common conceptual grammar regarding “Blackness” and the phrase “Black Lives Matter” in our discussions:**

* Adichie, Chimamanda. July 2009. Video (18 minutes): “The Danger of a Single Story.” TED Talks. <http://www.ted.com/talks/chimamanda_adichie_the_danger_of_a_single_story?language=en>
* Black Lives Matter. “What We Believe.” <https://blacklivesmatter.com/what-we-believe/>

* Reese, Ashanté. 18 Jan 2017. “Ashanté Reese on Zora Neale Hurston and Refusing One Dimensional Blackness.” *Anthropoliteia*, The Anthropoliteia #BlackLivesMatter Syllabus, Week 15. <https://anthropoliteia.net/2017/01/18/the-anthropoliteia-blacklivesmatter-syllabus-week-15-ashante-reese-on-zora-neale-hurston-and-refusing-one-dimensional-blackness/>

#### Learning Outcomes for the Course

By the end of the course, students should be able to discuss, both theoretical and practically (1) how and why the Black Lives Matter movement directly implicates business (2) how this impacts the ways that businesses, and individuals within businesses, can engage in anti-racist practices. (3) how this contemporary racial justice and social justice movement is situated within a long history responding to racial capitalism.

Students will build a high-level understanding of the scales of impact and action, from individuals to organizations to systems, as well as build a granular understanding of the possibilities and limitations of specific business tools, strategies, and processes in promoting anti-racism. Through a series of case studies, students will be able to critically engage in debates regarding the impacts of anti-racist practices—and the lack thereof—upon business stakeholders. The goal is to help business students to, as the Black Lives Matter movement [states](#BLM), work “for freedom and justice for Black people and, by extension, all people.”

#### Method of Assessment

To facilitate class discussions where students can practice anti-racist ways of speaking, questioning, agreeing, and disagreeing in an environment of experimentation rather than judgement, assessment is 100% based upon an individual written assignment. This assignment, which should be no less than 3,000 words and no more than 4,000 words (excluding any appendices, footnotes, and bibliographies) is a “consulting report” that:

1) Carefully describes and analyzes structural racism in a business, a business opportunity, or a business problem of the student’s choosing. This includes, but is not limited to, the business model, business culture, organizational arrangement, supply chain, stakeholders, etc. Per the structure of the course, this analysis should consider both organizational and political economy issues, with attention given to complexity, underlying systems and structures, and implicated stakeholders.

2) Provides recommendations and options for how the client should proceed, carefully explaining underlying rationales and thought processes, identifying goals, acknowledging limitations, and anticipating potential problems. The assignment will not be evaluated on how well you “solve” racism (as we will learn how anti-racism is a practice rather than a static state, and that binary success/failure approach is inaccurate and counterproductive); but rather the detail and nuance with which you are able to assess where and how racism is embedded and manifests, and your ability to offer creative, imaginative, and perhaps even radical *implementable* pathways forward.

#### Outline of Course Structure

**Part 1: Organizational Behaviour**

Session 1: Assessing current corporate options for “diversity” and “inclusion”

Session 2: Business tools and technologies that reproduce—or challenge?—racism

Session 3: Case Study: Supply chains & Mars, Inc.

Session 4: Case Study: A multinational attempts to make Chadian and Cameroonian lives matter

**Part 2: Political Economy**

Session 5: What is “racial capitalism”?

Session 6: Black Wall Street: Is ownership the answer?

Session 7: Case Study: Opportunity Zones: a “Marathon” toward system change

Session 8: Case Study: Cannabis and cannabidiol, Black agriculture, and reparations

### *Detailed Course Structure*

**Part 1: Organizational Behaviour**

***Session 1: Assessing current corporate options for “diversity” and “inclusion”***

Many companies, large and small, have publicly claimed support for the Black Lives Matter movement, and described steps they are taking to promote “diversity” and “inclusion,” drawing on a suite of tools: implicit bias training, quotas and hiring or promotion changes, pipeline programmes to develop Black talent, board composition, corporate social responsibility programmes, and philanthropy. Do these tools constitute meaningful anti-racist practices? What are their benefits and limitations? How should use of such tools be evaluated against critiques of tokenistic inclusion and representation? Are these tools enough to account for the ways that individual behaviours can manifest racism in organizations? We discuss ways that you as individuals can practice anti-racist behaviours, from active listening, to awareness of intersectionality and microaggressions, to recognition of the productivity of rage.

