

Institutional Syllabus – GBUS 300-03 International Business

Fall 2019

James Drogan
7/26/2019

I. COURSE DESCRIPTION

An introduction to international business examining the environment in which multinational firms operate and the distinctive ways in which global enterprises perform business functions. Topics include the impact of cultural and political-legal differences, trade theory, regional and global economic integration, foreign exchange, country selection, exporting and importing, supply chain management, marketing globally, and international human resource management.

3.000 Credit hours

3.000 Lecture hours

Prerequisite(s): GBMG 341 Organizational Management

Corequisite(s): None

Follow-On Courses: Seminar courses

Role in Curriculum: Major course

II. TEXT(S)

A. Assigned Text(s):

1. Kling, A. S. (2016). *Specialization and Trade: a Reintroduction to Economics*. Washington DC: Cato Institute. ISBN 139: 78-1-944424-16-9

Instructor's Note

Very informative, physically small, easy-to-read (10 chapters, maybe 15-20 minutes per chapter), inexpensive (Amazon, \$9.99 pbk, \$3.03 Kindle), very well structured, a nice review of what this course is about.

2. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2015). *International Business. Environments and Operations* (15th ed.). Upper Saddle River, NJ: Prentice Hall (Pearson). ISBN 10: 0-13-345723-0; ISBN 13: 978-0-13-345723-0.

Instructor's Note

This is a very good book and, if you are serious about international business, is a good investment. I call to your attention that it can be rented (see Amazon) and a copy is available in the Luce Library.

The 16th edition of this text will also work. The main change is in the resequencing of chapters; something easily managed.

B. Additional Material:

1. Distributed in class or via Blackboard

III. STUDENT LEARNING OBJECTIVES

A. Course Objectives

1. Exhibit development of teamwork, leadership, communication, and critical thinking skills.
2. Recognize the legal, economic, political and cultural environments impacting international business
3. Identify government, direct investment, stakeholder influences on trade and international trade theory.
4. Be familiar with foreign direct investment, exchange rates and restrictions.
5. Have an understanding of multinational firms, corporate policy, export/import strategies, country selection and operational factors in respective host countries.
6. Understand economic integration (e.g., NAFTA, EU) and free trade organizations and initiatives (e.g., GATT, WTO) effect on MNEs' decision making.
7. Be familiar with international business functions, such as global marketing and international human resources sourcing and staffing needs.
8. Understand ethical issues as they apply to international business.

IV. COURSE ASSESSMENTS

A. Assessments in the Class

1. Attendance (mandatory; three or more unexcused absences will lead to failure in the course)
2. Course Project (see p 13)
3. Team Presentation
4. Team work

B. External Assessments

1. None.

V. ACCOMMODATIONS FOR STUDENTS WITH LEARNING DISABILITIES

Students with a documented disability and seeking to utilize services should contact Dr. Sherill Anderson, Assistant Dean of Student Affairs at sanderson@sunymaritime.edu or by visiting Student Affairs on the first floor of Baylis Hall. All academic accommodations are assessed and provided on an individual basis and must be grounded in documentation. Accommodations will be made during the academic year for KUP's (knowledge, understanding, and proficiency) tested as part of a written exam. No accommodations will be made for practical assessments outlined in the STCW guidelines. All student disability information is confidential. Students must meet with Accommodation Services **EACH SEMESTER** in which they wish to receive accommodations. Faculty cannot provide accommodations without official notification from Accommodation Services (Student Affairs).

VI. ACADEMIC INTEGRITY POLICY

Absolute integrity is expected of every Maritime student in all academic undertakings.

A Maritime student's submission of work for academic credit indicates that the work is the student's own. All outside assistance should be acknowledged, and the student's academic position truthfully reported at all times. In addition, Maritime students have a right to expect academic integrity from each of their peers.

Students are expected to do their own work in class, on assignments, laboratory experiments, and examinations or tests in accordance with the directions given by the instructor. It is the responsibility

of all students to read and understand this statement of College policy on academic integrity. Maritime College considers the violation of academic integrity a serious matter, and one that will be treated as such.

