

Economics 330: The Multinational Enterprise
Fall 2016
Tuesdays and Thursdays 10:20-11:40 am in PAC 107

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Office Hours: Tuesdays, Wednesdays, and Thursdays 2-3:30¹

General Course Information

Purpose: An examination of the economic consequences of the globalization of markets and industries will be used as the foundation for discussion of firm-level responses, including foreign direct investment and foreign trade.

Assignments and Credit:

- *Class participation*

Participation in discussions	16%
Leading discussion	16%
Blog postings (8) & comments (16)	16%

- *Short assignments*

Case study	8%
1 empirical problem set	8%

- *Research Paper*

- topic	1%
- outline, slightly annotated bibliography, data sources	5%
- presentation	10%
- final paper	20%

Total	100%
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Readings: Many papers, totaling about 50-60 pages per session, will be required reading. To make sure this is clear: none of the papers listed on the syllabus are optional reading unless identified as such. Moreover, you are expected to read the entirety of all papers listed unless I explicitly state otherwise. All readings are posted to moodle.

Class participation: Assigned readings for each class are indicated below. Required readings must be read before class. EVERYONE is responsible for contributing to a lively discussion.

Participation in discussions: If you know that you will have to be late and/or leave early, please let me know in advance. Excessive absences, late arrivals or early departures will lead to a lower class participation grade.

¹ Exceptions: no office hours on Wednesday October 12 (Yom Kippur), and Wednesday & Thursday October 19-20 (Financial Management Association conference).

Please adhere to the following policies as your participation grade depends also on these:

- Be on time for class.
- Avoid getting up during class sessions unless absolutely necessary. This is not only very disruptive to all people in the classroom but shows a lack of respect for all present.
- No use of computers, tablets, or cell phones during class sessions without instructor consent.
 - Note, students may find it helpful to take notes on the readings so that you don't need to have a laptop take up your entire desk.
- Please switch your phones to "airplane mode" and turn off the ringer volume.

Students who meet the above expectations will receive a *B* for class participation. To earn a higher grade a student will need to ask insightful questions as well as answer questions posed by me or others. I will give a *C* or lower for class participation to students who never participate in class or who are often not able to answer questions.

Leading class discussion: On each of eight class sessions groups of 3 students will lead the class. If they can't get you to talk about the material, then they need to talk for the entire time. I will probably contribute points at the margin but I should not be leading the discussion.

Students sometimes find it helpful to make handouts when leading class. If that is part of your game plan, please feel free to go to Linda Mascaro or the student worker in the economics office and ask to use the department copier – be sure to say it is for this class.

Class blog: We will maintain a Moodle discussion forum all semester with student participation required for at least 8 of the 10 designated class dates. The dates for which the forum will be used are indicated with the wording "Blog #_" in the deliverables column of the course schedule.

- Post about one of the required readings on the Moodle discussion forum no later than 8pm the night before class.
 - You should write a post of at least 100 words that addresses anything at all related to at least one of the assigned readings. It may be helpful to focus on answering some or all of these questions:
 - What do you see as the primary contribution of this paper? How would you explain this contribution to someone else in this class? How would you explain this to someone who is not an economist by training?
 - Theory paper: does the model seem plausible? Could you imagine empirical tests of the theory?
 - Empirical paper: did the empirical model seem consistent with the underlying economic theory? What data did the paper use? What do you think of the dataset? What do you think of the empirical techniques that are used?
 - Counterfactuals: can you think of alternate explanations for the phenomenon studied in the paper and/or the results presented in the paper?
- You will also need to comment on at least two of your classmates' posts before the start of the next class session (but if you want me to see it before class, please post before 8am).
- Total: 8 comments from you and 16 comments on classmates' posts
- *Grading:* 1 point for each blog post (max of 8 points) plus 0.5 point for each blog comment (max of 8 points total; max of 2 comments can receive grading credit per day).
- *Note:* your posts and comments on other students' posts don't have to always be on the same calendar day.

Short assignments

Corporate case study (5-7 pages)²: Choose a multinational firm that is headquartered anywhere in the world (i.e., it does not have to be a U.S. firm) and describe how and why the firm became a multinational. Among the points you will want to cover:

- Why does the firm operate world-wide?
- Describe the process by which the firm went international. Note, it may be difficult to get this information so draw heavily on our class readings to inform your discussion of this process.
- What are 'important' locations to this firm? That is, is 'important' defined in terms of supply chain logistics, current market share or market revenue, market potential, etc.
- Using what you know about this firm, do you think it would (or should) behave like its industry peers?
- Discuss the relevant stakeholders in the firm, and the firm's responsibilities towards each party.