**Essential Reading-complete before Session 1**

Carbado, Devon W, and Gulati, Gaurang Mitu. 2005. “Race to the Top of the Corporate Ladder: What Minorities Do When They Get There.” SSRN: [https://ssrn.com/abstract=650302](https://ssrn.com/abstract%3D650302)

Flitter, Emily. 16 June 2020. “She Spent 16 Years as Morgan Stanley’s Diversity Chief. Now She’s Suing*.” New York Times.* <https://www.nytimes.com/2020/06/16/business/morgan-stanley-discrimination-lawsuit.html>

Lehr, Amanda and Tatiana McInnis. 24 June 2020. “We Condemn All Institutional Racism Except Our Own. *McSweeneys*. <https://www.mcsweeneys.net/articles/we-condemn-all-institutional-racism-except-our-own?fbclid=IwAR0mIczEweFIWKNlRrCPBltNf--jmKLIXTuB8GAftQgNSPF0jkH2ua6TaDk>

Mason, Betsy. 4 June 2020. “Curbing implicit bias: what works and what doesn't.” *Knowable Magazine*. <https://www.knowablemagazine.org/article/mind/2020/how-to-curb-implicit-bias>

Ray, Victor. 19 November 2019. “Why So Many Organizations Stay White.” *Harvard Business Review.* <https://hbr.org/2019/11/why-so-many-organizations-stay-white>

Williams, Joan C., and Sky Mihaylo. November-December 2019. “How the Best Bosses Interrupt Bias on Their Teams.” *Harvard Business Review.*<https://hbr.org/2019/11/how-the-best-bosses-interrupt-bias-on-their-teams>

**Additional Reading**

“Active Listening and Conflict Resolution Basics.” The Centre for Community Organizations

(Montréal). <https://coco-net.org/wp-content/uploads/2012/08/Active-Listening-and-Conflict-Resolution-Basics.pdf>

Cooper, Brittney*.* 2018.  *Eloquent Rage: A Black Feminist Discovers Her Superpower*. St. Martin’s Press.

Crenshaw, Kimberlé. 1991. “Mapping the margins: Intersectionality, identity politics, and violence against women of color.” *Stanford Law Review*. pp 1241-1299. <https://www.jstor.org/stable/1229039?seq=1>

Dutt, Kehuli. “Race and racism in the geosciences.” *Natural Geosciences.* **13,**2–3 (2020). https://doi.org/10.1038/s41561-019-0519-z

Eberhardt, Jennifer L. *Biased: Uncovering the Hidden Prejudice That Shapes What We See, Think, and Do*. Random House

“Ghosts in the machine: How to confront a dark corporate past.” 29 October 2016. *The Economist.* <https://www.economist.com/business/2016/10/29/how-to-confront-a-dark-corporate-past>

Patel, Salma. 6 June 2020. “White senior leaders: 12 practical things you can do this week to create a supportive culture for your Black/BAME colleagues.” <http://salmapatel.co.uk/healthy-teams/white-senior-leaders-practical-things-to-create-supportive-culture-for-black-bame-colleagues/> (Click through as many links as you can)

Pham, Minh-Ha T. April 18, 2019. “How to Fix the Fashion Industry’s Racism.” *The New Republic.*

<https://newrepublic.com/article/153596/fix-fashion-industrys-racism>

Ray, Victor. 2019. “A Theory of Racialized Organizations.” *American Sociological Review*, Vol. 84(1) 26–53. DOI: 10.1177/0003122418822335

Williams, Patricia J. *The Alchemy of Race and Rights*. 1991. Harvard University Press.