A student who violates academic integrity may, depending on the nature of the offense, be subject to one or more of the following measures: failure of the assignment or examination, failure of the course, dismissal from the Regiment of Cadets, or dismissal from the College. Violations of academic integrity, also known as academic dishonesty, are subject to review by the Judicial Board. For details, go to:

<http://www.sunymaritime.edu/sites/default/files/media/Documents/AcademicIntegrityPolicy.pdf>

ALL ACADEMIC INTEGRITY VIOLATIONS WILL BE REPORTED TO THE DEAN OF STUDENT AFFAIRS

GBUS 300-03 International Business Fall 2019

Instructor Information

Prof. James Drogan, jdrogan@sunymaritime.edu, 718-409-7289

Office hours: 9AM – 3PM Tuesday – Thursday MAC 228. Appointments are recommended.

Class Meetings

Tuesday and Thursday, 830M – 945AM, MAC 214

Class Policies

Attendance is mandatory. Please notify me by any available means if you expect to be absent.

Cellphones, laptops, and tablets are welcome, but need to be used within the context of the course. This privilege will, if necessary, be rescinded.

Respect is paramount, for others, and of self. I encourage and seek to provoke lively debate on relevant issues. The aim here is to pay attention, to listen and hear, to understand, to practice tolerance, to accept and, ultimately, to work in a more positive way for the common good. Derision and snarky comments have no place in the classroom.

Instructor's Note

The learning objectives (See A. Course Objectives, p. 2), approved by GBAT, are a mix of the general and specific and, inasmuch as they provide the basis for guidance to the student, may overcomplicate the learning experience. They may also sow the seeds of confusion when trying to grasp international business. I'm inclined to think there are three major objectives:

1. Understand the what, why, where, how, who, and when of international business and be able to apply that understanding to the analysis of international business issues.
2. Awareness and understanding of contemporary issues in international business, especially how these affect the shipping industry.
3. Apply a comprehensive set of ethical, critical thinking, and communications skills to international business.

Grading

Grading comprises:

1. Attendance: 28 meetings x 2 points each = 56 points (mandatory; three or more unexcused absences will lead to failure in the course).
2. Course Project: 50 points
3. Team presentations: 10 points
4. Teamwork: 12 points

No more than 128 points can be earned. That is, there is no such grade as an A+.

No makeup work will be assigned and no other extra credit is available.

Teams

The class will be broken into nine 2-3 person teams responsible for the course project to be produced during the course. Each team will also be responsible for preparing and delivering a presentation of their work. See Schedule on p 20 for the assignment relative to your team.

Final Grade Assignments

%	GPA	Grade
100.0%	4	A
93.0%	4	A
90.0%	3.7	A-
87.1%	3.3	B+
83.0%	3	B
80.0%	2.7	B-
77.1%	2.3	C+
73.0%	2	C
70.0%	1.7	C-
67.1%	1.3	D+
63.0%	1	D
0.0%	0	F

The initial final grade is assigned according to the following table.

The initial final grade represents the points attained divided by the total points available. This math guides me in the assignment of the final grade. What this means is that the final grade I assign may be different from the mathematical grade. In assigning the final grade I take into account your consideration, respect, and encouragement of others; your desire for learning and discipline in completing the assignments; your ability to bring relevant issues to the attention of the class.

Course Outline

Overview

This course is summarized in the following graphic.

