**课程名称**

**Entrepreneurship Research:**

**an integrated perspective**

**课程编号**： **授课对象：专业硕士研究生**

**学 分：2 任课教师：周正卿 课程类型： 开课学期：2020秋**

**先修课程：**

**任课教师联系方式：**pkuzzq@pku.edu.cn

1. 项目培养目标

通过本门在线课程，学习者能够达到以下知识、技能和情感态度目标：

（1）知识技能

（2）过程方法

（3）情感态度

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| 学习目标1 知识技能  能界定清楚创新与创业的概念，掌握开展创业活动所需要的基本知识和基本 理论、认知创业的基本内涵和创业活动的特殊性，辨证地认识和分析创业者、 创业机会、创业资源、创业计划和创业项目。了解有关市场和金融的基本理论 以及创业的法律法规和相关政策。 |
| 学习目标2 过程方法  熟悉创业的基本流程和基本方法，具备必要的创业能力。掌握创业资源整合 与创业计划撰写的方法，学会利用相关的创业理论完成一个完整的创业计划。 |
| 学习目标 3情感态度  激发学习者的创意思维、创新精神，提高社会责任感、创新精神和创业能 力，促进创业就业和全面发展。树立科学的创业观，主动适应国家经济社会发 展和人的全面发展需求，正确理解创业与职业生涯发展的关系，自觉遵循创业 规律，积极投身创业实践。 |

二、课程概述

Strategic entrepreneurship (SE), as an area of research, borrows from, and integrates entrepreneurial and strategic theoretical perspectives in an attempt to explain competitive advantage and entrepreneurial activity. Discovering and exploiting opportunities is the cornerstone of the entrepreneurial challenge of (emerging) organizations, while strategic management is about advantage seeking actions of organizations. The combination of these perspectives and areas of research generates interesting new theoretical vistas and research questions for examining central organizational phenomena in China and worldwide.

本课程采用路江涌教授最新开发的共演战略和危机共存体系框架（见《共演战略：重新定义企业生命周期》和《危机共存：后红利时代的管理法则》两本书），讨论企业在复杂的营商环境（未来发展方向不确定和发展路径不连续）中，如何制定和实施企业战略。共演战略理论体系框架主要包括：共演战略四要素、共演战略四阶段和共演战略四路径三个方面（图1）。



**图1：共演战略：四要素、四阶段和四路径**

从管理对象（人和事）和企业边界（内和外）两个维度考虑，共演战略包含四个构成要素：用户、组织、市场、产品。用户是企业外部的人，组织是企业内部的人，市场是企业外部的事，产品是企业内部的事（图2）。



**图2 共演战略四要素**

根据企业发展规律，共演战略分为四个阶段：精益创业阶段（从0到1）、精益成长阶段（从1到N）、精益扩张阶段（从N到N+）、精益转型阶段（从N+到Z）。企业在不同的战略阶段需要采用适合该发展阶段的，内在连贯的发展战略（图3）。



**图3：共演战略四阶段**

在共演战略四要素和四阶段的基础上，教授发展出共演战略四路径：精益用户战略、精益产品战略、精益组织战略、精益市场战略，并开发了共演战略画布作为共演战略实施的工具。



**图4：共演战略四路径**

三、课程目标（包括学生所提高的技能要求），本课程目标如何服务于项目的培养目标

This seminar has two major purposes. One is to explore important, contemporary issues focused on entrepreneurial topics at the intersection with strategy and international business from a variety of theoretical, methodological, and topic-oriented perspectives. The second is to practice a variety of skills such as synthesizing research, understanding research designs, and developing research questions that should prove useful in your academic careers.

四、内容提要及学时分配

**SESSIONS**

**Class #01: Foundation**

***Required Readings in English***

Guo Guangrui, 2017, Demystifying **variance** in performance: a longitudinal multilevel perspective, Strategic Management Journal, 1327-1342.

Sommer, S. C., et al. (2009). "Managing **Complexity** and Unforeseeable Uncertainty in Startup Companies: An Empirical Study." Organization Science 20(1): 118-133.