***Session 2: Business tools and technologies that reproduce—or challenge?—racism***

In 1942, political economist Joseph Schumpeter noted that the tools and technologies of business are neither neutral entities, nor are they inconsequential to how one inhabits the world:

“The rational calculations of double-entry bookkeeping that examine costs against profits transcend mere documentation of transactions. Instead, double-entry bookkeeping constitutes a “type of logic or attitude or method” that subjugates and rationalizes “man’s tools and philosophies, his medical practice, his picture of the cosmos, his outlook on life, everything in fact including his concepts of beauty and justice and spiritual ambitions” (1942).

The sentiment endures: “Budgets are moral documents,” declared Rashad Robinson, President of the civil rights organization [Color of Change](https://colorofchange.org/), in a 26 June, 2020 interview on WYNC’s The Brian Lehrer Show.

This session examines how modern tools and technologies of business—from accounting, to human resources practices, to algorithms, to emerging technologies such as artificial intelligence and machine learning—are embedded with the preferences, beliefs, and biases of their creators and users. Through their creation and use, these tools and technologies shape the conditions of possibility in which business occurs.

**Essential Reading – complete before Session 2**

Ho, Karen. 2009. “Chapter 1: Biographies of Hegemony: The Culture of Smartness and the Recruitment and Construction of Investment Bankers” (pp 39-72) in *Liquidated: An Ethnography of Wall Street*. Duke University Press.

Benjamin, Ruha. 2019. *Race After Technology: Abolitionist Tools for the New Jim Code.* Polity.

Flitter, Emily. 11 December 2019. “This Is What Racism Sounds Like in the Banking Industry.” *New York Times.*<https://www.nytimes.com/2019/12/11/business/jpmorgan-banking-racism.html?referringSource=articleShare>

Haynes, Bruce D. and Sebastian Benthall. 12 April 2019. “Understanding Race with AI.” *Public Books.* <https://www.publicbooks.org/understanding-race-with-ai/>

Balzer, David. 29 July 2020. “The Persistence of Structural Racism in Canadian Cultural Institutions.” Hyperallergic. <https://hyperallergic.com/577899/the-persistence-of-structural-racism-in-canadian-cultural-institutions/?utm_medium=email&utm_campaign=W080420&utm_content=W080420+CID_15f8ee5e988475d8aa38f1d63dc92e1c&utm_source=HyperallergicNewsletter&utm_term=The+Persistence+of+Structural+Racism+in+Canadian+Cultural+Institutions&fbclid=IwAR1frZWWdXKL78fyzd0H1Cgft2U9FBSdTAHwk9xQ14V-p9gRyLl3FwFHqs0>

**Additional Reading**

Carter, Evelyn R., Onyeador, Ivuoma N., and Lewis, Jr., Neil A. 2020. “Developing & delivering elective anti-bias training: Challenges & recommendations.” *Behavioral Science and Policy,* Vol. 6, Issue 1. Pp 57-74. <https://behavioralpolicy.org/wpcontent/uploads/2017/02/BSP_volume6issue1_web.pdf>

Angwin, Julia; Larson, Jeff; Mattu, Surya; and Kirchner, Lauren. 2016. “Machine bias.” *ProPublica*. <https://www.propublica.org/article/machine-bias-risk-assessments-in-criminal-sentencing>

Barabas, Chelsea; Dinakar, Karthik; Virza, Joichi Ito; Zittrain, Jonathan et al. 2017. “Interventions over predictions: Reframing the ethical debate for actuarial risk assessment.” arXiv preprint:1712.08238. <https://arxiv.org/abs/1712.08238>

Benthall, Sebastian; and Haynes, Bruce D. January 2019. “Racial categories in machine learning. Association for Computing Machinery: [FAT\* '19: Proceedings of the Conference on Fairness, Accountability, and Transparency](https://dl.acm.org/doi/proceedings/10.1145/3287560),” pp 289–298 <https://doi.org/10.1145/3287560.3287575> or <https://arxiv.org/pdf/1811.11668.pdf>

***Session 3: Case Study: Supply chains & Mars, Inc.***

*Logistics sounds like a work song. The bottom*

*anticipates and tills and then it’s time to turn over.*

*This limbned, uncoordinated independence is*

*anagnostic. Flesh touches.*

From ‘revision, impromptu,’ by Fred Moten (2018). <https://poets.org/poem/revision-impromptu>

