KAIST College of Business, Graduate School of Green Growth
Spring, 2017

GG510E
Green Technology and Green Industry

Instructor: Jiyong Eom, Ph.D. (엄지용)
Monday/Wednesday 10:00 — 11:20 am

As of January, 27, 2017

1. Course Overview

Our human society can be characterized by (de)globalization, rapid technological innovation, fundamental shifts in economic and political power, local and global environmental problems, and climate change and impacts. Resolving these global challenges has led the year 2016 to the universal adoption of Paris climate agreement (COP21) and the Sustainable Development Goals (SDGs). The Paris Agreement on climate change, on the one hand, was a historic turning point for the human society. The Agreement reaffirmed the goal of limiting global temperature increase below 2 degree Celsius, while urging efforts to limit the increase to 1.5 degrees. Despite the looming uncertainties following the election of Donald Trump as the new U.S. president, the recent Marrakech conference (COP22) was an important transitional moment, pivoting from the years of negotiation that led to the Paris Agreement, which got entry into force last November, into a new phase focused on its serious implementation. On the other hand, the 17 SDGs provide an aspirational vision of the desirable future for human development within the human planet—a world free from hunger, injustice and poverty, achieving universal education, health and employment along with inclusive economic growth, based on transparency and equity. The SDGs and in particular SDG13 on climate change have been strengthened by the historic Paris Agreement.

With respect to greenhouse gas mitigation, which is one of the major pillars of this course, the Paris Agreement articulates two long-term emissions goals, first, a peaking of emissions as soon as possible, then a goal of net greenhouse gas neutrality in the second half of this century. Yet such deep de-carbonization ambition calls individual countries to formulate new national climate policies and associated implementation plans, which must be strengthened over time, eventually transforming the ways that energy has so far been produced and consumed throughout the economy. This means unprecedented upscaling of the public and private investments in renewable power technologies, low-carbon transportation systems and business practices, energy efficient buildings and industrial facilities.

Perhaps the more important challenge of a greater relevance is that such climate action plans must keep global business and other stakeholders fully on board, effectively aligning their investment decisions with low-carbon technology and business innovation strategies. The good news is that leading enterprises in the energy and environmental sectors are seizing early stage market opportunities by establishing bold and innovative business cases, helping to reduce the cost of climate action worldwide while providing confidence in the Paris Agreement and its future pathways towards the SDGs.

This course aims to give a comprehensive overview of green technologies and industries from a business point of view, identifying present and emerging opportunities for creating new green businesses or innovating incumbent businesses with greener strategies and investments. To achieve this goal, the foundation of green technologies, the dynamics of energy and environmental industries, and energy technology portfolios will be reviewed with the backdrop of shifting regional and global environmental policies. In particular, the course focuses on the global and national trends in supply- and demand-side energy technologies and how energy technology portfolios might be efficiently deployed to achieve various societal and environmental goals.

Regarding the supply-side technologies, the basic concepts of green technologies and major managerial issues related to the deployment of renewable energy such as solar, wind, bio, geothermal, and ocean energies will be reviewed, and the merits and potentials of alternative technologies or businesses will be compared. The concept of hydrogen economy, fuel cell, and unconventional gas will also be studied as a breed of new energies. The progress of renewable energy industry will be reviewed by discussing the cases of leading global players. Our society's unavoidable dependency on nuclear energy and CCS (carbon capture & storage) and their safety concerns will also be discussed with a hope to turn the risk into opportunity. We then move on to the topics of energy demand-side businesses and technologies, which are relatively new but, in many cases, already profitable even without direct policy support. The demand-side management topics include electricity demand response and dynamic pricing, smart grid, EVs (electric vehicles), and ESS (energy storage systems), as well as energy efficiency improvements in key areas, such as transportation, buildings, and industry sectors.