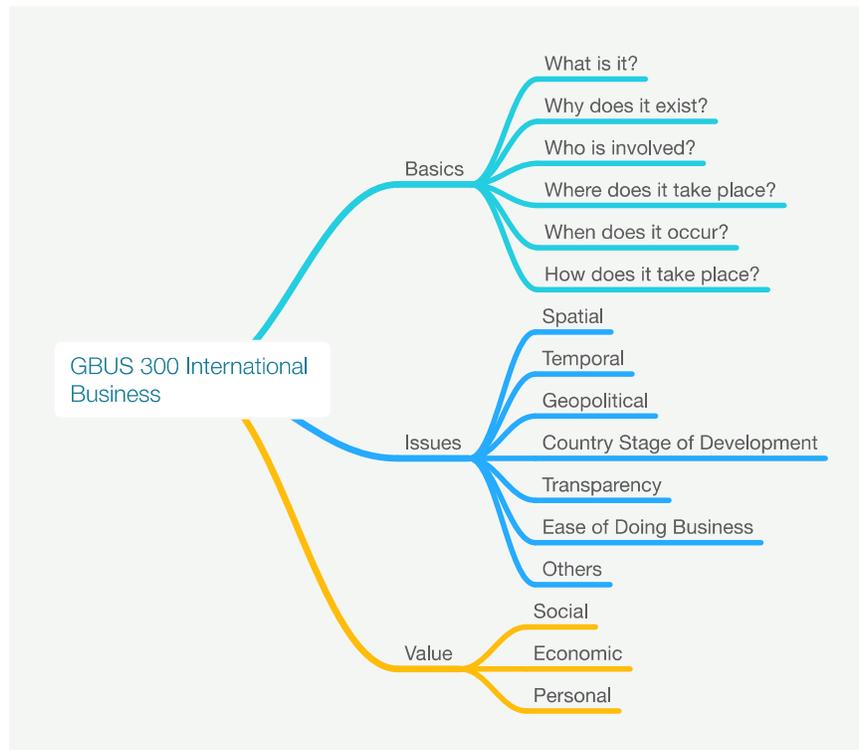


Figure 1 Major Topics in the Course

There are 14 major topics in this course corresponding with 13 of the 20 chapters in Daniels. A topic will be introduced in a facilitated discussion on a Thursday. On the following Tuesday the topic will be reviewed in a facilitated discussion. In the interim between Thursday and Tuesday you are expected to complete any reading assignments, give some thought to the matter at hand, and prepare for the ensuing Thursday discussion.

Please note that the introduction of the topic will not be a reprise of the applicable chapter from Daniels. I do not base my presentations on Daniels, but on my own experience. Daniels is important and needs to be read.

A second major component of the course is a course project details of which are found at Course Project on p13.

Detail

1. Introduction to the Course (Tuesday only)
 - a. Question of the Day
 - (a) What is interesting and/or unknown about international business?
 - b. *Introduction to the Course*
 - (a) Objectives
 - (b) Approach
 - (c) Grading
 - (d) Feedback
 - c. *Introduction to International Business*
 - d. Reading Assignments
 - (a) *A Splendid Exchange* (Bernstein, 2008, Introduction)
 - (b) *No Ordinary Disruption* (Dobbs, Manyika, & Woetzel, 2015, pp. 1–12)
 - (c) *The Second Machine Age* (Brynjolfsson, 2014, Chapter 1)
2. Globalization and International Business
 - a. Thursday
 - (a) Question of the Day
 - (i) What are the major benefits and costs of international business?
 - (b) Introduction to *Globalization and International Business*
 - (c) *Team Work*
Teams (Drogan, 2016)
 - (d) *Writing the Project Report*
 - (e) *Feedback: Importance and Processing*
Feedback: Importance and Processing (Drogan, 2018)
 - (f) *Presentations*
Ethics, Critical Thinking, and Communications (Drogan, 2009, sec. Communications)
 - (g) Reading Assignments

- (i) *Globalization and International Business* (Daniels, Radebaugh, & Sullivan, 2015, Chapter 1)
- b. Tuesday
 - (a) Discussion of a contemporary issue i
- 3. The Cultural Environments Facing Business
 - a. Thursday
 - (a) Question of the Day
 - (i) How do culture and business affect one another?
 - (b) Introduction to *The Cultural Environment Facing Business*
 - (c) Introduction to *BRI: Definition*
 - (d) Reading Assignment
 - (i) *The Cultural Environment Facing Business* (Daniels et al., 2015, Chapter 2)
 - (ii) *The Affect of Cross Cultural Management Factors on the Design of Global Business Systems* (Drogan, 2010)
 - (iii) *Cultural Acumen for the Global Manager: Lessons from Project GLOBE* (Javidan & House, 2001)
 - (e) Writing Assignment
 - (i) *The Current State of International Business* (p 14)
 - b. Tuesday
 - (a) Discussion of a contemporary issue in international business
- 4. The Political and Legal Environments Facing Business
 - a. Thursday
 - (a) Question of the Day
 - (i) What are the costs and benefits of country-level versus international political and legal environments?
 - (b) Introduction to *The Political and Legal Environments Facing Business*
 - (c) Reading Assignment
 - (i) *The Political and Legal Environments Facing Business* (Daniels et al., 2015, Chapter 3)
 - (d) Discussion of a contemporary issue in international business
 - b. Tuesday
 - (a) Discussion of a contemporary issue in international business
- 5. The Economic Environments Facing Business
 - a. Thursday
 - (a) Question of the Day
 - (i) What are the alternative economic environments and how do they affect business?

