BGS 401.02W/03W
Ceaseless Industry - Globalization
ONLINE COURSE SYLLABUS for Fall 2018

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Welcome to BGS 401!

The **_best_** way to contact me is by e-mail. This is an online course; therefore, expect all communication to be online as well. I will respond to e-mails within a 24 hour time period. **Please ONLY send e-mails to tball@leomail.tamuc.edu. All e-mails _must_ include BGS 401.02W/03W in the subject line to expedite response and use proper e-mail etiquette. To do this easily, email me from within D2L; it will automatically put the course info in the subject line.**

REQUIRED TEXTBOOK:
   Global Business Today, 9th edition by Charles W.L. Hill (2015). McGraw-Hill Irwin. ISBN: 978-0-07-811291-1.

SOFTWARE REQUIRED:
   Microsoft Office

COURSE DESCRIPTION: This course provides coverage of a broad survey of international business issues; analyzes the environment in which international business operates; introduces multinational enterprises; global competition, international organizations, treaties and international laws, national trade policies, and the determinants of competitiveness of U.S. firms in international markets. Students will be expected to conduct research on assigned topic(s) and to prepare written documents for evaluation.

COURSE OBJECTIVES: This course aims to improve students understanding that the globalization of business brings new opportunities and threats to governments, firms, and individuals. This course introduces elements of international business that challenges and enables businesses to compete successfully in the global marketplace as it exists today, with an outlook of the future growth and expansion. After completing this course, students should be able to:
   - Develop cross-cultural competence through understanding of cultural differences in language, religion, values, customs, and education.
   - Develop a working knowledge of the international monetary system, financial markets, trade, investments, and trends toward economic integration around the world.
   - Devise and implement strategies that will help provide a competitively advantageous position and differentiate between smaller firms and multinational corporations.
   - Demonstrate an understanding of how markets for international expansion can be selected, their demand assessed, and appropriate strategies for their development devised.
   - Build a knowledge base of country-specific opportunities and concerns through research, understanding the political, legal, cultural, social, and economical effects.

   - **Learning Outcome 1:** Students will be able to demonstrate knowledge of the interconnectedness of global dynamics (issues, processes, trends, and systems).
   - **Learning Outcome 2:** Students will be able to apply knowledge of the interconnectedness of global dynamics.

SERVICES FOR STUDENTS WITH DISABILITIES:
The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

> **Office of Student Disability Resources and Services**
> **Texas A&M University-Commerce**
> **Gee Library, Room 132   Phone (903) 886-5150 or (903) 886-5835 I Fax (903) 468-8148**
> StudentDisabilityServices@tamuc.edu
> Website: Office of Student Disability Resources and Services
> http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServ_ices/

GENERAL POLICIES FOR CLASSES: It is the student's responsibility to drop the course if the student does not wish to participate. Any student who will not be able to log into the class web site for more than three (3) days (i.e., because of an extended business trip etc.) should contact the Instructor in advance.

All students enrolled at the University will follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. See Student's Guide Handbook, Rules and Procedures, Code of Student Conduct at http://www.tamuc.edu/studentLife/documents/studentGuidebook.pdf.

A&M-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

The Instructor presumes that each student has a working knowledge of D2L and has a MyLeo e-mail address. The Instructor urges registered online students to familiarize themselves with D2L by going through the D2L tutorial or orientation process. This will ensure that each student will have sufficient knowledge on how to accomplish the requirements of the course. It is NOT the Instructor's responsibility to teach students on how D2L works.

First time D2L users: D2L is generally very user-friendly; however, should you have any questions or concerns about it, you may want to complete a D2L orientation. You can access the online D2L Orientation by clicking on the following link: http://online.tamuc.org/. The home page will give you directions on how to proceed from there. Your login is your Campus-wide ID # and your password is the same as you use for your MyLeo.

It is strongly recommended that you perform a "Browser Test" prior to the start of your course. To launch a "Browser Test," login to D2L, click on the 'MyCourses' tab, then select "Browser Test" link under Support Services.