2. Objectives

Upon completion of this course, students are expected to have a balanced understanding of the following topics:

- Opportunities and risks of creating new business based on green technologies
- New and renewable energies and unconventional energy sources
- Demand-side management of energy and energy efficiency improvement

- Marginal cost of abating greenhouse gas emissions
- Role of carbon emission trading and CDM
- Carbon capture, storage, and reutilization and its strategic importance
- Safe nuclear power and its strategic importance
- Coping with challenges of climate change and international agreements
- National policy on green growth and green finance

3. Textbook and References

Primary Readings

1. Lecture notes provided by the instructor (in English)
2. Course reading package from Harvard Business Publishing (HBP)—to be announced
3. Presentation slides posted by *your classmates*

Optional References

1. GEA, 2012: Global Energy Assessment - Toward a Sustainable Future, Cambridge University Press, Cambridge, UK and New York, NY, USA and the International Institute for Applied Systems Analysis, Laxenburg, Austria
2. Assessing Transformation Pathway, Chapter 6 in Climate Change 2014: Mitigation of Climate Change. IPCC Working Group III Contribution to AR5
3. The Future of the Electric Grid: An Interdisciplinary MIT Study, MIT Press 2011

4. Contact

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5. Learning Framework

Interactive Lecture and Discussion

- ✓ Lecture notes and review assignments will be given in advance for preview.
- ✓ To encourage active classroom discussion, students' participation will be credited.
- ✓ In-class quiz *may* be taken in the beginning of the class for topics covered earlier.

Business Cases

- ✓ Each student or two will be assigned to one of business cases—the assignment will be made by the first week of the course
- ✓ Students are expected to present their assigned business cases in the second part of every (or every other) class, which is a major part of learning in this course.

- ✓ The presentation material should be revised and uploaded after receiving comments, clarifying questions and suggestions made by the audiences.
- ✓ Students are expected to try their best in preparing their reviews and associated slides, as the material will be used by their classmates to prepare quizzes that will follow.

Team Project

- ✓ Team project should be one of the following formats:
  - An academic study of business or policy issues in clean or green tech sectors,
  - An assessment of a technology policy or a technology-based government program to promote low-carbon energy system transformation and green growth, or
  - A high-quality case study or an objective synthesis of a green technology or business
- ✓ The minimum requirement for the team project is that it should deliver something new (e.g., new analysis, new findings, new synthesis, new model, new perspective, new assessments, new recommendations), although the topic can address conventional issues.
- ✓ Students must take time to develop a ***specific focused topic***, which helps you complete the project within the semester. They are also expected to identify ***clear-cut research question(s) with business or policy relevance***, which is crucial for high-quality analysis.

6. Grading Schemes and Components

Grading Policy	Class Participation & Preparation	15%
	Business Case Reviews	20%
	Business Case Presentation & Discussion	20%
	In-Class Quiz	15%
	Research Paper	30%
	Total	100%

Class Participation & Preparation (15%)

- ✓ Preview assigned readings before every class hour for active class participation.
- ✓ Class Participation is a MUST. Absence will be penalized.
- ✓ Post self-introduction at the lecture forum, including areas of professional interests, career expectation, and potential team project topics

Business Case Reviews (20%)

- ✓ For each session, all students are required to prepare a one-page review for each business case assigned (single-spaced in English). The review should include a summary and short discussion in your words.
- ✓ Submit a hardcopy of reviews to the instructor before the class starts (10:00am).

- ✓ If you are presenting a case on the day, you can submit reviews of articles excluding the one you present.

Business Case Presentation & Discussion (20%)

- ✓ Each student is expected to prepare a 15-minute review presentation for the assigned case and to lead interactive class discussion for about 5-10 minutes.
- ✓ The presentation may articulate the main issues or challenges, brief introduction to the industry or technology, strategies or developments made by the decision maker, and major lessons and insights. *More recent developments of the case or market information outside of the article* can also be delivered to strengthen your points—such extra effort can be credited.
- ✓ The presentation should conclude with *a question for discussion* to facilitate class discussion. The purpose is to stimulate active student participation and productive discussion as a way of learning.
- ✓ The material should not exceed 15 slides in total (including title page) and be effectively delivered within 15 minutes except class discussion.
- ✓ The material should be revised after the session reflecting comments and suggestions made by the instructor and classmates and uploaded to the lecture forum. The material will later be used by other students for the preparation of quizzes that will follow. Use the standard presentation template uploaded at the lecture forum!
- ✓ Evaluation criteria for case presentation:
  1. Preparedness, understanding, and effective review of the case (50%)
  2. Communication skills and time management (20%)
  3. Leading active classroom discussion (20%)
  4. Revision of presentation material based on others' comments (10%)

In-Class Quiz (15%)

- ✓ Pre-announced quizzes will be administered several times over the course of the semester. Instead, neither mid-term nor final exam will be administered!

