**BUF 4300: Global Sourcing & International Trade Policy**

**Final Essay Exam**

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**Dr. Adomaitis**

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**Rosen, E. I. (2002). The Globalization of the U.S. Apparel Industry:**

**Making Sweatshops. University of California Press.**

Please answer the following essay questions to the best of your knowledge illustrating critical thinking skills. Use detail where appropriate. Be tight and concise in your essay answers. *Answer each question in a separate paragraph of at least 5-6 sentences and rephrasing Rosen and previous quizzes.* Be sure to in-text cite and reference correctly in APA within the sentence (look at Purdue Owl/ APA). Organize your thoughts. No dictionaries or encyclopedias to be used for outside sources.

**Remember grammar, punctuation & spelling count as 65% of your final examination grade. Application to current events are graded higher than answers straight from Rosen. Each essay is worth 100 points. *Add all references in APA* and in-text citations. Matching must be less than 20%. Use Purdue Owl Online Writing Lab. Good Luck!**

1. Why was the Caribbean Basin Initiative crucial for Reaganomics? Explain the significance of as it relates to Rosen (1) *Manuel Noriega* (2) the *Contra Army* (3) *Sandinistas* and (4) *Fidel Castro*? What was the significance of the *Panama Canal*? Answer each in a well-detailed paragraph of their own. **Use outside sources. Be sure to in-text cite A& E Biographies of both Manuel Noreiga and Fidel Castro.**

What is the significance of Noriega extradition to Paris, France? How does this relate back to the time when he was the dictator of Panama? *How does this relate to the one of the somewhat recent political situations in Nepal and Citizen –led Protest that led to Brihat Nagarik Andolan (BNA)?* Please correctly cite in-text citations in APA and be sure to use outside references. Be she to show application from your knowledge of this course.

The Caribbean Basin Initiative was part of Reagan’s trade strategy, notably the first in 1983 and especially the second in 1986 significantly boosted the expansion of assembly operations in the Caribbean and Central America (Rosen, 2002, p. 129, par. 1). Economically, the trade was to reduce regulations, lower taxes, and prioritized the free market. The Caribbean Basin Economic Recovery Act introduced a new trade and investment initiative aimed at promoting economic growth and political stability in the region while countering the spread of Soviet-Cuban influence in the Americas (Rosen, 2002, p. 129, par. 2). The Caribbean Basin was considered susceptible to communist influence therefore, Reagan implied the need to reduce political and economic threat during this era. This is also significant through market expansion of American goods and services provided by the United States to help economic growth and increased demands.

Manuel Noriega is an important part of history because he became the military ruler in Panama and engaged in numerous illegal activities. He turned his country into an international drug trade involving Pablo Escobar (History, A&E Biography, 2024). He acted as a spy for the United States, which considered him a valuable ally in its fight against communism and his involvement in money laundering, drug trafficking, and political crimes ultimately led to the abrupt end of his dictatorship (PBS, 2024). His regime was marked by corruption and human rights abuses. Noriega's significance also comes from his capture by U.S. forces during the invasion of Panama. Noriega's overthrow in 1989 ended the military's decades-long control over Panama (PBS, 2024). After learning about Noriega’s criminal activities, the United States’ concern was to stop communism from spreading in Central America.

The Contra Army was important for challenging the government in Nicaragua, receiving strong support from the U.S. as part of its efforts to combat communism. The Reagan Administration's policy in Nicaragua arguably aimed to overthrow the Sandinistas (Brown, 2024). The United States was providing money and equipment to the Contras to prevent communism, keeping its influence in the country, and promoting democracy. Despite the growing media attention on the Contras' camps in 1981 and the Nicaraguans openly declaring their aim to overthrow the Sandinistas, the U.S. Department of Justice never took action to enforce the Neutrality Act, which prohibits U.S. involvement in foreign wars (Brown, 2024). Although their role created a greater influence in Central America, the media’s focus was on the Contras and it did not prevent the U.S. from getting involved with foreign conflicts.