Packard, M. D., et al. (2017). "**Uncertainty** Types and Transitions in the Entrepreneurial Process." Organization Science 28(5): 840-856.

Ethiraj, S. K., et al. (2012). "Does complexity deter customer-focus?" Strategic Management Journal 33(2): 137-161.

Ganco, M. (2013). "Cutting the Gordian knot: The effect of knowledge complexity on employee mobility and entrepreneurship." Strategic Management Journal 34(6): 666-686.

***必读中文文献***

“共演战略”，《共演战略：重新定义企业生命周期》第01章，路江涌，机械工业出版社，2018

***Additional Readings in English***

Puay Khoon, T. and T. Kim (2013). "Why Put All Your Eggs in One Basket? A Competition-Based View of How Technological Uncertainty Affects a Firm's Technological Specialization." Organization Science 24(4): 1214-1236.

Schilling, M. A. (2015). "Technology Shocks, Technological Collaboration, and Innovation Outcomes." Organization Science 26(3): 668-686.

Asgari, N., et al. (2017). "Alliance portfolio reconfiguration following a technological discontinuity." Strategic Management Journal 38(5): 1062-1081.

***选读中文文献***

亨利•明茨伯格、 布鲁斯•阿尔斯特兰德，《战略历程：穿越战略管理旷野的指南》，机械工业出版社

《创新与企业家精神》，彼得·德鲁克，机械工业出版社

梅拉妮·米歇尔，《复杂》，湖南科学技术出版社， 2013年。

罗家德，《复杂:信息时代的连接、机会与布局》，中信出版社， 2017年。

布莱恩•阿瑟，《复杂经济学:经济思想的新框架》，浙江人民出版社，2018年。

**Class #02: customer**

***Required Readings in English***

Priem, R. L., et al. (2012). "Insights and New Directions from Demand-Side Approaches to Technology Innovation, Entrepreneurship, and Strategic Management Research." Journal of Management 38(1): 346-374.

Chang, W. and S. A. Taylor (2016). "The Effectiveness of Customer Participation in New Product Development: A Meta-Analysis." Journal of Marketing 80(1): 47-64.

Agarwal, R. and S. K. Shah (2014). "Knowledge sources of entrepreneurship: Firm formation by academic, user and employee innovators." Research Policy 43(7): 1109-1133.

1.1 Chatterji, A. K. and K. Fabrizio (2012). "How Do Product Users Influence Corporate Invention?" Organization Science 23(4): 971-987.

1.2 Chatterji, A. K. and K. R. Fabrizio (2014). "Using users: When does external knowledge enhance corporate product innovation?" Strategic Management Journal 35(10): 1427-1445.

***必读中文文献***

“共演战略四要素”，《共演战略：重新定义企业生命周期》第02章，路江涌，机械工业出版社，2018

***Additional Readings in English***

Christensen, C. M. and J. L. Bower (1996). "Customer power, strategic investment, and the failure of leading firms." Strategic Management Journal 17(3): 197-218.

Randall, T., et al. (2007). "User design of customized products." Marketing Science 26(2): 268-280.

Gambardella, A., et al. (2017). "The User Innovation Paradigm: Impacts on Markets and Welfare." Management Science 63(5): 1450-1468.

Autio, E., et al. (2013). "INFORMATION EXPOSURE, OPPORTUNITY EVALUATION, AND ENTREPRENEURIAL ACTION: AN INVESTIGATION OF AN ONLINE USER COMMUNITY." Academy of Management Journal 56(5): 1348-1371.

Ye, G., et al. (2012). "Achieving Demand-Side Synergy from Strategic Diversification: How Combining Mundane Assets Can Leverage Consumer Utilities." Organization Science 23(1): 207-224.