Team Project (30%)

- ✓ The maximum of three members per team is permitted. Groups with four members will be evaluated differently from those with three (or less) members—no gain to form a bigger group.
- ✓ *At least one member* should be from different academic programs—Heterogeneity Clause (e.g., two GPPs and one TMBA).
- ✓ Free riding not permitted—task assignment among members needs to be clearly articulated in your pre-proposal and proposal.
- ✓ The team project will be guided through four steps: *Pre-proposal (in class), Proposal (in class), Presentation with PPT (in class), and Final Report in Word format*.
- ✓ Plagiarism will be checked by a specialist and severely penalized.

7. Lecture Schedule and Course Readings (subject to change)

Both "[Review X] and "[Review XE]" indicate case review assignments for students, and cases with "[Review X]" are for case presentations by assigned students.

Unit 1 [Feb 1] Course Introduction

- Lecture 1: Introduction to the course "Green Technology and Industry"

Unit 2 [Feb 6] Climate Change and Business I

- Lecture 2: Global Climate Change and Impacts I
- [Review 1] "Darwinians at the Gate: Sustainability, Innovation, and Growth at DSM," Leleux and van Der Kaaij, June 2013
- [Review 1E] "Heineken-Brewing a Better World" Reinhardt, et al., July 2016; and "Heineken-Brewing a Better World (B)" Reinhardt, et al., August 2016

Unit 3 [Feb 8] Climate Change and Business II

- Lecture 3: Global Climate Change and Impacts II
- [Review 2] "Travelers Insurance: Focusing on Climate Change and Natural Catastrophe Risk," Hoffman, July 2013
- [Review 2E] "Kaiser Permanente: Linking Renewable Energy and Healthcare," Hoffman, March 2016

Unit 4 [Feb 13] Overview of the Energy System

- Lecture 4: Overview of the Energy System
- [Review 3] "The Political Economy of Carbon Trading," Reinhardt, et al., April 2011
- Optional Readings:
    - "Ch. 1—Energy Primer," Global Energy Assessment," Grubler, A. et al., Cambridge University Press, 2012
    - "Ch. 11—Renewable Energy," Global Energy Assessments, Grubler A. et al., Cambridge University Press, 2012

Unit 5 [Feb 15] National Climate and Energy Policy

- Lecture 5: National Climate Policy and Low-Carbon Green Growth
- [Review 4] "Pricing Carbon: The Birth of British Columbia's Carbon Tax," Lee and Datla, April 2016; and "Pricing Carbon: The Birth of British Columbia's Carbon Tax (Sequel)," Lee and Datla, April 2016
- [Review 4E] "Low-Carbon Indigenous Innovation in China," Vietor, 2014
- Optional Readings:
    - "Green Growth Korea: Now and the Future," Green Growth Committee, 2014
    - "Realizing Low-Carbon Asia: Contribution of Ten Actions," National Institute of Environmental Studies, Japan, 2013
    - "Low-Carbon Green Growth in Asia: Policies and Practices," Asia Development Bank Institute, 2013

Unit 6 [Feb 20] Carbon Emissions Trade

- ***Quiz 1 for Units 1-5***
- Lecture 5: Carbon Emissions Trade and CDM I
- [Review 5] "Regulatory Uncertainty and Corporate Responses to Environmental Protection in China," Marquis, Zhang, and Zhou, CMR, November 2011
- Optional:
    - "Profiting from Environmental Regulatory Uncertainty: Integrated Strategies for Competitive Advantage," Fremeth and Richter, CMR, November 2011
    - "Innovating in Uncertain Markets: 10 Lessons for Green Technologies," Day, G. and Schoemaker, P., 2011, MIT Sloan Management Review, 52(4)
    - "The Effect of Regulatory Uncertainty on Investment: Evidence from Renewable Energy Generation," Fabrizio, K., 2013, *Journal of Law, Economics, and Organization*, 29(4), 765

Unit 7 [Feb 22] Business Response to Policy Uncertainty

- Lecture 6: Carbon Emissions Trade and CDM II
- [Review 6] "Airlines' Flexibility in Facing Regulatory Uncertainty: To Anticipate or Adapt?" Engau, Hoffmann, and Busch, CMR, November 2011
- [Review 6E] "Regulatory Uncertainty and Opportunity Seeking: The Case of Clean Development," Kolk and Mulder, California Management Review, CMR495, 2011