The Sandinistas or The Sandinista National Liberation Front (FSLN), introducing social and economic reforms in Nicaragua along with the Soviet Union which reflects the United States supporting the Contras. The revolution established a centralized state led by the FSLN. Internationally, it aligned with Cuba and the Soviet Union but also maintained relations with other Latin American and Western European regimes. However, the revolution quickly faced a powerful adversary: the Reagan administration in the U.S., which orchestrated and funded a campaign of political aggression (the counterrevolutionary war) to dismantle the revolution, fearing it might spread across the region (Puig, 2023). The Sandinistas goals include reducing inequality and maintaining national sovereignty without foreign interference. However, the Sandinistas were strongly influenced by Marxist-Leninist teachings, which party leaders occasionally acknowledged, but they adapted these ideas to fit their perspective on Nicaragua's history (Brown, 2024). This means that the Sandinistas were significant because it aligns with their aims of ending oppression, enacting social and economic reforms, and resisting U.S. influence.

Fidel Castro was Cuba’s communist leader, he led the Cuban Revolution creating a communist state and becoming a significant figure in the Cold War due to his alliance with the Soviet Union.

He became a symbol of resistance and an inspiration to left-wing insurgents in Africa and Latin America, supporting their anti-colonial independence movements (Tisdall, 2016). He introduced major reforms in Cuba, opposed U.S. policies, and supported global revolutions. Therefore, the CIA had planned to eliminate Castro by assassination attempts throughout his dictatorship (History, A&E, 2024). Violent abuses of legal standards and human rights, initially justified as necessary for the revolution, became the standard practice of the regime (Tisdall, 2016). Castro’s power in Cuba led to the creation of Caribbean Basin Initiative (CBI) which stops communism in Central America and by preventing Castro’s power to influence other neighboring countries.

The Panama Canal was built to reduce distance between the Atlantic and Pacific Oceans. During the 1800s, American and British leaders and businessmen sought to transport goods quickly and affordably between the Atlantic and Pacific coasts (History.state.gov, 2024). The purpose of the United States was to boost global trade while also reducing shipping expenses. In addition, it is important for the military and has had a big effect on Panama’s economy. It has played a key role in the U.S. foreign policy and geopolitics. They expanded their influence over Puerto Rico, Cuba, the Caribbean, and the Philippines, indicating the U.S.'s rise as a Pacific power, while the construction of the Panama Canal aimed to link this Pacific influence with its traditional Atlantic connections, reflecting the U.S.'s ascent as a global power with economic and military implications (Wagtendonk, 2014). The significance of the Panama Canal lies in its crucial role in diplomatic relations, global economy, and international trade.

Noriega’s extradition to Paris, France is significant because he was extradited from the United States to France in 2010, where he had been convicted in his absence for laundering money from Colombian drug cartels through a French bank to purchase real estate in Paris (BBC News, 2011). It revealed the criminal activities, human rights violations, and political corruption during Noriega’s dictatorship. French authorities claim that Noriega laundered $7 million in drug profits from the Medellin Cartel in Colombia through the purchase of luxury apartments in Paris (ABC News, 2010). Noriega laundered money as a means of concealing proceeds from illegal activities like drug trafficking, effectively hiding their origins and making them appear legitimate.

During Noriega’s dictatorship in Panama, it highlights his involvement in illicit activities and misconduct. It emphasizes how Noriega holds power by illegally laundering money including being corrupt with government funds. In 1987, when Panamanians protested against Noriega and demanded his removal, he declared a national emergency, shut down radio stations and newspapers, and forced his political opponents into exile (History, 2024). Noriega’s response to Panamanians was to take drastic measures to control and silence dissent.

This is connected to the recent political situation because Nepalis are controlled by the government, silencing them, and the similarity between fighting for their human rights. This history highlights the BNA's call for a people's movement as an alternative to the country's major political parties, aiming to establish a trustworthy, responsive government and address the insular, unaccountable nature of the current governing culture (Mulmi, 2022). The authorities forbid the use of the media and sparked large citizen movements for democracy and human rights to keep power. The BNA has embraced a liberal, inclusive approach to expressing discontent, but its choice to stay out of politics has challenged its effectiveness (Vaishnav, 2023). The movement has encountered difficulties because of the decision to remain open and focus on progressive principles.