***选读中文文献***

乔治·戴伊 、克里斯汀·穆尔曼，《由外而内的战略》,中国财富出版社

克莱顿·克里斯坦森，《与运气竞争》，中信出版社，2018年

亨利·切萨布鲁夫，《开放式创新》，复旦大学出版社

李卅立、郑孝莹、王永贵，需求基础观：从用户角度来研究战略管理，管理学（季刊），2016

**Class #03: organization**

***Required Readings in English***

1.1 Hellmann, T. and N. Wasserman (2017). "The First Deal: The Division of Founder Equity in New Ventures." Management Science 63(8): 2647-2666.

1.2 Wasserman, N. (2017). "The Throne Vs. The Kingdom: Founder Control and Value Creation in Startups." Strategic Management Journal 38(2): 255-277.

Eesley, C. E., et al. (2014). "THE CONTINGENT EFFECTS OF TOP MANAGEMENT TEAMS ON VENTURE PERFORMANCE: ALIGNING FOUNDING TEAM COMPOSITION WITH INNOVATION STRATEGY AND COMMERCIALIZATION ENVIRONMENT." Strategic Management Journal 35(12): 1798-1817.

Sunder, J., et al. (2017). "Pilot CEOs and corporate innovation." Journal of Financial Economics 123(1): 209-224.

Tzabbar, D. and J. Margolis (2017). "Beyond the Startup Stage: The Founding Team's Human Capital, New Venture's Stage of Life, Founder-CEO Duality, and Breakthrough Innovation." Organization Science 28(5): 857-872.

***必读中文文献***

“共演战略四要素”，《共演战略：重新定义企业生命周期》第02章，路江涌，机械工业出版社，2018

靠谱创业：云海肴--心正意诚，理想丰满

***Additional Readings in English***

Klotz, A. C., et al. (2014). "New Venture Teams: A Review of the Literature and Roadmap for Future Research." Journal of Management 40(1): 226-255.

Sorensen, J. B. and M. A. Fassiotto (2011). "Organizations as Fonts of Entrepreneurship." Organization Science 22(5): 1322-1331.

***选读中文文献***

诺姆·沃瑟曼（Noam Wasserman），《创业者的窘境》（The Founder’s Dilemmas），华中科技大学出版社

埃里克·弗拉姆豪茨、伊冯娜·兰德尔，《成长之痛：建立可持续成功组织的路径图与工具》，中信出版社

**Class #04: Product**

***Required Readings in English***

1.1 Foss, N. J. and T. Saebi (2017). "Fifteen Years of Research on Business Model Innovation: How Far Have We Come, and Where Should We Go?" Journal of Management 43(1): 200-227.

1.2 Massa, 2017, A Critical Assessment of Business Model Research, [Academy of Management Annals](https://journals.aom.org/journal/annals)

2.1 Zott, C. and R. Amit (2008). "The fit between product market strategy and business model: Implications for firm performance." Strategic Management Journal 29(1): 1-26.

2.2 Zott, C. and R. Amit (2007). "Business model design and the performance of entrepreneurial firms." Organization Science 18(2): 181-199.

Keum, D. D. and K. E. See (2017). "The Influence of Hierarchy on Idea Generation and Selection in the Innovation Process." Organization Science 28(4): 653-669.

Vuori, T. O. and Q. N. Huy (2016). "Distributed Attention and Shared Emotions in the Innovation Process: How Nokia Lost the Smartphone Battle." Administrative Science Quarterly 61(1): 9-51.

***必读中文文献***

“共演战略四要素”，《共演战略：重新定义企业生命周期》第02章，路江涌，机械工业出版社，2018

***Additional Readings in English***

Garud, Tuertscher & Van de Ven, 2013, Perspectives on Innovation Processes, Academy of Management Annals

***选读中文文献***

路江涌，《图解创新管理经典》，机械工业出版社，2018

杰弗里·摩尔，《公司进化论：伟大的企业如何持续创新》，机械工业出版社

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Class #05: Market

***Required Readings in English***

Chen, T. X., et al. (2017). "Battle on the Wrong Field? Entrant Type, Dominant Designs, and Technology Exit." Strategic Management Journal 38(13): 2579-2598.

Alvarez-Garrido, E. and G. Dushnitsky (2016). "Are entrepreneurial venture's innovation rates sensitive to investor complementary assets? Comparing biotech ventures backed by corporate and independent VCs." Strategic Management Journal **37**(5): 819-834.