Unit 8 [Feb 27] Green Technology Innovation and Investment

- Lecture 8: Green Technology Investments
- [Review 7] "Venture Capital Investment in the Clean Energy Sector," Ghosh and Nanda, HBS, March 2014
- Optional:
    - "The Emergence of Green Venture Capital," Randjelovic, J., O'Rourke, A., and Orsato, R., 2003, *Business Strategy and the Environment*, 12, 240-253
    - "Environmental Strategies and Green Product Development: an Overview on Sustainability-Driven Companies," Albino, V., Balice, A., and Dangelico, R., 2009, *Business Strategy and the Environment*, 18, 83-96
    - "Colbun and the Future of Chile's Power," Reinhardt and Hiatt, HBS, April 2013
    - "The Energy Technology Innovation System," Gallagher K. et al., 2012, *Annual Review of Environment and Resources*, 37, 137-162

Unit 9 [Mar 6] Invited Lecture on Solar Power (Dr. Kyungyeol Song)

- [Review 8E] "Shaping the Future of Solar Power: Climate Change, Industrial Policy, and Free Trade," Lawrence and Datla, May 2013
- [Review 8E] "BrightSource: Challenges and Prospects for a Concentrated Solar Power Plant," Schifrin and Kennedy, September 2014

Unit 10 [Mar 8] Solar Energy: Technologies and Industry

- Lecture 9: Solar Energy Technology and Market I

- [Review 9] "SolarCity: Rapid Innovation" Reichelstein and Drabkin, September 2014
- [Review 9E] "First Solar, Inc. in 2013," Morgan Hallmon, Robert Siegel, Robert Burgelman, 2013, Stanford GSB, May 2014
- Optional:
    - "Zomeworks Corporation: Design Driven Innovation," Marinakis, Harms, and Walsh, Ivey Publishing, March 2014 (Solar Water)
    - "Suntech Power," Vietor, R., 2012, HBS 9-710-013
    - "Nanosolar, Inc.," Steenburgh, T. and Wagonfeld, HBS 9-510-037, 2011
    - "A Comparative Analysis of Energy Costs of Photovoltaic, Solar Thermal, and Wind Electricity Generation Technologies," Dale, M., 2013, *Applied Science*, 3, 325-337
    - "Beyond the Learning Curve: Factors Influencing Cost Reductions in Photovoltaics," Nemet, G., 2006, *Energy Policy*, 34(17), 3218-3232

Unit 11 [Mar 13] Wind Power: Technologies and Industry

- Lecture 11: Wind Technologies
- [Review 10] "Vestas' World of Wind," Steenburgh and Corsi, HBS, July 2011
- [Review 10E] "Balancing the Power Equation: Suzlon Energy Limited," Awate and Mudambi, and Narain, January 2015
- Optional:
    - "Goldwind USA: Chinese Wind in the Americas," Abrami, R. and Koch-Weser, J., 2012, HBS 9-912-416
    - "A Comparative Assessment of Wind Turbine Innovation and Diffusion Policies," Neij, L. and Andersen, P., 2012, Historical Case Studies of Energy Technology Innovation in: Chapter 24, The Global Energy Assessment. Grubler A. et al., Cambridge University Press: Cambridge, UK

Unit 12 [Mar 15] Pre-Proposals (date fixed) 5 minutes each including Q&A

Unit 13 [Mar 20] Bio Energy

- Lecture 12: Bioenergy
- [Review 11] "KiOR: The Quest for Cellulosic Biofuels," Stefan Reichelstein, Sara Rosenthal, Anshuman Sahoo, 2013, Stanford GSB E427
- [Review 11E] "Novozymes: Establishing the Cellulosic Ethanol Value Chain," Shih and Chai, HBS, July 2013
- Optional:
    - "Amyris Biotechnologies: Commercializing Biofuel," Pisano, G. and Wagonfeld, A., 2010, HBS 9-61-031
    - "Sykue Bioenergya," Hiatt, S., HBS 9-412-062, 2012
    - "Brazilian Ethanol: Unpacking a Success Story of Energy Technology Innovation," Meyer, D. et al., 2012, Historical Case Studies of Energy Technology Innovation in: Chapter 24, The Global Energy Assessment, Grubler, A. et al., Cambridge University Press: Cambridge, UK

- "Challenges in Scaling Up Biofuels Infrastructure," Richard, T., *Science*, 329, 793-796

Unit 14 [Mar 22] Fuel Cell and Hydrogen Economy (lecture during the mid-term period)