2. Rosen discusses “Free Trade,” the end of quotas and tariff reductions. As noted several times in the book, trade policy for apparel has often been led by political agendas. *State (cite) a time in history when trade policy was in fact, affected by a country’s political agenda.*  How would trade change if negotiations were made to have US apparel made in sub-Sahara Africa cited both Rosen and The Diana Sawyer interview? *In your own words, what newsworthy events were reported about Venezuela’s President Hugo Chavez, Chilean President Pinochet, and Russian President Vladimir Putin that would affect foreign policy in the United States? Use three (3) additional outside sources. Answer each in a separate paragraph.*

A time in history when trade policy was affected was during Truman’s administration, the creation of the General Agreement on Tariffs and Trade (GATT). The agreement is designed to cut down tariffs and eliminate trade barriers, providing countries with opportunities to benefit from and leverage trade in goods, especially in the textile and apparel industries. This facilitates the growth of the market, generates stable employment, drives economic progress, improves living standards, and most importantly, ensures fair and equal trade practices across all nations. America's move towards trade liberalization initially started during the Great Depression in the 1930s (Rosen, 2002, p. 14, par. 1). The reformation of trading policies influenced by this event eventually led to opening up to global markets. The U.S. developed interest in East Asia following the reconstruction in Japan specifically in the apparel industry.

Shifting U.S. apparel manufacturing to sub-Saharan Africa could have significant implications. A bill was introduced by Congress to enable fashion producers to expand into African markets for low-wage production and to extend Caribbean Basin Initiative (CBI) benefits to the textile industry (Rosen, 2002, p. 205, par. 4). This suggests that such a move would stimulate economic growth in the region through job creation, infrastructure improvements, and enhanced skills for the local workforce. This economic boost could help the U.S. by reducing the trade deficit and increasing potential exports as African markets expand. Additionally, stronger economic ties could improve diplomatic relationships between the U.S. and sub-Saharan African nations. Diana Sawyer's interviews with factory workers in the region often reveal significant social benefits, including improved living standards, increased gender equality, and broader community development. However, there are challenges to consider, such as ensuring fair labor conditions and mitigating environmental impacts. Brad Pitt emphasizes that, as the wealthiest and most powerful nation, the United States has a responsibility to lead the fight against global issues. He suggests that President Bush should be supported in taking decisive action and encouraging other industrialized countries to join in these efforts (ABC News, 2006). By addressing these issues, the shift could lead to mutually beneficial economic interdependence and cultural exchange between the regions. Implementing policies that uphold ethical labor standards, promote environmental sustainability, and ensure equitable economic growth will be crucial for the success and fairness of these trade agreements.

During Hugo Chavez presidency, his primary objective was to establish a coalition of Latin American and Caribbean nations, seeking to fulfill the long-deferred dream of South American independence leader Simon Bolivar from two hundred years earlier (BBC News, 2013). He realized that the country wanted freedom from foreign influences therefore, he focused on building alliances with South America and the Caribbean to solidify independence. Furthermore, oil and corruption (CFR, 2024) were significant issues during Chavez’s presidency. Profits from the oil industry were often diverted to Chávez's allies as a tool for political supporters. For the following three decades, Venezuela navigated the ups and downs of global oil price cycles, all under the rule of a civilian democracy (CFR, 2024). This practice led to economic instability and diminished public trust in the government.

Augusto Pinochet became Chile’s president along with his anti-communist ideology which prompted changes in U.S. foreign policies. In the 1960s, U.S.-Chile relations worsened due to American concerns about the Chilean Left and the nationalization of key industries in Chile, particularly the copper sector (Office of the Historian, 2024). This was because of his violation of human rights before the coup in 1973 following the U.S. confrontation of Pinochet’s regime. The civilian and military plot to overthrow Mr. Allende’s government, supported by C.I.A. funding and covert operations to destabilize the country, led to a violent coup that was unprecedented for Chileans, unlike in other Latin American nations (Bonnefoy, 2023). Pinochet affected the foreign policy because of the rise of concerns for human rights and tension between reconsidering Chile and the United States’ relationship and to promote democracy in the country.

Vladimir Putin’s presidency led to armed conflict in Crimea which created tension between Russia and the Western countries. Russia's annexation of Crimea marked the first instance since World War II where a European country forcibly took control of another nation's territory (Masters, 2023). This event influenced U.S. foreign policy as it violated Ukraine's sovereignty, leading to criticism for undermining it and increasing tensions with Western countries. It set a risky precedent for potential future territorial conflicts. Putin's annexation of Crimea was significant for regional stability and influenced U.S. foreign policy towards Russia. These actions have prompted to counter Russian aggression and strengthen Ukraine's territorial integrity.