Puri, M. and R. Zarutskie (2012). "On the Life Cycle Dynamics of Venture-Capital- and Non-Venture-Capital-Financed Firms." Journal of Finance 67(6): 2247-2293.

Chemmanur, T. J., et al. (2014). "Corporate Venture Capital, Value Creation, and Innovation." Review of Financial Studies **27**(8): 2434-2473.

Fang, L. H., et al. (2017). "Intellectual Property Rights Protection, Ownership, and Innovation: Evidence from China." Review of Financial Studies 30(7): 2446-2477.

***必读中文文献***

“共演战略四要素”，《共演战略：重新定义企业生命周期》第02章，路江涌，机械工业出版社，2018

***Additional Readings in English***

Salvato et al., 2017, Cooperation across Disciplines, Academy of Management Annals

Zhu, K., et al. (2006). "The process of innovation assimilation by firms in different countries: A technology diffusion perspective on e-business." Management Science 52(10): 1557-1576.

Srinivasan, R., et al. (2006). "The emergence of dominant designs." Journal of Marketing 70(2): 1-17.

***选读中文文献***

E·M·罗杰斯，《创新的扩散》，电子工业出版社

伊利·欧菲克、埃坦·穆勒、巴拉克·李白，《创新的价值》，中信出版社

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**Class #06: lifecycle**

***Required Readings in English***

Adner, R. and R. Kapoor (2016). "Innovation ecosystems and the pace of substitution: Re-examining technology S-curves." Strategic Management Journal 37(4): 625-648.

Suarez, F. F., et al. (2015). "Perfect Timing? Dominant Category, Dominant Design, and the Window of Opportunity for Firm Entry." Strategic Management Journal 36(3): 437-448.

Hsieh, C. T. and P. J. Klenow (2014). "The Life Cycle of Plants in India and Mexico." Quarterly Journal of Economics 129(3): 1035-1084.

Pan, Y. H., et al. (2016). "CEO Investment Cycles." Review of Financial Studies 29(11): 2955-2999.

Josefy et al., 2017, Living and Dying - Synthesizing the Literature on Firm Survival and Failure across Stages of Development, Academy of Management Annals

***必读中文文献***

“共演战略四阶段”，《共演战略：重新定义企业生命周期》第03章，路江涌，机械工业出版社，2018

***Additional Readings in English***

Fisher, G., et al. (2016). "Changing with the Times: An Integrated View of Identity, Legitimacy, and New Venture Life Cycles." Academy of Management Review 41(3): 383-409.

Shankar, V., et al. (1999). "The advantages of entry in the growth stage of the product life cycle: An empirical analysis." Journal of Marketing Research 36(2): 269-276.

Golder, P. N. and G. J. Tellis (2004). "Growing, growing, gone: Cascades, diffusion, and turning points in the product life cycle." Marketing Science 23(2): 207-218.

Barrot, J. N. (2017). "Investor Horizon and the Life Cycle of Innovative Firms: Evidence from Venture Capital." Management Science 63(9): 3021-3043.

***选读中文文献***

伊查克·爱迪思，《企业生命周期》，中国人民大学出版社

杰姬·芬恩、 马克·拉斯金诺，《精准创新》，中国财富出版社

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**Class #07: Start-up**

***Required Readings in English***

Hvide, H. K. and G. A. Panos (2014). "Risk tolerance and entrepreneurship." Journal of Financial Economics 111(1): 200-223.

Tian, X. and T. Y. Wang (2014). "Tolerance for Failure and Corporate Innovation." Review of Financial Studies 27(1): 211-255.

Levine, R. and Y. Rubinstein (2017). "Smart and Illicit: Who Becomes an Entrepreneur and Do They Earn More?" Quarterly Journal of Economics 132(2): 963-1018.

Ouimet, P. and R. Zarutskie (2014). "Who works for startups? The relation between firm age, employee age, and growth." Journal of Financial Economics 112(3): 386-407.