- (b) General Discussion of *The Current State of International Business*
- (c) Introduction to *The Economic Environments Facing Business*
- (d) Reading Assignment
 - (i) *The Economic Environments Facing Business* (Daniels et al., 2015, Chapter 4)
- (e) Writing assignment
 - (i) *The Alternative Futures for International Business* (p 14)
- b. Tuesday
 - (a) Discussion of a contemporary issue in international business
- 6. Global Manufacturing and Supply Chain Management
 - a. Thursday
 - (a) Question of the Day
 - (i) How should the supply chain be designed and managed to be successful in global manufacturing?
 - (b) Introduction to *Global Manufacturing and Supply Chain Management*
 - (c) Reading
 - (i) *Global Manufacturing and Supply Chain Management* (Daniels et al., 2015, Chapter 18)
 - (ii) *The Great Supply Chain War* (Khanna, 2016, Chapter 7)
 - b. Tuesday
 - (a) Discussion of a contemporary issue in international business

Note: Modules 2-6 are intended to establish a general framework for international business. The remaining modules provide important detail within this framework. These modules are presented in an order of the key issues to be considered if the goal is to reach a decision on whether or not to enter into international business.

- 7. Country Evaluation and Selection
 - a. Thursday
 - (a) Question of the Day
 - (i) What should be considered when evaluating a country for business potential?
 - (b) *Discussion of Alternative Futures*
 - (c) Introduction to *Country Evaluation and Selection*
 - (d) Reading Assignment
 - (i) *Country Evaluation and Selection* (Daniels et al., 2015, Chapter 13)
 - (e) Writing Assignment
 - (i) *Conclusions* (p 14)
 - b. Tuesday
 - (a) Discussion of a contemporary issue in international business

8. Globalization and Society
 - a. Thursday
 - (a) Question of the Day
 - (i) How should globalization and society interact?
 - (b) Introduction to *Globalization and Society*
 - (c) Reading Assignment
 - (i) *Globalization and Society* (Daniels et al., 2015, Chapter 11)
 - b. Tuesday (hold Tuesday class on Tuesday)
 - (a) Discussion of *Conclusions*
 - (b) Discussion of a contemporary issue in international business
 - c. Writing Assignment
 - (a) What are your recommendations for proceeding?
 - (i) Policy

This is perhaps the most interesting and important aspect of recommendations. Policy is what guides our actions. Examples include regimental, academic, and classroom policies. We then design, implement, operate, and change the systems necessary to enact these policies
 - (ii) Design
 - (iii) Implementation
 - (iv) Operation
 - (v) Change
9. Governmental Influence on Trade
 - a. Thursday
 - (a) Question of the Day
 - (i) What value does governmental influence bring to trade?

(b) *Discussion of Conclusions*

(c) *Introduction to Governmental Influence on Trade*

(d) Reading Assignment

(i) *Governmental Influence on Trade* (Daniels et al., 2015, Chapter 6)

(e) Writing Assignment

(i) What are your recommendations for proceeding?

(ii) Policy

This is perhaps the most interesting and important aspect of recommendations. Policy is what guides our actions. Examples include regimental, academic, and classroom policies. We then design, implement, operate, and change the systems necessary to enact these policies

(iii) Design

(iv) Implementation

(v) Operation

(vi) Change

b. Tuesday

(a) Discussion of a contemporary issue in international business

10. International Trade and Factor-Mobility Theory

a. Thursday

(a) Question of the Day

(i) How does factor mobility affect international trade?

(b) Introduction to *International Trade and Factor-Mobility Theory*

(c) Reading Assignment

(i) *International Trade and Factor-Mobility Theory* (Daniels et al., 2015, Chapter 5)

b. Tuesday

(a) Discussion of a contemporary issue in international business

11. Global Foreign Exchange Markets

a. Thursday

(a) Question of the Day

(i) What are the costs and benefits of national currencies versus a global currency?

(b) Introduction to *Global Foreign Exchange Markets*

(c) Reading Assignment

(i) *Global Foreign Exchange Markets* (Daniels et al., 2015, Chapter 8).

