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Form 3

Abstract of Thesis

Name (Sardor Tadjiev)	
Title	Business history of the Uzbek car industry since 1991 (1991年以降のウズベキスタン自動車産業の経営史)

Abstract

This thesis discusses the development of an automobile industry in Uzbekistan since 1991 approached from a business history perspective. Based on internal documents of the joint-venture UzDaewooAuto, cofounded by the Uzbek government and Daewoo Motor, interviews, published statistics and business news, it has demonstrated how a latecomer had been able to build a car industry and the role played by industrial policy in this context.

Chapter 1 starts with a survey of the general context. It discusses the impact of industrial policy on the development of the automotive industry in five post-Soviet countries since 1991 (Russia, Ukraine, Belarus, Uzbekistan, and Kazakhstan). It highlights three different paths: success in post-2000 Russia and Uzbekistan, stagnation and struggle for survival in Belarus and Kazakhstan, and failure in pre-2000 Russia and Ukraine. The existence of an automotive industry before 1991 was not a factor of success because most pre-existing firms collapsed after the break-up of the Soviet Union. Instead, the growth of these post-Soviet automotive industries has essentially relied on the presence of global car makers. This chapter demonstrates that inward foreign direct investment and licensing agreements were fostered by the combination of protectionist policies that made direct importation uncompetitive and access of global firms to the large Russian market (both direct access and indirect access via a country with privileged access to Russia). This chapter also highlights different strategies adopted by foreign firms: whereas the largest Western and Japanese companies invested directly in Russia, companies from China and Korea used Central Asia and Belarus as back doors to enter the Russian market.

Chapter 2 focuses on the Uzbek exceptional case, characterized by the creation of automobile production from scratch after independence through the adoption of a protective policy. A state-owned holding company was founded to implement the automobile industry policy and manage operating companies engaged in the sector, among which was a joint venture cofounded with Daewoo Motor. This chapter examines how a small country like Uzbekistan was able to develop a car industry since the 1990s. It demonstrates that the free trade agreement with Russia and former Soviet countries supported the development of an Uzbek car industry created by FDI in a protectionist environment, a policy usually implemented in large economies.

Chapter 3 analyses the strategy implemented by Daewoo Motor to expand on global markets. Based on international business literature on the emergence of multinational enterprises in emerging countries (dragon multinationals), it sheds light on the reasons why Daewoo Motor invested in Uzbekistan. This chapter carries out a detailed analysis of Daewoo Motor's foreign sales expansion as well as the organization of overseas assembly plants. It explores the impact of investing in other emerging countries on the competitiveness of the firm.

様式７

論文審査の結果の要旨及び担当者

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論文審査担当者		
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論文審査の結果の要旨

［論文内容の要旨］

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［審査結果の要旨］

This thesis is an important contribution to the history of the industrial development of Uzbekistan in an approach combining international business and business history. Chapter 2, which analyzed a unique case of a State-owned company in charge of industrial policy in the country, was published in an international journal. Hence The dissertation submitted for this degree was judged to be worthy of a doctorate in economics.