Problem set: There will be one entirely empirical problem set. It is designed to help you better understand the empirical papers routinely assigned in this class while also preparing you to produce a strong, potentially empirical, research paper of your own.

This problem set will be graded on a check plus (7.2 points), check (5.4 points) and check minus (3.7 points) scale. Late problem sets – or problem sets submitted without a Stata do file printed out - will get a grade of 1.0 irrespective of the quality of work shown. Up to three folks can collaborate on the problem set.

Long research paper: Your paper will be an in-depth exploration of any topic related to foreign direct investment or the multinational enterprise. You must either develop a theoretical model for the topic or collect data and run regressions to analyze a relationship of interest. It will be necessary for you to go far beyond the readings assigned for this class but you should definitely feel free to cite the assigned readings.

Please note that I am an empiricist and if you plan to do theoretical work, it'd be highly advisable for you to consult early and often with some of my colleagues. Also, depending on your topic of interest, you may again find it beneficial to talk with some of my colleagues (e.g., if you are interested in the impact of foreign investment on local employment, why not speak with a labor economist?).

Paper deliverables:

1. *Topic (due Wednesday, October 5, 1pm)*
A 1-2 paragraph email should be sent to me no later than 1pm on Wed., October 5th. Do not attach it in a document; it must be in the body of your email. The proposal should describe the topic of your paper, and can also include a tentative bibliography of works that you have already consulted or plan to consult in the course of your research. (Note: bibliographic references are not expected at this rather early date but may be useful for

² If multiple students propose analyzing the same company or companies that I believe are very similar, I will ask one or more of them to change their company.

getting more substantive feedback and guidance.) In the event that multiple students propose similar topics, I'll help them find ways to differentiate their topics.

2. *Short writing assignment (due Tuesday, November 1, 8:30am)*

In 3-5 pages please present a preliminary outline, review of 2-3 articles that you've already read and will use to guide your research, tentative bibliography, and explain your data sources. Focus on the ways in which other researchers have approached the topic and how you plan to do so. This will be graded more for content than for quality of writing.

3. *8-10 minute presentations (Tuesday, November 29; Thursday, December 1; Tuesday, December 6; Thursday, December 8)³*

Theoretical papers: students should present their key model and discuss the intuitions.

Empirical papers: Students should present what they think is their main regression and results. It would be best to have your data uploaded ahead of time to the classroom computer so that you can run regressions in Stata in real time if appropriate.

All: Please view this as a chance to (a) show what you are doing and (b) ask for help with refining your work. It is not expected that anyone will have a "complete, finished model" to share at this time. You are expected to demonstrate that you've made enough progress through the date of your presentation that it is reasonable to expect you to submit a fantastic paper on time.

A good presentation will likely have 2-3 powerpoint slides or Excel tables that take the presenter about 4-5 minutes to cover.⁴ Then the presenter will open the floor for 3-4 minutes of questions.

You will be graded on three dimensions:

1. Do you have a good approach (i.e., theory, model and dataset, if applicable)?
2. How you explain your model and interpret the results
3. Your receptivity to other students' comments and suggestions.

4. *Paper (2pm on Saturday, December 17)⁵*

Your paper should be about 15-20 pages long (not including references, appendices or exhibits). Theoretical papers will be shorter than empirical papers. *Late papers will be docked one letter grade per day late (or fraction thereof).*

You are expected to deliver two copies of the research paper assignments 2 and 4:

1. A hard copy should be placed in the locked box for this course (located in the economics department alcove on the first floor of PAC).
2. A copy should also be uploaded to the class folder on turnitin.com. Our class ID number is 13340305 and the password is "econ330".

³ If students wish to volunteer for early spots, that would be most appreciated. Else, presentation slots will be assigned in mid-November (prior to Thanksgiving break) by grouping students with similar topics. 7-8 students will be assigned slots on each of the first three days, and then the remaining students will present at the start of the last class session. The professor will then use the balance of that last class session to address issues raised repeatedly in presentations.

⁴ It is not mandatory to use powerpoint. However, I have frequently observed that powerpoint presentations are often more concise and focused.