b. Writing Assignment

(i) Add introduction, conclusions, and references to project paper

c. Tuesday

- (a) Discussion of a contemporary issue in international business
- 12. Global Capital Markets
 - a. Thursday
 - (a) Question of the Day
 - (i) How should capital flow around the globe?
 - (b) Introduction to *Global Capital Markets*
 - (c) Reading Assignment
 - (i) *Global Capital Markets* (Daniels et al., 2015, Chapter 10)
 - b. Tuesday
 - (a) Discussion of Completed Papers
 - (b) Teams 1-3 project presentations
- 13. Cross-National Cooperation and Agreements
 - a. Thursday
 - (a) Question of the Day
 - (i) Under what conditions should nations engage in competition, cooperation, or a mixture of the two (coopetition)?
 - (b) Introduction to *Cross-National Cooperation and Agreements*
 - (c) Reading Assignment
 - (i) *Cross-National Cooperation and Agreements* (Daniels et al., 2015, Chapter 7)
 - b. Tuesday
 - (a) Teams 4-6 project presentations
- 14. The Strategy of International Business
 - a. Thursday
 - (a) Question of the Day
 - (i) What are the major factors to consider when deciding on a strategy for international business?
 - (b) Introduction to *The Strategy of International Business*
 - (c) Reading Assignment
 - (i) *The Strategy of International Business* (Daniels et al., 2015, Chapter 12).
 - b. Tuesday
 - (a) Teams 7-9 presentatons
- 15. Security in International Business
 - a. Tuesday
 - (a) Question of the Day
 - (i) What are the root causes of security issues?
 - (b) Introduction to *Security in International Business*

- (c) Reading Assignment
 - (i) *The Clash of Forces* (Drogan, 2019a)
- b. Thursday
 - (a) Discussion of a contemporary issue in international business.

Course Project

It is my practice to assign a course project in lieu of midterm and final exams. This note describes the project for the Fall 2019 term in terms of intent, and the deliverables and dates.

Introduction

The news has been dominated for sometime by the uncertainty surrounding the value and conduct of international trade. This news itself is uncertain with different sources describing the situation in different ways.

I think it safe to operate on the assumption that the dynamics of international business 1.) will not subside anytime soon, and 2.) it's highly likely that these dynamics will affect us whether it is our vocations, such as shipping, or personal lives that have become dependent upon goods and services produced elsewhere.

My sense is that we need to develop a capacity to think about this phenomenon more deeply and on a more regular basis in order to assure we can safely ride these waves of change during the time we all accumulate more responsibility for others and ourselves.

The texts assign in this course are extremely valuable to this project.

1. Kling, A. S. (2016). *Specialization and Trade: a Reintroduction to Economics*. Washington DC: Cato Institute. ISBN 139: 78-1-944424-16-9

Instructor's Note

Very informative, physically small, easy-to-read (10 chapters, maybe 15-20 minutes per chapter), inexpensive (Amazon, \$9.99 pbk, \$3.03 Kindle), very well structured, a nice review of what this course is about.

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The 16th edition of this text will also work. The main change is in the resequencing of chapters; something easily managed.

Read Kling first and before the course begins. Read Daniels as we go along.

I will provide contemporary news during the course and I encourage you to do your own exploration and bring material to class for discussion.