Hvide, H. K. and J. Moen (2010). "Lean and Hungry or Fat and Content? Entrepreneurs' Wealth and Start-Up Performance." Management Science 56(8): 1242-1258.

***必读中文文献***

“精益创业阶段”，《共演战略：重新定义企业生命周期》第04章，路江涌，机械工业出版社，2018

吉姆·柯林斯，《选择卓越》，中信出版社

***Additional Readings in English***

Campbell, B. A., et al. (2012). "WHO LEAVES, WHERE TO, AND WHY WORRY? EMPLOYEE MOBILITY, ENTREPRENEURSHIP AND EFFECTS ON SOURCE FIRM PERFORMANCE." Strategic Management Journal 33(1): 65-87.

Gambardella, A., et al. (2015). "Using What You Know: Patented Knowledge in Incumbent Firms and Employee Entrepreneurship." Organization Science 26(2): 456-474.

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**Class #08: Scale-up**

***Required Readings in English***

McKenzie, D. (2017). "Identifying and Spurring High-Growth Entrepreneurship: Experimental Evidence from a Business Plan Competition." American Economic Review 107(8): 2278-2307.

Wasserman, N. (2003). "Founder-CEO succession and the paradox of entrepreneurial success." Organization Science 14(2): 149-172.

Ferguson, A. J., et al. (2016). "Misfit and Milestones: Structural Elaboration and Capability Reinforcement in the Evolution of Entrepreneurial Top Management Teams." Academy of Management Journal 59(4): 1430-1450.

Beckman, C. M. and M. D. Burton (2008). "Founding the future: Path dependence in the evolution of top management teams from founding to IPO." Organization Science 19(1): 3-24.

Desantola and Gulati, 2017, Scaling - Organizing and Growth in Entrepreneurial Ventures，Academy of Management Annals.

***必读中文文献***

“专益增长阶段”，《共演战略：重新定义企业生命周期》第05章，路江涌，机械工业出版社，2018

吉姆·柯林斯，《从优秀到卓越》，中信出版社

***Additional Readings in English***

Khaire, M. (2010). "Young and No Money? Never Mind: The Material Impact of Social Resources on New Venture Growth." Organization Science 21(1): 168-185.

Larraneta, B., et al. (2014). "Strategic repertoire variety and new venture growth: The moderating effects of origin and industry dynamism." Strategic Management Journal 35(5): 761-772.

Batjargal, B., et al. (2013). "INSTITUTIONAL POLYCENTRISM, ENTREPRENEURS' SOCIAL NETWORKS, AND NEW VENTURE GROWTH." Academy of Management Journal 56(4): 1024-1049.

Park, H. D. and D. Tzabbar (2016). "Venture Capital, CEOs' Sources of Power, and Innovation Novelty at Different Life Stages of a New Venture." Organization Science 27(2): 336-353.

Krause et al., JBVI, 2014, Here I come to save the day - Proposing necessary and sufficient conditions for founder-CEO comeback

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**Class #09: Diversification**

Arikan, A. M. and R. M. Stulz (2016). "Corporate Acquisitions, Diversification, and the Firm's Life Cycle." Journal of Finance 71(1): 139-194.

Park, H. D. and H. K. Steensma (2012). "WHEN DOES CORPORATE VENTURE CAPITAL ADD VALUE FOR NEW VENTURES?" Strategic Management Journal 33(1): 1-22.

Celikyurt, U., et al. (2014). "Venture Capitalists on Boards of Mature Public Firms." Review of Financial Studies 27(1): 56-101.

Miller, D. J., et al. (2007). "The use of knowledge for technological innovation within diversified firms." Academy of Management Journal 50(2): 308-326.

Kacperczyk, A. J. (2012). "Opportunity Structures in Established Firms: Entrepreneurship versus Intrapreneurship in Mutual Funds." Administrative Science Quarterly 57(3): 484-521.