⁵ All papers that earn a grade of A or A+ will be eligible for consideration for the department's Lebergott-Lovell Prize, which is awarded annually to the best paper written in the current academic year that uses econometric techniques to analyze an economic problem.

Formatting for the writing assignments: You cannot use a font smaller than Calibri 11 (the Microsoft default font) and you must double-space your text. Your margins cannot be smaller than the default setting of 1" on each side.

Honor Code: In accordance with the Honor Code, submitting another person's work as your own constitutes plagiarism and will not be tolerated. *To put this in colloquial terms, unless you personally came up with the solutions and words that you are attaching your name to, it is not your work.* If you have any questions about the application of the honor code, please contact me.

Students with Disabilities: Wesleyan University is committed to ensuring that all qualified students with disabilities are afforded an equal opportunity to participate in and benefit from its programs and services. To receive accommodations, a student must have a documented disability as defined by Section 504 of the Rehabilitation Act of 1973 and the ADA Amendments Act of 2008, and provide documentation of the disability. Since accommodations may require early planning and generally are not provided retroactively, please contact Disability Resources as soon as possible. If you believe that you need accommodations for a disability, please contact Dean Patey in Disability Resources, located in North College, Room 021, or call 860-685-5581 for an appointment to discuss your needs and the process for requesting accommodations. Information can be found at <http://www.wesleyan.edu/studentaffairs/disabilities/>.

Missed Assignments: Should a personal emergency necessitate missing a scheduled paper deadline, contact me as soon as possible **prior to the paper deadline date** to arrange for an alternative. Any such absence requires written certification from the Deans' Office.

Course Schedule		
Date	Topic Readings to be covered on that day	Deliverable
Tues., Sept. 6	Course overview, what is an MNE, what is FDI 1. Ch 1 of Navaretti, Giorgio B. and Anthony J. Venables, 2006, <i>Multinational Firms in the World Economy</i> , Princeton University Press.	
Thurs., Sept. 8	Theory of the firm 1. Williamson, Oliver E., 1973, "Markets and hierarchies: Some elementary considerations," <i>American Economic Review</i> , 63(2). 2. Holmström, Bengt, and John Roberts, 1998, "The boundaries of the firm revisited," <i>Journal of Economic Perspectives</i> , 12(4). 3. Ch 2 of Cohen, Stephen D., 2007, <i>Multinational Corporations and Foreign Direct Investment: Avoiding Simplicity, Embracing Complexity</i> , Oxford University Press. <i>The Cohen chapter can be skimmed.</i>	Blog #1⁶

⁶ This, and all subsequent, blog posts and reactions should comment on the readings assigned for this date.

Tues., Sept. 13	Why go international?		Blog #2
	<ol style="list-style-type: none"> 1. Choice of (a) or (b): <ol style="list-style-type: none"> (a) Pages 83-95 and 139-158 of Brakman, Steven, Harry Garretsen, Charles van Marrewijk, and Arjen van Witteloostuijn, 2006, <i>Nations and Firms in the Global Economy</i>, Cambridge University Press. (b) Pages 29-45 of Caves, Richard E., 2007, <i>Multinational Enterprise and Economic Analysis</i>, Third edition, Cambridge University Press. 2. Choice of (a) or (b): <ol style="list-style-type: none"> (a) Raff, Horst, Michael Ryan, and Frank Stähler, 2012, "Firm productivity and the foreign-market entry decision," <i>Journal of Economics & Management Strategy</i>, 21(3). (b) Conconi, Paola, André Sapir, and Maurizio Zanardi, 2016, "The internationalization process of firms: From exports to FDI," <i>Journal of International Economics</i>, 99. 3. Quick overview of Dunning's OLI paradigm: http://en.wikipedia.org/wiki/Eclectic_paradigm 		
Thurs., Sept. 15	Statistical review/econometrics bootcamp		
	<ol style="list-style-type: none"> 1. (skim) Feenstra, Robert C., Robert E. Lipsey, Lee G. Branstetter, C. Fritz Foley, James Harrigan, J. Bradford Jensen, Lori Kletzer, Catherine Mann, Peter K. Schott, and Greg C. Wright, 2010, "Report on the state of available data for the study of international trade and foreign direct investment," <i>NBER working paper 16254</i>. 2. (skim) Appendix A of Navaretti, Giorgio B. and Anthony J. Venables, 2006, <i>Multinational Firms in the World Economy</i>, Princeton University Press. 3. Wonnacott & Wonnacott – skim Chs. 13-15 (not on course moodle) 		
Tues., Sept. 20	Theoretical determinants of FDI		Blog #3
	<ol style="list-style-type: none"> 1. Ch. 7 of Head, Keith, 2007, <i>Elements of Multinational Strategy</i>, Springer. [A 5 minute read.] 2. Carr, David L., James R. Markusen, and Keith E. Maskus, 2001, "Estimating the knowledge-capital model of the multinational enterprise", <i>American Economic Review</i>, 91(3). 		
Thurs., Sept. 22	Classification of FDI		Student group 1
	<ol style="list-style-type: none"> 1. Ramondo, Natalia, Veronica Rappoport, and Kim J. Ruhl, 2016, "Intrafirm trade and vertical fragmentation in U.S. multinational corporations," <i>Journal of International Economics</i>, 98. 2. Baldwin, Richard, and Toshihiro Okubo, 2014, "Networked FDI: Sales and sourcing patterns of Japanese foreign affiliates," <i>The World Economy</i>. 		
Tues., Sept. 27	Empirical determinants of FDI; library research resources with Diane Klare		Case study (9/28)
	<ol style="list-style-type: none"> 1. Blonigen, Bruce A., 2005, "A review of the empirical literature on FDI determinants," <i>Atlantic Economic Journal</i>, 33. 		