Supply chains and shipping introduce unique spatial, technical, and legal challenges for manifesting anti-racism, as they explicitly encode invisibility and disempowerment: corporations might not have legal responsibility for, much less awareness of, the working conditions of their Tier 2 and Tier 3 suppliers (sub- and sub-sub-contractors), or the companies that ship their materials around the globe. We will examine these issues by focusing the Ghanian cocoa supply chain for the private, family-owned Mars corporation. *Guest speaker to be announced.*

**Essential Reading – complete before Session 3**

Chua, Charmaine, Martin Danyluk, Deborah Cowen, and Laleh Khalili. August 2018. “Introduction: Turbulent Circulation: Building a Critical Engagement with Logistics.” *Environment and Planning D: Society and Space* 36, no. 4: 617–29. doi:[10.1177/0263775818783101](https://doi.org/10.1177/0263775818783101).

Harney, Stefano; and Moten, Fred. 2013. “Logisticality, or the Shipped” and “Hapticality, or Love.” In *The Undercommons Fugitive Planning & Black Study*. Minor Compositions, pp 92-99.

<https://www.minorcompositions.info/wp-content/uploads/2013/04/undercommons-web.pdf>

Pilling, David. 16 December 2019. “The African farmers taking on big chocolate.” *Financial Times*. <https://www.ft.com/content/648bd044-1ab3-11ea-97df-cc63de1d73f4>

---. 5 June 2018. “The real price of Madagascar’s vanilla boom.” *Financial Times.* <https://www.ft.com/content/02042190-65bc-11e8-90c2-9563a0613e56>

**Additional** **Reading**

Bolt, Maxim. 2016. “Mediated Paternalism and Violent Incorporation: Enforcing Farm Hierarchies on the Zimbabwean–South African Border.” *Journal of Southern African Studies*, 42:5, 911-927, DOI: [10.1080/03057070.2016.1223824](https://doi.org/10.1080/03057070.2016.1223824)

Harney, Stefano; and Moten, Fred. 2013. “Logistics, or the Shipping.” In *The Undercommons Fugitive Planning & Black Study.* Minor Compositions, pp 87-92.

<https://www.minorcompositions.info/wp-content/uploads/2013/04/undercommons-web.pdf>

***Session 4: Case Study: A multinational attempts to make Chadian and Cameroonian lives matter***

The Black Lives Matter movement implicates colonial and postcolonial histories and calls for “decolonisation,” which provides frameworks that we will use to assess a case study in foreign investment and participatory development. In the early 2000s, the Chad-Cameroon oil pipeline was the largest private sector investment on the African continent, at nearly $4 billion. The project, financed mostly through a coalition of multinationals, was explicitly framed as uplifting Chadians and Cameroonians from poverty, and numerous governance strategies were devised to support this. By many accounts however, the project failed to achieve these goals. *Guest speaker to be announced.*

**Essential Reading – complete before Session 4**

Mbembe, Achille. 2001. “The Long Dogmatic Sleep” in *On the Postcolony.* University of California Press. pp 3-6

Paschel, Tianna. 20 December 2016. “Walter Rodney and the Racial Underpinnings of Global Inequality.”SSRC: Reading Racial Conflict. <https://items.ssrc.org/what-is-inequality/walter-rodney-and-the-racial-underpinnings-of-global-inequality/>

Case Study: Benjamin C. Esty and Carrie Ferman. 2001. Chad-Cameroon Petroleum Development and Pipeline Project (A). Harvard Business School.

Leonard, Lori. 2016. *Life in the Time of Oil: A Pipeline and Poverty in Chad.* Indiana University Press.

Tuck, Eve, and Yang, K. Wayne. “Decolonization is not a metaphor.” *Decolonization: Indigeneity, Education & Society* 1.1 (2012).