Technical Support: If at any time you experience technical problems (e.g., you can't log in to the course, you can't see certain material, etc.) please contact the D2L Help Desk, available 24 hours a day, seven days a week. The Help Desk can be reached by sending an email to helpdesk@online.tamuc.org or by calling 1-866-656-5511 or by clicking on *"Live Support"* on the toolbar within your course to chat with an D2L representative. Additionally, you can click on the *"Help"* button located at the top of each page for more information.

POLICIES RELEVANT TO BGS 401 STUDENTS:
Course Grading: Knowledge of the substantive material covered in the course is of central importance. Grading will include, where appropriate, consideration of content as well as grammar, style, spelling, and organization.

Grading, Key Content Areas, and Assignments: Grades in BGS 401 are based upon a student's work in three key content areas: quality, consistency, and quantity. These content areas reflect the course objectives and the core communication skills that students are expected to learn. Each of these content areas represents a fixed percentage of the course's content. Since this is a junior level course, grading will include consideration of content as well as grammar, spelling, style, and organization.

Course Specific Procedures/Policies
Late Work, Missed Exams and Quizzes and Extra Credit are not allowed, so please do not ask.

Syllabus Change Policy
The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

Conceptual Integration

Four (4) Exams (10% each)	40%
Case Studies	20%
Quizzes	25%
Discussion Boards	11.5%
AHP & Syllabus Quiz	3.5%
Total:	**100%**

Percentages for course grade level are as follows:

A =	90-100 %
B =	80-89 %
C =	70-79 %
D =	60-69 %
F =	00-59 %

Extra credit work will NOT be assigned, so please do not ask.

Written Communication:
Students **MUST** use APA Style formatting and citation. Additional format instructions are provided along with assignment details. Assignments are expected no later than 11:59 p.m. (CST) on the day they are due. **Late papers will NOT be accepted! Students will receive a grade of zero for failing to correctly upload an assignment and on time.**

Submitting papers: All written assignments must be submitted to the appropriate dropbox within D2L and be produced in **12-point, Arial type, and double-spaced, with one inch margins**. Always use block left format with jagged right margins. Always use tabs at the beginning of paragraphs. Proofread carefully. **Grammar, punctuation, spelling, and style count heavily in this course.** You'll be amazed what Spell Check and Grammar Check will either miss or absurdly advise you to do.

Exams: There will be four exams given throughout the semester. Each exam is worth 12.5%. Exams will be available on Wednesday and close on Sunday. However, please see the schedule on the last page of this document for an approximate timeframe. The exams ARE NOT MEANT TO BE OPEN BOOK OR GROUP WORK. The exams **will be timed** and can only be accessed once; therefore, once you begin, you may not stop and come back to it later. Make sure you have RELIABLE Internet connection before beginning exam.

BE SURE TO DISABLE INTERNET EXPLORER'S POP-UP BLOCKER BEFORE BEGINNING YOUR EXAM!!! YOU COULD BE KICKED OUT IF YOU CLICK ON THE TIMER AND HAVE NOT DISABLED THIS!!! IT IS YOUR RESPONSIBILITY TO ENSURE THAT YOU COMPLETE THE EXAMS ON TIME AND THAT YOU PLAN ACCORDINGLY. YOU NEED TO BE SURE YOU PLAN TO TAKE THE QUIZZES AND EXAMS ON COMPUTERS WITH RELIABLE CONNECTIONS. NO MAKE UP EXAMS WILL BE GIVEN!!!!!!

Syllabus Quiz: There will be an initial quiz over the syllabus during week 2 of the semester – due on Sunday, **9/2/2018.** This will be a multiple choice quiz which is worth approximately 2% of your total grade. Be sure you read and understand the syllabus thoroughly. There is no make up for this quiz.