2. Feenstra, Robert C., 1998, "Facts and fallacies about foreign direct investment," published in Martin Feldstein (ed.), *International Capital Flows*, University of Chicago Press and NBER, 1999.
3. Branstetter, Lee, and C. Fritz Foley, 2008, "Facts and fallacies about U.S. FDI in China," published in Robert Feenstra and Shang-Jin Wei (eds.), *China's Growing Role in World Trade*, University of Chicago Press, 2010. [5 minute skim.]

Thurs., Sept. 29	Impacts of FDI on the <i>Host</i> Country – 1 <ol style="list-style-type: none"> 1. Productivity: Alfaro, Laura, and Maggie X. Chen, 2012, "Selection, reallocation, and spillover: Identifying the sources of gains from multinational production," <i>NBER working paper 18207</i>. 2. Knowledge: Branstetter, Lee, 2006, "Is foreign direct investment a channel of knowledge spillovers? Evidence from Japan's FDI in the United States," <i>Journal of International Economics</i>, 68. 3. Labor: Aitken, Brian J., Ann E. Harrison, and Robert E. Lipsey, 1996, "Wages and foreign ownership: A comparative study of Mexico, Venezuela, and the United States," <i>Journal of International Economics</i>, 40. <p><i>All students should read (1) and either (2) or (3).</i></p>	Student group 2
Tues., Oct. 4	Impact of FDI on the <i>Host</i> Country – 2 <ol style="list-style-type: none"> 1. Borensztein, Eduardo, Jose De Gregorio, and Jong-Wha Lee, 1998, "How does foreign direct investment affect economic growth?," <i>Journal of International Economics</i>, 45. 2. Alfaro, Laura, Areendam Chanda, Sebnem Kalemli-Ozcan, and Selin Sayek, 2004, "FDI and economic growth: The role of local financial markets," <i>Journal of International Economics</i>, 64. 	Blog #4; Paper topic (Wed 10/5)
Thurs., Oct. 6	Employment impacts of FDI on the <i>Home</i> Country <ol style="list-style-type: none"> 1. Haskel, Jonathan, Robert Z. Lawrence, Edward E. Leamer, and Matthew J. Slaughter, 2012, "Globalization and U.S. wages: Modifying classic theory to explain recent facts," <i>Journal of Economic Perspectives</i>, 26(2). 2. Desai, Mihir A., C. Fritz Foley and James R. Hines Jr., 2009. "Domestic effects of the foreign activities of US multinationals," <i>American Economic Journal: Economic Policy</i>, 1(1). 3. Feldstein, Martin S., 1995. "The effects of outbound foreign direct investment on the domestic capital stock," <i>NBER working paper 7739</i> published in Martin Feldstein, James R. Hines Jr., and R. Glenn Hubbard (eds.), <i>The Effects of Taxation on Multinational Corporations</i>, University of Chicago Press and NBER, 1995. <p><i>Readings 2 and 3 are contradictory. Read one carefully and skim the other.</i></p>	Student group 3
Tues., Oct. 11	Impact of national institutions and culture <ol style="list-style-type: none"> 1. Formal: La Porta, Rafael, Florencio Lopez-de-Silanes, Andrei Shleifer, and Robert W. Vishny, 1998, "Law and Finance," <i>Journal of Political</i> 	Blog #5

Economy, 106(6). [This is a fundamental reading and will be widely referenced in many subsequent readings.]