**Additional Reading**

Film (22 minutes): Exxon-Mobil promotional film on The Chad-Cameroon Project: *link to be made available*

Leibold, Annalisa M. 2011. “Aligning Incentives for Development: The World Bank and the Chad-Cameroon Oil Pipeline.” *Yale Journal of International Law*, Vol. 36: 167 <https://cpb-us-w2.wpmucdn.com/campuspress.yale.edu/dist/8/1581/files/2016/09/36-1-leibold-aligning-incentives-for-development-135x8jh.pdf>

Murrey, A. and Jackson, N. 2019. [A decolonial critique of the racialized “localwashing” of extraction in Central Africa](http://dx.doi.org/10.1080/24694452.2019.1638752). *Annals of the Association of American Geographers*.

Polgreen, Lydia and Howard French. 21 August 2007. “New Power in Africa; China's Trade With Africa Carries a Price Tag.” *New York Times*. <https://www.nytimes.com/2007/08/21/world/africa/21zambia.html>

Guyer, Jane I. 2001. Briefing: The Chad-Cameroon Petroleum Development and Pipeline Project. *African Affairs* 101: 109-115

Keenan, Jeremy H. June - September 2005. “Chad-Cameroon Oil Pipeline: World Bank & ExxonMobil in ‘Last Chance Saloon.’” *Review of African Political Economy*, Vol. 32, No. 104/105, pp. 395-405. <http://www.jstor.com/stable/4007081>

Frank, Claudia and Lena Guesnet. December 2009. “brief 41: ‘We were promised development and all we got is misery’— The Influence of Petroleum on Conflict Dynamics in Chad.” Bonn International Center for Conversion. <https://www.bicc.de/uploads/tx_bicctools/brief41.pdf>

**Part 2: Political Economy**

***Session 5: What is “racial capitalism”?***

Taking the United States as a point of reference (a theme that will continue for the next four sessions), this session explores the history and meaning of “racial capitalism,” and what this means for businesses today that would like to be responsible, diverse, inclusive, or otherwise strive to enact the ethos of the Black Lives Matter movement.

**Essential Reading – complete before Session 5**

Antipode Foundation. June 2020. Video (16 minutes): “Racial capitalism: Geographies of Racial Capitalism with Ruth Wilson Gilmore – An Antipode Foundation film.” <https://www.youtube.com/watch?v=2CS627aKrJI>

Citizen Action of New York. Video (4 minutes): “Reversing Runaway Inequality: Racial Capitalism,” <https://www.youtube.com/watch?v=GdPRUWhBIqk>

Coates, Ta-Nehisi. June 2014, “The Case for Reparations.” *The Atlantic.*

<https://www.theatlantic.com/magazine/archive/2014/06/the-case-for-reparations/361631/>

Robinson, Cedric J. 2000. “Chapter 1: Racial capitalism: the non-objective character of capitalist development,” in *Black Marxism: The Making of The Black Radical Tradition*. The University of North Carolina Press.<https://flexpub.com/preview/black-marxism>

Desmond, Matthew, with Ashton Harris, Mehrsa Baradaran, and Tiya Miles. 14 August 2019. “In order to understand the brutality of American capitalism, you have to start on the plantation.” *New York Times.* <https://www.nytimes.com/interactive/2019/08/14/magazine/slavery-capitalism.html?fallback=0&recId=1PV2OVKxHQ4i96ZeFIdOT1gNBRy&locked=0&geoContinent=EU&geoRegion=SWK&recAlloc=top_conversion&geoCountry=GB&blockId=most-popular&imp_id=434104597&action=click&module=trending&pgtype=Article&region=Footer>

**Additional Reading**

Congress, Senate, Committee on the Judiciary. 25 March 1970.*Testimony of Stokely Carmichael*, United States Senate, 91st Congress, 2d Session. Washington: Government Printing Office. <http://historymatters.gmu.edu/d/6461/>

Horne, Gerald. 2018. *The Apocalypse of Settler Colonialism: The Roots of Slavery, White Supremacy and Capitalism in Seventeenth Century North America and the Caribbean.*

Kelley, Robin D. G. 7 November 2017. Video (1 hour, 26 minutes): “What is Racial Capitalism and Why Does It Matter?” Lecture, University of Washington, Seattle, WA. <https://www.youtube.com/watch?v=--gim7W_jQQ>