Case Studies and Chapter Quizzes: There will be quizzes and case studies given throughout the semester. These are worth a total of 43%. You are expected to contribute to each class session, so you demonstrate active class participation through quizzes and assigned case studies. For each chapter, the class will discuss topics relevant to the materials being discussed through case studies and/or quizzes. As a general guideline, your grade on this portion will be a function of the **quality**, **quantity**, and **consistency** (i.e., a somewhat <u>even distribution</u> of activity throughout the term). Quizzes will be available on Wednesday of the week they are scheduled and end on Sunday at 11:59 pm. Please see the schedule for the exact dates. Just as with the exams, the quizzes **will be timed** and can only be accessed once; therefore, once you begin you may not stop come back to it later. **There are no make-up quizzes for any reason. If you miss a quiz, you miss those points.**

Students are expected to understand and utilize APA Formatting, which is required for every written assignment in this course. Please take the time to see our Doc Sharing folder for a Power Point presentation concerning APA Formatting. An extensive resource is also available within the Online Writing Lab (OWL) at Purdue: http://owl.english.purdue.edu/owl/resource/560/01/.

Weekly Content: Each chapter's content will be open during the week it is scheduled and will be closed after the exam that covers it is completed. For example, the content for Chapters 1 through 4 will be closed after Exam 1 is completed. Please keep up with the scheduled readings for the week. Once a chapter has been closed, it will not be re-opened.

Discussion Boards: The discussion board is worth 15% of your grade and is a very important part of an online class environment. You must participate in each discussion assignment in order to receive credit. Failure to participate will result in a grade of zero. Most chapters will have a discussion area in which you will be required to discuss the various topics I have up, including cases in the text book, general topics, and "what would you do" scenarios. **Each student is required to post at least ONE original post using your own ideas and make at least ONE response to someone else's topic to receive full credit**. So...in other words, you must make two postings on every discussion. Example: One original post and no response to someone else's posting will result in a grade of 50. Merely making a post to the topic will not ensure full credit. Discussions will be graded on content – in other words – quality control. I'm not grading you on length; however, one word posts will get you nothing. I want to see that you are actively participating and actually thinking about your posts and responses. I also expect the grammar, spelling, punctuation, and capitalization to be that of a college educated person. I don't want to see posts that look as if you are text messaging your best friend.

Each chapter's discussion will be open during the week it is scheduled and will be closed on Monday of the following week. For example, Chapter 1 discussion will be closed on Monday, September 2nd, so you will need to have posted to it before midnight on Sunday, September 1st. Please keep up with the scheduled readings for the week. Most weeks you will be required to post to two chapters as opposed to one. Once the chapter discussions have been closed, they will **not** be re-opened and will be in read-only format.

Technology Requirements
Browser support

D2L is committed to performing key application testing when new browser versions are released. New and updated functionality is also tested against the latest version of supported browsers. However, due to the frequency of some browser releases, D2L cannot guarantee that each browser version will perform as expected. If you encounter any issues with any of the browser versions listed in the tables below, contact D2L Support, who will determine the best course of action for resolution. Reported issues are prioritized by supported browsers and then maintenance browsers.

Supported browsers are the latest or most recent browser versions that are tested against new versions of D2L products. Customers can report problems and receive support for issues. For an optimal experience, D2L recommends using supported browsers with D2L products.

Maintenance browsers are older browser versions that are not tested extensively against new versions of D2L products. Customers can still report problems and receive support for critical issues; however, D2L does not guarantee all issues will be addressed. A maintenance browser becomes officially unsupported after one year.

Note the following:

- Ensure that your browser has JavaScript and Cookies enabled.

- For desktop systems, you must have Adobe Flash Player 10.1 or greater.

- The Brightspace Support features are now optimized for production environments when using the Google Chrome browser, Apple Safari browser, Microsoft Edge browser, Microsoft Internet Explorer browser, and Mozilla Firefox browsers.