***Required Readings in English***

***必读中文文献***

“增益扩张阶段”，《共演战略：重新定义企业生命周期》第06章，路江涌，机械工业出版社，2018

吉姆·柯林斯，书名：《基业长青》，中信出版社

***Additional Readings in English***

Benson, D. and R. H. Ziedonis (2009). "Corporate Venture Capital as a Window on New Technologies: Implications for the Performance of Corporate Investors When Acquiring Startups." Organization Science 20(2): 329-351.

Dushnitsky, G. and M. J. Lenox (2005). "When do firms undertake R&D by investing in new ventures?" Strategic Management Journal 26(10): 947-965.

Pahnke, E. C., et al. (2015). "Who Takes You to the Dance? How Partners' Institutional Logics Influence Innovation in Young Firms." Administrative Science Quarterly 60(4): 596-633.

Ling, Y., et al. (2008). "Transformational leadership's role in promoting corporate entrepreneurship: Examining the CEO-TMT interface." Academy of Management Journal 51(3): 557-576.

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**Class #10: Transformation**

***Required Readings in English***

Fernandes, A. M. and C. Paunov (2015). "The Risks of Innovation: Are Innovating Firms Less Likely to Die?" Review of Economics and Statistics 97(3): 638-653.

Feldman, E. R. (2014). "Legacy Divestitures: Motives and Implications." Organization Science 25(3): 815-832.

Sood, A. and G. J. Tellis (2005). "Technological evolution and radical innovation." Journal of Marketing 69(3): 152-168.

Eggers and Park, 2018, Incumbent Adaptation to Technological Change, Academy of Management Annals.

Stouten et al., 2018, Successful Organizational Change, Academy of Management Annals.

***必读中文文献***

“升益转型阶段”，《共演战略：重新定义企业生命周期》第07章，路江涌，机械工业出版社，2018

克莱顿·克里斯滕森,《创新者的窘境》, 中信出版社

维贾伊·戈文达拉扬、 克里斯·特林布尔,《战略创新者的十大法则：从创意到执行》, 商务印书馆

***Additional Readings in English***

Adner, R. (2002). "When are technologies disruptive? A demand-based view of the emergence of competition." Strategic Management Journal 23(8): 667-688.

Sood, A. and G. J. Tellis (2011). "Demystifying Disruption: A New Model for Understanding and Predicting Disruptive Technologies." Marketing Science 30(2): 339-354.

Adner, R. (2017). "Ecosystem as Structure: An Actionable Construct for Strategy." Journal of Management 43(1): 39-58.

五、教学方式

We share responsibility for discussing the readings and raising issues. You are expected to do all of the required readings and to be prepared to discuss the readings (singly and collectively) in class on the assigned day. I require every student to be prepared to speak about the week's assigned readings, and will assign one student with primary responsibility for co-leading the discussion every week. The class format will involve some introductory remarks by me, followed by a group discussion of your analyses of the papers for the day. “Analyzing” means laying out:

- research question(s)

- central arguments and hypotheses as appropriate

- for empirical papers, methods (research design, sample, data collection, construct measures, analytic techniques) and results

- key conclusions

- strengths, weaknesses, contributions to the literature, and interesting areas/questions for discussion.

We will conclude class by synthesizing the connections among the readings.

六、教学过程中IT工具等技术手段的应用

Computer and Projector

七、教材

八、参考书目

《图解创新管理经典》，路江涌著，机械工业出版社，2018版。

九、教学辅助材料，如CD、录影等

None

十、课程学习要求及课堂纪律规范

Grading is based on homework (50%) and class participation (10%) and class discussion (30%)

十一、学生成绩评定办法（需详细说明评估学生学习效果的方法）

The general course requirements are:

1. Homework (40%):
   1. You will be asked to write about 10 hypothetical reviewer reports and author responses during the course. The **students themselves** will grade on your homework.
2. Class participation (10%):
   1. One will lose the 3% if you are absent for one class. One will lose the 10% if you are absent for two classes. One will lose the grade (100%) of the course if you are absent for three or more classes. The **professor** will grade on your class participation.
3. Class discussion (50%)
   1. In the classroom, each student is expected to contribute to discussions. The **classmates** will evaluate contribution of individual students.