Robinson, Cedric J., “Chapter 6: Fascism and the Intersections of Capitalism, Racialism, and Historical Consciousness,” in *Cedric J. Robinson: On Racial Capitalism, Black Internationalism, and Cultures of Resistance*, ed. Edited by H. L. T. Quan. Pluto Press. 2019. pp 87-109. <https://www.jstor.org/stable/j.ctvr0qs8p.13?refreqid=excelsior%3A4f79c99c39197bdeafff1b1cff269c8f&seq=1#metadata_info_tab_contents>

Taylor, Dorceta E. 2014. *Toxic Communities: Environmental Racism, Industrial Pollution, and Residential Mobility*. New York University Press. (Particularly Chapter 5, “Enforcing Environmental Protections: The Legal, Regulatory, and Administrative Contexts”)

The [Centre for the Study of the Legacies of British Slave-ownership at University College London](https://www.ucl.ac.uk/lbs/), for browsing commercial and firm-level legacies, e.g. where slavery-generated wealth was redeployed as investment capital; databases of ownership of British Caribbean plantations and estates; and ‘cultural legacies’ from slave wealth, e.g. bequests to universities and art collections.

***Session 6: Black Wall Street****:* ***Is ownership the answer?***

Property ownership matters. From the 1920s massacres in Tulsa, Oklahoma and Rosewood, Florida to the restriction of ownership in Apartheid South Africa, restricting Black ownership has been a key means of promoting systemic oppression. Is the path forward support for Black asset ownership, Black-owned businesses, and the creation of a Black Wall Street? High-profile figures such as Jay-Z and Beyoncé are high-profile advocates of this approach, but this invokes a debate dating back to Booker T. Washington and W.E.B. Du Bois regarding strategies for empowerment. Continuing with Session 5’s use of the United States as a point of reference, this session examines how, given the existence of racial capitalism, Black ownership is inherently tenuous because “the game is rigged.” Given this, what does it take to durably safeguard Black ownership?

**Essential Reading – complete before Session 6**

Francis, Azana and Wareham, Matt, Producers. 27 June 2020. Video (3 minutes): “The campaign to put more pounds into black-owned businesses.” BBC News. <https://www.bbc.co.uk/news/av/newsbeat-53202898/the-campaign-to-put-more-pounds-into-black-owned-businesses>

Baradaran, Mehrsa. 2017. *The Color of Money: Black Banks and the Racial Wealth Gap.* Harvard University Press.

Coleman, Aaron Ross. 22 May 2019. “Black Capitalism Won’t Save Us.” *The Nation.* <https://www.thenation.com/article/archive/nipsey-killer-mike-race-economics/>

Duckett, Demetric. 19 June 2020. “Venture Capitalists and Funders Can Help Create a Society That Values People of Color.” *Worth.*<https://www.worth.com/venture-capitalists-funders-can-help-create-society-that-values-people-of-color/>

Getavhew, Adom. 22 February 2017. “Reparations and the Recasting of Eric Williams’s *Capitalism and Slavery.*” SSRC: Reading Racial Conflict Series. <https://items.ssrc.org/reading-racial-conflict/reparations-and-the-recasting-of-eric-williamss-capitalism-and-slavery/>

Harris, Cheryl I. 1993. “Whiteness as Property.” *Harvard Law Review,* *106*(8), 1707-1791. <https://www.jstor.org/stable/1341787> doi:10.2307/1341787

**Additional Reading**

Film: “The Banker,” 2020 (Apple TV, free trial available)

Allen, Robert. *Black Awakening in Capitalist America: An Analytical History*. Africa World Press.

Connolly, N.D.B. 7 March 2017. “Black and Woke in Capitalist America: Revisiting Robert Allen’s *Black Awakening*… for New Times’ Sake.” Social Science Research Council. <https://items.ssrc.org/reading-racial-conflict/black-and-woke-in-capitalist-america-revisiting-robert-allens-black-awakening-for-new-times-sake/>

Kirton, Amanda and Humphrey, Andrew, Producers. 13 June 2020. Video (4 min): “Black Lives Matter: ‘How can we win?’ Monopoly analogy explained.” BBC News. <https://www.bbc.co.uk/news/av/world-us-canada-53017667/black-lives-matter-how-can-we-win-monopoly-analogy-explained>

Linklater, Andro. 2014. *Owning the Earth: The Transforming History of Land Ownership.* Bloomsbury.