Desktop Support

Browser	Supported Browser Version(s)	Maintenance Browser Version(s)
Microsoft® Edge	Latest	N/A
Microsoft® Internet Explorer®	N/A	11
Mozilla® Firefox®	Latest, ESR	N/A
Google® Chrome™	Latest	N/A
Apple® Safari®	Latest	N/A

Tablet and Mobile Support

Device	Operating System	Browser	Supported Browser Version(s)
Android™	Android 4.4+	Chrome	Latest
Apple	iOS®	Safari, Chrome	The current major version of iOS (the latest minor or **point** release of that major version) and the previous major version of iOS (the latest minor or **point** release of that major version). For example, as of June 7, 2017, D2Lsupports iOS 10.3.2 and iOS 9.3.5, but not iOS 10.2.1, 9.0.2, or any other version. Chrome: Latest version for the iOS browser.
Windows	Windows 10	Edge, Chrome, Firefox	Latest of all browsers, and Firefox ESR.

- You will need regular access to a computer with a broadband Internet connection. The minimum computer requirements are:

  o 512 MB of RAM, 1 GB or more preferred
  o Broadband connection required courses are heavily video intensive
  o Video display capable of high-color 16-bit display 1024 x 768 or higher resolution

- You must have a:

  o Sound card, which is usually integrated into your desktop or laptop computer

  o Speakers or headphones.

o   *For courses utilizing video-conferencing tools and/or an online proctoring solution, a webcam and microphone are required.

- Both versions of Java (32 bit and 64 bit) must be installed and up to date on your machine. At a minimum Java 7, update 51, is required to support the learning management system. The most current version of Java can be downloaded at: JAVA web site http://www.java.com/en/download/manual.jsp

- Current anti-virus software must be installed and kept up to date.

Running the browser check will ensure your internet browser is supported.
>   Pop-ups are allowed.
>   JavaScript is enabled.
>   Cookies are enabled.

- You will need some additional free software (plug-ins) for enhanced web browsing. Ensure that you download the free versions of the following software:

    o   Adobe Reader https://get.adobe.com/reader/

    o   Adobe Flash Player *(version 17 or later)* https://get.adobe.com/flashplayer/

    o   Adobe Shockwave Player   https://get.adobe.com/shockwave/

    o   Apple Quick Time   http://www.apple.com/quicktime/download/

- At a minimum, you must have Microsoft Office 2013, 2010, 2007 or Open Office. Microsoft Office is the standard office productivity software utilized by faculty, students, and staff. Microsoft Word is the standard word processing software, Microsoft Excel is the standard spreadsheet software, and Microsoft PowerPoint is the standard presentation software. Copying and pasting, along with attaching/uploading documents for assignment submission, will also be required. If you do not have Microsoft Office, you can check with the bookstore to see if they have any student copies.

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@tamuc.edu**.**

Note: Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

Brightspace Support

Need Help?

Student Support

If you have any questions or are having difficulties with the course material, please contact your Instructor.

Technical Support

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778 or click on the **Live** click on the words "click here" to submit an issue via email.

Chat or

System Maintenance

Please note that on the 4th Sunday of each month there will be System Maintenance which means the system will not be available 12 pm-6 am CST.

Course Concerns
If you have questions pertaining to the content of this course (e.g., questions about an exam, about course due dates, etc.), please contact your instructor via email, through the "Virtual Office," or during office hours.

Other Questions/Concerns
Contact the appropriate TAMU-C department related to your questions/concerns. If you are unable to reach the appropriate department with questions regarding your course enrollment, billing, advising, or financial aid, please call 903-886-5511 between the hours of 8:00 a.m.-5:00 p.m., Monday through Friday.)

Communication and Support
Email is the best way to communicate as it is checked throughout the day. However, in order to avoid duplication of questions and answers, I prefer that you post all class related questions in the Virtual Office course tab. It is likely that your peers will have the same question. Emails of a personal nature should be sent to my e-mail address via D2L.