- ***Quiz 2 for Units 6-14***
- Lecture 13: Fuel Cell Technology and Industry
- Optional:
  - "Cabot Corporation: The Fuel Cell Decision (A)," Willy Shih and Zhou Ying, HBS 613066, 2013; and "Cabot Corporation: The Fuel Cell Decision (B)," Willy Shih and Zhou Ying, HBS 613067, 2013
  - "Fuel Cell Technology and Market Opportunities," Larson, A., 2009, UV 1988
  - "Resource Assessment for Hydrogen Production: Hydrogen Production Potential from Fossil and Renewable Energy Resources," Melaina, M., Penev, M., and Heimiller, D., 2013, NREL/TP-5400-55626, National Renewable Energy Laboratory

Unit 15 [Mar 29] Nuclear Power

- Lecture 14: Nuclear Power Technologies
- [Review 12] "NuScale Power—the Future of Small Modular Reactors," Vietor, HBS, October 2014
- [Review 12E] "UPower Technologies Inc.," Lassiter, Sahlman, and Kind, HBS, October 2015
- Optional:
  - "TerraPower," Sahlman, W., Nanda, R., Lassiter, J., and McQuade, J., HBS 9-813-108, 2013
  - "Duke Energy and the Nuclear Renaissance," Vietor, R. and Reinhardt, F., 2014, HBS 9-712-002
  - "Economics of Nuclear Power and Climate Change Mitigation Policies," Bauer, N., Brecha, R., and Luderer, G., 2012, *PNAS*, doi: 10.1073/pnas.1201264109

Unit 16 [Apr 3] Unconventional Energy Sources I

- Lecture 15: Unconventional Energy Sources I
- [Review 13] "Natural Gas and Its Role in the New Energy Dynamics," Kennedy and Schifrin, April 2013
- [Review 13E] "The Global Oil and Gas Industry," Inkpen, February 2016
- Optional:
  - "Europe, Russia, and the Age of Gas Revolution," Rawi Abdelal, Leonardo Maugeri, Sogomon Tarontsi, HBS 715006, 2014
  - "Limited Impact on Decadal-Scale Climate Change from Increased Use of Natural Gas," H. McJeon et al., 2014, *Nature*, 514, 482-485
  - "Shale Gas vs. Coal: Policy Implications from Environmental Impact Comparisons of Shale Gas, Conventional Gas, and Coal on Air, Water, and Land

in the United States," S. Jenner, and A. Lamadrid, 2013, *Energy Policy*, 53, 442-453

Unit 17 [Apr 5] Unconventional Energy Sources II

- Lecture 16: Unconventional Energy Sources II
- [Review 14] "Sasol: U.S. Growth Program," Vietor, May 2014
- Optional:
  - "The U.S. Shale Revolution: Global Rebalancing?" Laura Alfaro, Richard Vietor, Hilary White, 2013, HBS 714008
  - "Caprica Energy and Its Choices," Harris, J., Bodily, S., Mead, J., Adolphson, D., Carmack, B., and Rogers, J., 2013, Darden Business Publishing, UV 6314

Unit 18 [Apr 10] Team Project Proposal I

Unit 19 [Apr 12] Term Project Proposal II

Unit 20 [Apr 17] Carbon Capture and Storage I

- Lecture 17: Carbon Capture and Storage I
- [Review 15] "Total's Carbon Capture and Storage Project at LACQ(A) Risk Opportunity in Public Engagement," McDaniels and Bowen, October 2011; "Total's Carbon Capture and Storage Project at LACQ(B) Gaining Public Acceptance of New Technology," McDaniels and Bowen, October 2011
- Optional:
  - "AEP: Carbon Capture and Storage," Vietor, R., 2013, HBS 9-711-036
  - "Last Chance for Carbon Capture and Storage," Vivian Scott et al., 2013, *Nature Climate Change*, 3, 105-111
  - "Economic Assessment of Carbon Capture and Storage Technologies: 2011 Update," Simpson, J., McConnell, C., and Matsuda, Y., 2011, Global CCS Institute
  - "Assessing Innovation in Emerging Energy Technologies: Socio-technical Dynamics of Carbon Capture and Storage (CCS) and Enhanced Geothermal Systems (EGS) in the USA," Stephens, J. and Jiusto, S., 2010, *Energy Policy*, 38, 2020-2031