Thompson, J. Phillip. 6 December 2016. “Capitalism, Democracy, and Du Bois’s *Two* Proletariats.” SSRC: Reading Racial Conflict. <https://items.ssrc.org/reading-racial-conflict/capitalism-democracy-and-du-boiss-two-proletariats/>

Villalonga, Belen. 2018. “The impact of ownership on building sustainable and responsible businesses.” *Journal of the British Academy*, 6(s1), 375–403. <https://doi.org/10.5871/jba/006s1.375>

***Session 7: Case Study: Opportunity Zones and a “Marathon” to enact system change?***

The Trump Administration’s 2017 tax relief plan, controversially used by several corporations to finance share buybacks, also included a capital gains tax relief provision: if capital gains are invested into low-income communities, many of which are majority Black and legacies of redlining, any investment income will incur zero taxes, with maximum tax relief achieved with 10-year investments. The low-income communities, named “Opportunity Zones,” constitute an unfolding case study about the challenges in “buying back the block” and enacting Black ownership. In this session, our third that draws on the United States as a point of reference, we focus on artist, investor, and entrepreneur Nipsey Hussle’s visionary plan for supporting Black ownership, education, entrepreneurship, innovation, and uplift in his community, the Crenshaw district of Los Angeles.

**Essential Reading *(view videos and Instagram posts included within the online readings)* – complete before Session 7**

Greenburg, Zack O’Malley. “Inside Nipsey Hussle's Blueprint To Become A Real Estate Mogul.” *Forbes.* <https://www.forbes.com/sites/zackomalleygreenburg/2019/02/20/nipsey-hussle-opportunity-zone-real-estate-mogul-blueprint/#3f250abc6364>

Weiss, Jeff. 31 March 2020. “Nipsey Hussle’s disciples are pursuing a radical vision for Los Angeles. *The Face.* Vol. 4, Issue 3.

<https://theface.com/music/nipsey-hussle-los-angeles-the-marathon-clothing-business-rap-volume-4-issue-3>

*Complex.* 25 October 2019. Video (14 min): “Nipsey Hussle’s Business Partner David Gross on Ownership & Buying Back Blocks.” <https://www.youtube.com/watch?v=K-czYvcShW4>

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**Additional Reading**

McKinney, Jessica. 23 January 2020. How Nipsey Hussle’s Vision Is Being Executed By Our Opportunity Investment Initiative. *Complex.* <https://www.complex.com/music/2020/01/nipsey-hussle-our-opportunity-david-gross-interview>

Katz, Bruce. March 2019. “[How Philanthropies Leverage Opportunity Zones](https://kf-site-production.s3.amazonaws.com/media_elements/files/000/000/327/original/KF_OPPORTUNITY_ZONES_REPORT-LRS.pdf).” Knight Foundation. <https://kf-site-production.s3.amazonaws.com/media_elements/files/000/000/327/original/KF_OPPORTUNITY_ZONES_REPORT-LRS.pdf>

Connolly, N.D.B. 2014. *A World More Concrete: Real Estate and the Remaking of Jim Crow South Florida*. University of Chicago Press.

Taylor, Keeanga-Yamahtta. 2019. [*Race for Profit*:*How Banks and the Real Estate Industry Undermined Black Homeownership (Justice)*](https://www.indiebound.org/book/9781469653662). University of North Carolina Press.

***Session 8: Case Study: Cannabis and Cannabidiol, Black Agriculture, and Reparations***

In our final session drawing on the United States as a point of reference, we examine the booming cannabis and cannabidiol (CBD) industries in light of two phenomena: the mass incarceration of Black individuals for nonviolent drug crimes, and the striking decline of Black agricultural ownership over the past century. Through this, we consider the implications of the Black Lives Matter movement for the business model and stakeholders of the dynamic, still-evolving CBD industry.