3. Discuss how (1) job loss, (2) lower wages, (3) pressure for retail profitability, and (4) trade liberalization affect an overall benefit to consumers who purchase apparel goods. (4 paragraphs). Are consumers paying lower prices for apparel? If so, then why is high fashion apparel so expensive? Defend your answer with a citation and be sure to include the significance of tariffs.

How has the *profitability paradox* changed the way retailers do business? List and describe at least two ways the industry has prevailed during this time of retail flux (instability) and cite each reason. Explain how recent New York laws are affecting retail profitability, retail rents, and higher consumer prices citing Bidenomics along with other influences using three (3) outside sources to defend your answers.

Job loss can influence how consumers spend on apparel due to advanced technologies replacing women manufacturing laborers. As shareholders, executives, and managers benefit from the advantages of a more centralized and globalized apparel sector, female production workers have faced the majority of the negative effects, especially as the industry has relocated its manufacturing operations to developing nations (Rosen, 2002, p. 223, par. 4). This impacts customers as job losses within the retail sector lead to changes in the standards of service and quality of apparel goods. Between 1994 and 2005, it was estimated that employment in textiles and apparel would decrease by approximately 300,000 jobs, with the majority of job cuts occurring within the apparel sector (Rosen, 2002, p. 224, par. 1). Job reductions in the retail industry could also play a role in customer’s purchasing power because it could delay productions therefore it may influence customer decisions and buying behaviors.

The impact of reduced wages on the overall benefit to consumers who buy apparel goods leads to low production cost resulting in lower cost for customers. As significant quantities of female workers in American apparel factories face unemployment, those who remain employed in the sector are experiencing a decline in both their wages and working conditions (Rosen, 2002, p. 225, par. 2). Some factories offer low wages as well as poor working conditions leading to unfair practices and exploitation of workers. Production workers within the apparel industry have experienced more significant declines in wages compared to workers in any other manufacturing sector in the United States (Rosen, 2002, p. 225, par. 2). The main causes for this shift in the apparel industry is globalization and outsourcing. Manufacturers are limited to the flow of goods and services therefore it creates shortage and interconnectedness within the retail sector. Outsourcing involves relocating outside of the U.S. with a low-cost workforce which also means reducing costs on wages through outsourcing.

The drive for retail profitability impacts the overall advantage of consumers buying apparel goods because stock prices were influenced by a retailer's retail profitability rather than its real estate assets, which were determined by factors such as return on investment and market share (Rosen, 2002, p. 190, par. 2). Lowering production costs leads to price reductions but it comes at the expense of lower material quality and ethical standards. Retailers may use the advantage of pricing strategy and in demand goods which affects consumers who buy apparel goods influencing their purchasing power. Efforts to spend less money resulted in bringing in new computer systems to make retail work faster and better (Rosen, 2002, p. 190, par. 2). Therefore, this determines the costs of affordability in the apparel industry and product quality in which impacts customers buying behavior.

Trade liberalization influences the overall advantage for consumers buying apparel goods because trade liberalization has enabled increased global centralization in the textile and apparel industries (Rosen, 2002, p. 217, par. 3). The competition in the market will increase resulting in low prices for customers giving them various alternatives to select from. This results in satisfying individuals aligning with their preferences in buying habits. These actions benefit the industry by lowering tariffs and quotas, thereby promoting free trade and contributing to reduced costs for consumers.

Consumers experienced reduced prices for clothing because the reduction of tariffs and quotas enables retailers to price imported goods at a lower cost. An example would be the development of the “North American Free Trade Agreement” (NAFTA). Its establishment aimed to stimulate economic growth, creating more market opportunities and encouraging fair competition within North America, particularly in Mexico's apparel industry. Furthermore, it seeks to lower tariffs among NAFTA member countries, including the United States, Mexico, and Canada. It was designed to promote trade and investment liberalization in the manufacturing of a wide range of higher-value products (Rosen, 2002, p. 153, par. 2). Hence, it significantly impacted the textile and apparel industry by making it cost-effective for American companies to shift their manufacturing operations and resources, capitalizing on decreased trade barriers and inexpensive labor.