Student Conduct: All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the Student Guidebook. http://www.tamuc.edu/admissions/registrar/documents/studentGuidebook.pdf

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: Netiquette http://www.albion.com/netiquette/corerules.html

Academic Integrity: Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

Undergraduate Academic Dishonesty 13.99.99.R0.03

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf

Graduate Student Academic Dishonesty 13.99.99.R0.10

Academic Honesty**:** Plagiarism and other forms of academic dishonesty will not be tolerated. Instructors "are expected to uphold and support student integrity and honesty by maintaining conditions that encourage and enforce academic honesty. Conduct that violates generally accepted standards of academic honesty is defined as academic dishonesty. "Academic dishonesty" includes, but is not limited to, plagiarism (the appropriation or stealing of the ideas or words of another and passing them off as one's own), cheating on exams or other course assignments, collusion (the unauthorized collaboration with others in preparing course assignments), and abuse (destruction, defacing, or removal) of resource material." See 13.99.99.R0.10 Academic Honesty at https://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/13.99.99.R0. 10AcademicHonesty.aspx**.**

PLAGIARISM: Some people seem to believe that anything found on the Internet is free to use as they please. The "cut and paste" option also makes it quite tempting. However, information on the web must be properly cited just as you would any "hard copy" periodicals. In this course, APA style citation is expected. Any written assignments must include in text citations as well as a separate reference page. Keep the following in mind:

1. It is generally not advisable to quote anything verbatim in a paper unless there is an overriding reason to do so, such as the use of a particular phrase or sentence that illustrates a point well and should not be changed. When you do so, you must provide place the statement in quotes in addition to a footnote at the end of the quote. Not placing the statement in quotes implies that the wording is your own.
2. Changing a few words in a sentence (for example, "large" to "big") may alleviate the need for quotes (depending on how much you change), but it is not the best way to go. If you are not going to provide a direct quote, then the material should be stated in your own terms. Changing a couple of words implies laziness.
3. Every idea you get from another source must be cited. Placing 100 citations in a paper does not imply that the work is not original, but that you did a proper job of giving credit where it was due.
4. The real danger in a "cut and paste" approach to report writing is that you end up including a lot of information that is related to the topic about which you are writing, but does not really address what you are trying to say. Putting things in your own words allows you to focus your comments more effectively.

Any deviation from the guidelines concerning quotes and citations constitutes plagiarism, as it suggests that you are trying to submit someone else's work and creativity as your own. In accordance with the Texas A&M University-Commerce Code of Student Conduct Section 5.b [1, 2, 3], the penalties for students guilty of academic dishonesty include disciplinary probation, suspension, and expulsion. If you have any questions, please let me know.

The following web site provides valuable insight relating to what constitutes plagiarism and how it may be avoided: http://www.indiana.edu/~wts/pamphlets/plagiarism.shtml.

Campus Concealed Carry: Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations. For a list of locations, please refer to ((http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesA ndStudents/34.06.02.R1.pdf) and/or consult your event organizer). Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

TENTATIVE SCHEDULE FOR BGS 401.02W/03W Fall 2018
Please Note: Late papers or assignments will NOT be accepted.

Chapter	Course Work	Due
Introduction to the Course	AHP (Required)	9/2
1 - Globalization	Discussion	9/2
2 - National Differences in Political, Economic & Legal Systems	Quiz	9/2
	Syllabus Quiz	9/2
	Case Study	9/9
3 - National Differences in Economic Development	Quiz (LO 1)	9/9
4 - Differences in Culture	Discussion	9/9
	Exam 1 (Chapters 1-4)	**9/16**
5 - Ethics, Corporate Social Responsibility & Sustainability		9/23
6 - International Trade Theory	Case Study	9/30
7 - Government Policy & International Trade	Quiz	10/7
8 - Foreign Direct Investment	Discussion (LO 3)	10/7
	Exam 2 (Chapters 5-8)	**10/14**
9 - Regional Economic Integration		10/21
10 - Foreign Exchange Market	Quiz (LO 2)	10/21
11 - The International Monetary System	Case Study	10/28
12 - Strategy of International Business	Discussion (LO 4)	11/4
	Exam 3 (Chapters 9-12)	**11/11**
13 - Entering Foreign Markets	Discussion	11/18
14 - Exporting, Importing & Countertrade	Case Study (LO 5)	11/25
15 - Global Production & Supply Chain Management	Quiz	12/2
16 - Global Marketing & Research Development	Quiz	12/9
	Final Exam (Chapters 13-16)	**12/14**

Please Note: The instructor reserves the right to change this schedule as circumstances may dictate. All changes will be announced.