Unit 21 [Apr 19] Carbon Capture and Storage II

- ***Quiz 3 for Units 14-18***
- Lecture 18: Carbon Capture and Storage II
- [Review 16] "Carbon Engineering," Joseph Lassiter and Sid Misra, HBS, November 2014
- [Review 16E] "Global Thermostat," Shen and Teagarden, HBS, November 2015
- [Review 16E] "Solar Geoengineering," Lassiter and Puzio, February 2015
- Optional:
  - "Calera Corporation," Lassiter, Steenburgh, and Barley, 2010, HBS 9-810-030

- "C12 Energy," Lassiter, J. and McQuade, J., 2014, HBS 9-813-159

Unit 22 [Apr 24] Demand-Side Management of Electricity

- Lecture 19: Demand-Side Management and Energy Efficiency I
- [Review 17] "EnerNOC: DemandSMART," Toffel, Fabrizio, and van Sice, HBS, September 2013
- [Review 17E]] "AGL: An Electric Utility Dealing with Disruptive Innovation," Houghton and Sugai, August 2016
- Optional:
  - "Viridity Energy: The Challenge and Opportunity of Promoting Clean Energy Solutions," Laszio, Chandrachud, and Ghatge, May 2012
  - "The Future of the Electric Grid: An Interdisciplinary MIT Study," 2011, MIT
  - "Enterprise Risk Management at Hydro One (A)" and "Enterprise Risk Management at Hydro One (B): How Risky are Smart Meters," Anette Mikes, 2012, HBS 109001
  - "Is Disaggregation the Holy Grail of Energy Efficiency? The Case of Electricity," Carrie Armel, K., Gupta, A., Shrimali, G., & Albert, A. 2013, *Energy Policy*, 52, 213–234.

Unit 23 [Apr 26] Invited Lecture on Smart Grid Business (Dr. Kyungyeol Song)

Unit 24 [May 1] Electricity Energy Efficiency

- Lecture 20: Demand-Side Management and Energy Efficiency II
- [Review 18] "OPOWER: Increasing Energy Efficiency through Normative Influence (A)"; and "OPOWER: Increasing Energy Efficiency through Normative Influence (B)," Cuddy, Doherty, and Bos, HBS, January 2012
- [Review 18E] "Groom Energy Solutions: Selling Efficiency," Toffel, Fabrizio, and van Sice, February 2013
- Optional:
  - "Legrand: Lightening Their (Electricity) Load," Romero-Hernandez, Hirsch, and Romero, Berkeley Haas Case Series, February 2015
  - "Is there an "energy gap"? Allcott, H., & Greenstone, M. 2012, *Journal of Economic Perspectives*, 26(1), 3–28.

Unit 25 [May 3] Energy Storage Systems

- Lecture 21: Energy Storage Systems
- [Review 19] "A123 Systems Powering a Sustainable Future: Strategizing in the Advanced Battery Market" Hoffman, WDI Publishing, February 2013
- Optional:
  - "The War for Rechargeable Electric-Vehicle Batteries," Kim and Sim, October 2015
  - "Aquion Energy," Thomas Eisenmann and David Kiron, 2012, HBS 811047

- "Assessment of Utility Energy Storage Options for Increased Renewable Energy Penetration," Evans, A. and Strezov, V., and Evans, T., 2012, *Renewable and Sustainable Energy Reviews*, 16, 4141-4147

Unit 26 [May 8] Electric Vehicles

- ***Quiz 4 for Units 21-24***
- Lecture 22: Electric Vehicles
- [Review 20] "Tesla Motors, Inc.," Rothaermel and King, McGraw Hill Education, March 2015
- [Review 20E] "Overcoming Barriers to Entry in an Established Industry: Tesla Motors," Stringham, Miller, and Clark, CMR, Summer 2015
- Optional:
  - "The Electric Automotive Industry in 2013," Rishabh Bhandari et al., 2013, Stanford GSB, July 2013
  - "Tesla Motors," Van Den Steen, HBS, December 2015
  - "Plugging In the Consumer: The Adoption of Electrically Powered Vehicles in the U.S.," Elie Ofek, Polly Ribatt, HBS 510076, 2012
  - "Tesla Motors (in 2013): Will Sparks Fly in the Automobile Industry?" Frank Rothaermel and Erin Zimmer, McGraw Hill 0017, 2014

Unit 27 [May 10] Term Project Presentation I

Unit 28 [May 15] Term Project Presentation II (time to be announced)

Unit 29 [May 17] Term Project Presentation III (time to be announced)

Final Report to be submitted by May 22nd (Late submission not allowed as I need to evaluate all of your reports before finalizing grading)