**Essential Reading – complete before Session 8**

Alexander, Michelle. 2012. “Introduction.” *The New Jim Crow: Mass Incarceration in the Age of Colorblindness.* The New Press, pp. 1-19.

de Figueiredo Rui J.P.; Jamaur Bronner; Mohsin Alvi; Deena Malaeb. 1 October 2016. Case Study #: B5879-PDF-ENG: “Cannabusiness in Washington D.C.” UC Berkeley Haas School of Business

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Lawrence, Grandpre, June 17, 2020. “A Path to Reparations for the War on Drugs.” *The Forge*

<https://forgeorganizing.org/article/path-reparations-war-drugs?fbclid=IwAR0XBeXINrUFy5Z6Wu3QOZ1bOfsD6XmCmQUWrq_oywDw4sh7LGm6j9tEfTI>

Penniman, Leah. 29 June 2020. “How to Grow Change Through Black-Led Agriculture, According to Leah Penniman.” *Food and Wine*. <https://www.foodandwine.com/news/leah-penniman-interview-soul-fire-farm-black-agriculture>

**Additional Reading**

Alexander, Michelle. 2012. *The New Jim Crow: Mass Incarceration in the Age of Colorblindness.*

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King, Ryan S. and Marc Mauer. May 2005. “The War on Marijuana: The Transformation of the War on Drugs in the 1990s.” The Sentencing Project. <https://www.sentencingproject.org/publications/the-war-on-marijuana-the-transformation-of-the-war-on-drugs-in-the-1990s/>

Kennedy, Brendan. March-April 2020. “Tilray’s CEO on Becoming the First Mover in a Controversial Industry.” *Harvard Business Review*. <https://hbr.org/2020/03/tilrays-ceo-on-becoming-the-first-mover-in-a-controversial-industry>

Muhammad, Khalil Gibran. 2011. *Condemnation of Blackness*. Harvard University Press.

# Penniman, Leah. 2018. *Farming While Black: Soul Fire Farm’s Practical Guide to Liberation on the Land.* Chelsea Green Publishing.

***Additional Multimedia Resources***

**Afrofuturism**

*Afrofuturism in a time of Covid-19, and imagining possible futures (with implications for entrepreneurialism)*:

Mosley, Tonya. 4 May 2020. “Coronavirus Crisis And Afrofuturism: A Way To Envision What's Possible Despite Injustice And Hardship.” WBUR (Radio Transcript).

<https://www.wbur.org/hereandnow/2020/05/01/afrofuturism-coronavirus>

*Black Futures*, Ed. Kimberly Drew and Jenna Wortham. One World: 2020.

Film: “The Black Panther.” 2018.

*Origins of “Afrofuturism”:*

Dery, Mark. 1994. “Black to the Future: Interviews with Samuel R. Delany, Greg Tate, and Tricia Rose,” in *Flame Wars: The Discourse of Cyberculture*, Ed. Mark Dery. Duke University Press. Pp 179-222

**Supporting Black-owned businesses in the US & UK (in progress; suggestions welcome)**

Beyoncé’s song “Black Parade” supports her charity’s Black Business Impact Fund and is accompanied by a directory of [Black-owned businesses](https://www.beyonce.com/black-parade-route/?q=&page=1&category=all), curated by Zerina Aker of [Black Owned Everything](https://www.blackownedeverything.co/).

[Black Pound Day](https://blackpoundday.uk/) in the UK occurs at regular intervals.

[Jamii](https://lovejamii.com/) is a discount card and directory of UK Black-owned businesses.

***Epilogue***

From<http://www.junejordan.net/what-would-i-do-white.html>

from Some Changes (1971)

and from Directed by Desire. The Collected Poems of June Jordan.

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**June Jordan**

**What Would I Do White**

What would I do white?

What would I do clearly full

of not exactly beans nor

pearls my nose a manicure

my eyes a picture of your wall?

I would disturb the streets by

passing by so pretty kids

on stolen petty cash would look

at me like foreign

writing in the sky

I would forget my furs on any chair.

I would ignore the doormen at the knob

the social sanskrit of my life

unwilling to disclose my cosmetology,

I would forget.

Over my wine I would acquire

I would inspire big returns to equity

the equity of capital I am

accustomed to accept

like wintertime.

I would do nothing.

That would be enough.