Rubric for Case Study Assignment

Criterion	4 A-level qualities (90–100)	3 B-level qualities (80–89)	2 C-level qualities (70–79)	1 or 0 D- or F-level qualities (60–69 or <60)	Score
Completeness	Complete in all respects; reflects all requirements	Complete in most respects; reflects most requirements	Incomplete in many respects; reflects few requirements	Incomplete in most respects; does not reflect requirements	
Understanding	Demonstrates a sophisticated understanding of the topic(s) and issue(s)	Demonstrates an accomplished understanding of the topic(s) and issue(s)	Demonstrates an acceptable understanding of the topic(s) and issue(s)	Demonstrates an inadequate understanding of the topic(s) and issue(s)	
Analysis, evaluation, and recommend-ations	Presents an insightful and thorough analysis of all issues identified; includes all necessary financial calculations	Presents a thorough analysis of most issues identified; includes most necessary financial calculations	Presents a superficial analysis of some of the issues identified; omits necessary financial calculations	Presents an incomplete analysis of the issues identified	
	Makes appropriate and powerful connections between the issues identified and the strategic concepts studied in the reading; demonstrates complete command of the strategic concepts and analytical tools studied	Makes appropriate connections between the issues identified and the strategic concepts studied in the reading; demonstrates good command of the strategic concepts and analytical tools studied	Makes appropriate but somewhat vague connections between the issues and concepts studied in the reading; demonstrates limited command of the strategic concepts and analytical tools studied	Makes little or no connection between the issues identified and the strategic concepts studied in the reading	
	Supports diagnosis and opinions with strong arguments and evidence; presents a balanced and critical view; interpretation is both reasonable and objective	Supports diagnosis and opinions with reasons and evidence; presents a fairly balanced view; interpretation is both reasonable and objective	Supports diagnosis and opinions with limited reasons and evidence; presents a somewhat one-sided argument	Supports diagnosis and opinions with few reasons and little evidence; argument is one-sided and not objective	

Analysis, evaluation, and recommend-ations	Presents detailed, realistic, and appropriate recommendations clearly supported by the information presented and concepts from the reading	Presents specific, realistic, and appropriate recommendations supported by the information presented and concepts from the reading	Presents realistic or appropriate recommendations supported by the information presented and concepts from the reading	Presents realistic or appropriate recommendations with little, if any, support from the information presented and concepts from the reading	
Research	Supplements case study with relevant and extensive research into the present situation of the company; clearly and thoroughly documents all sources of information	Supplements case study with relevant research into the present situation of the company; documents all sources of information	Supplements case study with limited research into the present situation of the company; provides limited documentation of sources consulted	Supplements case study, if at all, with incomplete research and documentation	
Writing mechanics	Writing demonstrates a sophisticated clarity, conciseness, and correctness; includes thorough details and relevant data and information; extremely well-organized	Writing is accomplished in terms of clarity and conciseness and contains only a few errors; includes sufficient details and relevant data and information; well-organized	Writing lacks clarity or conciseness and contains numerous errors; gives insufficient detail and relevant data and information; lacks organization	Writing is unfocused, rambling, or contains serious errors; lacks detail and relevant data and information; poorly organized	
APA guidelines	Uses APA guidelines accurately and consistently to cite sources	Uses APA guidelines with minor violations to cite sources	Reflects incomplete knowledge of APA guidelines	Does not use APA guidelines	
				Total:	

Note: Criteria are evaluated on a 4-3-2-1-0 basis. Total rubric points are converted first to a letter grade and then to a numerical equivalent based on a 0–100 scale: 33–36 = A (93–100); 32 = A– (90–92); 30–31 = B+ (88–89); 24–29 = B (83–87); 23 = B– (80–82); 21–22 = C+ (78–79); 15–20 = C (73–77); 14 = C– (70–72); 7–13 = D (60–69); 0–6 = F (below 60).