2. Informal: <http://www.geert-hofstede.com/> (a) read home page; (b) skim page with the scores for all countries; (c) compare any two countries (e.g., your country and a country of personal interest). [Spend no more than 2-3 minutes on this.]
3. Government: info.worldbank.org/governance/wgi/index.aspx (a) read "description of methodology" and (b) use "interactive data access" tab to observe all values for at least 1 series for a reference year (note all data are observed in each year but relative rankings of different countries tend to be somewhat stable over time)
4. Short read: Harvey, Campbell R., 2016-07-20, "The Management of Political Risk," *Harvard Law School Forum on Corporate Governance and Financial Regulation*, blog post.

Thurs., Oct. 13 Country selection and risk

1. Skim Ch. 17 of Moffett, Michael H., Arthur I. Stonehill, and David K. Eiteman, 2004, *Fundamentals of Multinational Finance*, Addison Wesley.
2. Kesternich, Iris, and Monika Schnitzer, 2010, "Who is afraid of political risk? Multinational firms and their choice of capital structure," *Journal of International Economics*, 82(2).
3. Aggarwal, Vinod K., and Simon J. Evenett, 2011, "Will you be writing off your investment in Egypt?," *Harvard Business Review Blog*, February 7, 2011. [A 2 minute read.]
4. Damodoran, Aswath, 2016-07-22, "May you live in 'exciting' times! An updated picture of country risk," *Musings on Markets*, blog post.

**Student
group 4**

Tues., Oct. 18 Bottom of the pyramid

1. Prahalad, C.K., 2006, "The big picture," previously unpublished note in Ted London and Stuart L. Hart (eds.), *Next generation business strategies for the base of the pyramid*, 2010, FT Press.
2. Prahalad, C.K., and Allen Hammond, 2002, "Serving the world's poor, profitably," *Harvard Business Review*, September.
3. Prahalad, C.K., and Kenneth Lieberthal, 2003, "The end of corporate imperialism," *Harvard Business World*, August.
4. Berger, Ron, Chong Ju Choi, and Jae Boem Kim, 2011, "Responsible leadership for multinational enterprises in bottom of pyramid countries: The knowledge of local managers," *Journal of Business Ethics*, 101(4).

The four readings are all relatively short and are written primarily for lay people (not academics).