High-fashion garments are costly due to its craftsmanship and manufacturers have access to produce apparel at a low cost. For example, private labels have a significant advantage by providing products to customers and have control over pricing while keeping costs low. Advertising has made contemporary apparel items identifiable as "designer brands." Consumers often struggle to differentiate between these and private-label products, basing their purchases on the perceived price and quality of these brands (Rosen, 2002, p. 184, par. 2). The growth of private-label clothing has confused the roles of various players in the clothing industry, such as major retail companies, merchandisers, importers, and manufacturers. As a result, consumers base their decisions on how they perceive the price.

The profitability paradox reshaped how retailers operate the business because the excessive expansion was posing challenges for department stores in maintaining profitability levels that met the heightened expectations of public corporate shareholders (Rosen, 2002, p. 188, par. 3). Businesses were re-evaluating their strategies and operations by focusing on profits rather than expanding quickly. They argue that the abundance of stores and slow-growing consumer demand made it challenging for sales growth to match operating expenses due to diminishing economies of scale amid rising competition (Rosen, 2002, p. 188, par. 3). The profitability paradox has led retailers to strategize carefully and achieve financial success and business expansion. Business owners are focused on being selective and enhancing on lowering expenses and “new niche-marketing techniques”.

The retail instability has prevailed during this period because they employed a range of novel strategies to achieve this, such as minimizing labor expenses, integrating new technologies, forming strategic alliances, offering private-label products, and implementing innovative niche-marketing approaches (Rosen, 2002, p. 188, par. 3). Retailers were actively looking to minimize low-cost labor by outsourcing and decreasing manual labor. By cutting expenses, this secures retailers to have greater profitability and stay competitive with other markets. Therefore, the increased competition rendered retailing a risky pursuit for all but the most dominant retailers (Rosen, 2002, p. 189, par. 1). Retailers were challenged to find a loophole in order to gain advantage to sell to the major markets.

Secondly, retailers were considering advanced technologies to produce goods more efficiently than before. Operating expenses couldn't be decreased indefinitely (Rosen, 2002, p. 189, par. 1). Retailers were looking for options to cut cost and new technologies to expedite the production by achieving affordability in the market. Retail corporations started employing the "portfolio approach" to enhance their corporate influence (Rosen, 2002, p. 189, par. 2). The strategy used by retailers were some of the ways they attempted to gain profits during instability in retail.

Recent New York laws are impacting retail profitability, rents, and consumer prices in various ways. Governor Kathy Hochul's crackdown on retail theft, including increased penalties and funding for additional security, aims to reduce financial losses for retailers. New York State is considering legislation to mandate Buy Now Pay Later providers to acquire a license for operation and empower the New York State Department of Financial Services to formulate regulations for this burgeoning industry, as more New Yorkers turn to these loans as an economical alternative to traditional credit for everyday and large purchases (Governor, 2024). This effort to curb shoplifting is expected to improve profitability by lowering costs associated with theft and security investments.

Retail rents in New York are influenced by these new laws, as they contribute to a more stable and attractive living environment. The focus on consumer protection and affordability makes New York a more desirable place for businesses, leading to higher demand for retail spaces. As demand increases, so do rents. Retail plays a crucial role in the essence of New York City, and a complete return to normalcy hinges on a thriving and varied retail industry. The pandemic's continued impact on New York City retailers has heightened existing trends towards online shopping and reduced in-store purchases of items like clothing and sporting goods. Conversely, essential goods such as groceries and medical supplies have experienced heightened demand, likely to stabilize in the future (Office of the New York, 2020).This trend aligns with broader economic strategies, such as those seen in Bidenomics, which emphasize strengthening local economies and boosting consumer spending​

Consumer prices are likely to rise as businesses adapt to the new regulatory environment. The costs associated with complying with enhanced consumer protection laws, such as the requirement for Buy Now Pay Later providers to obtain licenses and adhere to stricter regulations, will likely be passed on to consumers. Additionally, inflation and ongoing supply chain issues further contribute to rising prices. In 2023, the retail sector in Manhattan was the sole property type to evade a substantial decline in year-over-year sales momentum. Despite this, the dollar volume remained consistent with 2022, while the number of properties sold saw a 16.7% increase (Tatman, 2024). While these regulations aim to protect consumers and provide financial relief in specific areas, the overall cost of goods may increase as businesses adjust their pricing to maintain profitability​.

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