**Student
group 5**

Thurs., Oct. 20 Stata bootcamp with Manolis Kaparkis in **Allbritton 204**

**Problem
set due
Wed 10/26
4:15pm**

Thurs., Oct. 27	<p>Corporate structure</p> <ol style="list-style-type: none"> 1. Read one paper and skim the other: <ol style="list-style-type: none"> (a) Morck, Randall, Daniel Wolfenzon, and Bernard Y. Yeung, 2005, "Corporate governance, economic entrenchment, and growth," <i>Journal of Economic Literature</i>, 43. (b) La Porta, Rafael, Florencio Lopez-de-Silanes, and Andrei Shleifer, 1999, "Corporate ownership around the world," <i>Journal of Finance</i>, 54(2). 2. Quick overview of Michael Porter's Five Forces: https://en.wikipedia.org/wiki/Porter%27s_five_forces_analysis 	Student group 6
Tues., Nov. 1	<p>Impact of Innovation on Corporate Activity</p> <ol style="list-style-type: none"> 1. Guadalupe, Maria, Olga Kuzmina, and Catherine Thomas, 2012, "Innovation and foreign ownership," <i>American Economic Review</i>, 102(7). 2. Hornstein, Abigail S., and Minyuan Zhao, 2011, "Corporate capital budgeting decisions and information sharing," <i>Journal of Economics and Management Strategy</i>, 20(4). 3. Bloom, Nicholas, Raffaella Sadun, and John Van Reenen, 2012, "Americans do I.T. better: US multinationals and the productivity miracle," <i>American Economic Review</i>, 102(1). <p><i>Students should read any two papers and skim the third.</i></p>	Blog #6; short writing component of research paper
Thurs., Nov. 3	<p>How MNEs Innovate</p> <ol style="list-style-type: none"> 1. Branstetter, Lee G., Raymond Fisman, and C. Fritz Foley, 2006, "Do stronger intellectual property rights increase international technology transfer? Empirical evidence from U.S. firm-level panel data," <i>Quarterly Journal of Economics</i>, 121(1). 2. Zhao, Minyuan, 2006, "Conducting R&D in countries with weak intellectual property rights protection," <i>Management Science</i>, 52(8). 	Student group 7
Tues., Nov. 8	<p>Politics and the MNE (come on, today's the election!)</p> <p><i>These readings are tentative placeholders. If issues are raised during the presidential campaign that seem more pertinent to our class, then relevant readings may be assigned for today in lieu of these articles.</i></p> <ol style="list-style-type: none"> 1. Azzimonti, Marina, "Does partisan conflict deter FDI inflows to the US?," <i>NBER working paper 22336</i>. 2. Durnev, Art, Ruben Enikolopov, Maria Petrova, and Veronica Santarosa, 2015, "Politics, instability, and composition of international investment flows," <i>Journal of Corporate Finance</i>, 30. 	Blog #7
Thurs., Nov. 10	<p>Corporate social responsibility</p> <ol style="list-style-type: none"> 1. Friedman, Milton, "The social responsibility of business is to increase its profits," <i>The New York Times</i>, September 13, 1970. 2. Tonello, Matteo, 2012, "Reporting on corporate sustainability performance," <i>Harvard Law School Forum on Corporate Governance and Financial Regulation</i>, blog post. 	Student group 8

3. Chapters 1&2 of Kotler, Philip, and Nancy Lee, 2005, "Corporate social responsibility: Doing the most good for your company and your cause," John Wiley and Sons. [Chapter 1 = "The case for doing at least some good"; Chapter 2 = "Corporate social initiatives: six options for doing good"]
4. Optional: Chapter 9 of Kotler and Lee ("Twenty-five best practices for doing the most good for the company and the cause")

Tues., Nov. 15 Corporate responsibility in action – 1 **Blog #8**

1. Bader, Christine, 2014, "The evolution of a corporate idealist: When girl meets oil," Bibliomotion.
2. Newspaper articles (TBD) about corporate responsibility. Articles will be distributed by email and/or moodle closer to classtime.

Thurs., Nov. 17 Corporate responsibility in action – 2 **Blog #9**

1. Harrison, Ann and Jason Scorse, 2010, "Multinationals and anti-sweatshop activism," *American Economic Review*, 100(1).
2. Davies, Ronald B., and Krishna Chaitanya Vadlamannati, 2013, "A race to the bottom in labor standards? An empirical investigation," *Journal of Development Economics*, 103.

Tues., Nov. 22 Corporate philanthropy **Blog #10**

1. Smith, Janet Kisholm, 2012, "Corporate philanthropy," in H. Kent Baker and John R. Nofsinger (Eds.) *Socially responsible finance and investing: Financial institutions, corporations, investors and activists*, John Wiley and Sons.
2. Morgridge, John, 2007, "Building networks in the community," in Marc Benioff and Carlye Adler (Eds.), *The business of changing the world: Twenty great leaders on strategic corporate philanthropy*, McGraw-Hill.⁷
3. U.S. companies abroad: Hornstein, Abigail S. and Minyuan Zhao, 2016, "Giving across borders: Philanthropy or business as usual?," working paper.⁸
4. Companies in the U.S.: Blonigen, Bruce and Cheyney O'Fallon, 2011, "Foreign firms and local communities," in Sjoerd Beugelsdijk, Steven Brakman, Hans van Ees, and Harry Garretson (Eds), *Firms in the International Economy: Closing the Gap Between International Economics and International Business*. Cambridge: MIT Press, 2013, pp. 127-151.

All students should read (1) and (2) and choose either (3) or (4).

Tues., Nov. 29 Student presentations – 1

Thurs., Dec. 1 Student presentations – 2

⁷ Morgridge was Chairman Emeritus of Cisco Systems.

⁸ The latest draft of this paper will be posted to the course moodle by mid-November.

- Tues., Dec. 6 Student presentations – 3
- Thurs., Dec. 8 Student presentations – 4; Wrap up with professor
- Sat., Dec. 17 Research paper due – 2pm (start of registrar assigned exam slot)