Approach

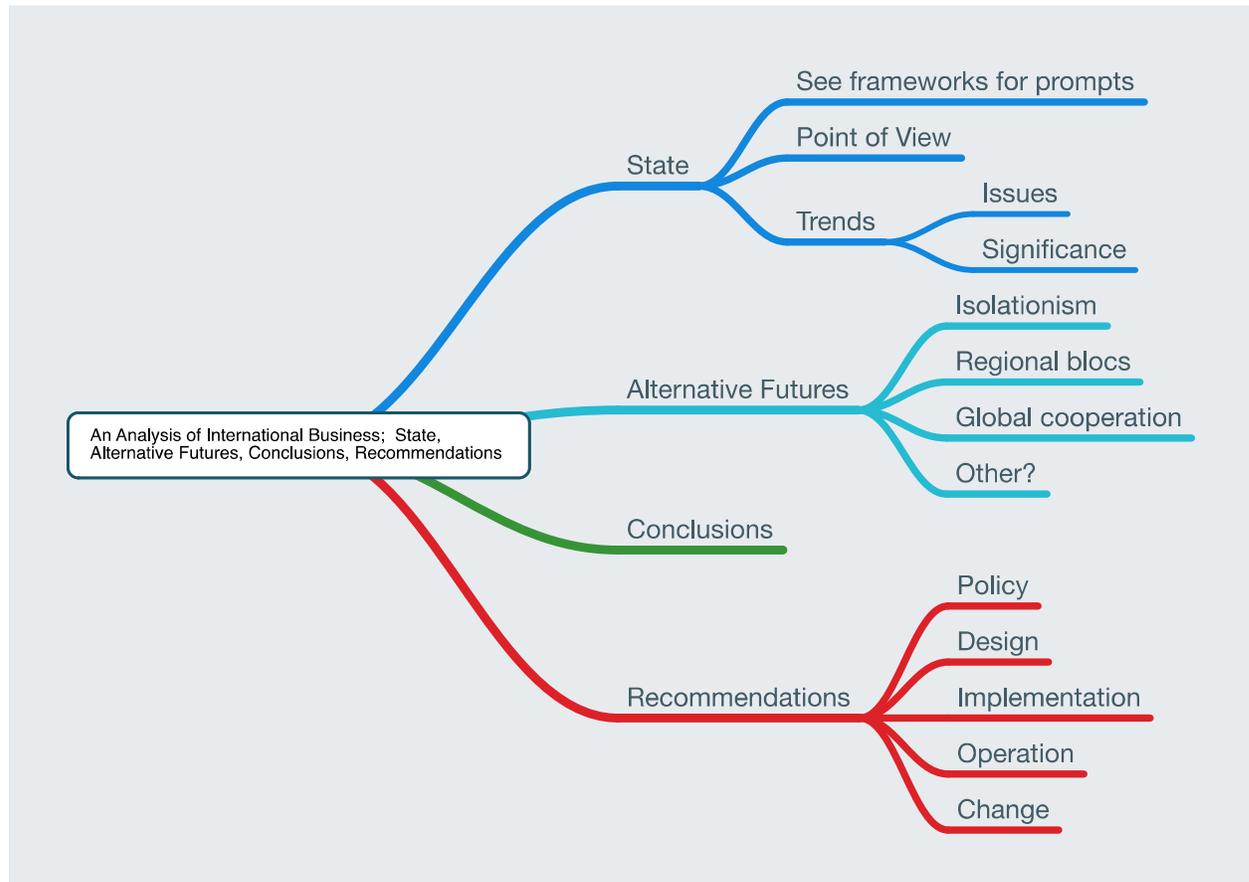


Figure 2 Approach

Here is sketch of how I would approach this project. You may take another approach provided you address the four critical questions:

1. What's the current state of international business?
 - a. You must choose a point of view. For example; citizen, local businessperson, regulator. You may select any point of view you like.
 - b. What are the important trends that affect you and what is their significance?
 - c. Frameworks represent ways to think about the state. I will cover these in class, but you can get a head start by reviewing *Some Comments on Change in Strategic Management* (Drogan, 2019).
2. What are the alternative futures for international business?
 - a. As you begin to understand the state you will begin to think of alternative ways in which international business may develop. I've suggested three and allowed for another approach you may imagine that is different
 - b. Pick an alternative future and describe how it emerges from analysis of the current state.
3. What conclusions do you draw at this point? For example:
 - a. Availability of good data and information.

- b. Associated risks and uncertainties.
 - c. Associated strengths, weakness, opportunities, and threats.
 - d. Potential value.
4. What are your recommendations for proceeding?
- a. Policy
This is perhaps the most interesting and important aspect of recommendations. Policy is what guides our actions. Examples include regimental, academic, and classroom policies. We then design, implement, operate, and change the systems necessary to enact these policies
 - b. Design
 - c. Implementation
 - d. Operation
 - e. Change

Deliverables

Deliverables represent items that will be graded. There are two.

- 1. A written report
 - a. Seven sections
 - i. Introduction
 - ii. State
 - iii. Alternative Future
 - iv. Conclusions
 - v. Recommendations
 - vi. Summary
 - vii. References
 - b. This report is produced throughout the term with the introduction, summary, and references added last.
 - c. Structure
 - i. Microsoft Word; format for letter size page; single space; numbered pages; common font such as Calibri, Cambria, or Times New Roman; 10 or 12 points.
 - ii. Layout
 - Date
 - Team number and members
 - Introduction (written last)
 - State
 - Alternative Future
 - Conclusions
 - Recommendations

Summary (written last)

References; use APA or MLA

iii. Length

I do not mandate a minimum or maximum number of words or pages in your paper.

Your task is to persuade me that you have given sufficient consideration to the assignment to have a plausible position that is defensible. Say what you have to say, then stop.

iv. Submit via Blackboard

2. A 20 minute presentation to the class summarizing your work.
 - a. Microsoft Powerpoint or something similar is appropriate
 - b. Limit to one slide per section (6 slides total)

3. Schedule

Class #	Day	Date	Topic or Deliverable	Attendance	BRI Deliverables	
1	Monday	8/26/2019	1. Introduction to the Course	2		
2	Wednesday	8/28/2019	2. Globalization and International Business	2		
	Monday	9/2/2019	Labor Day -- HOLIDAY -- NO CLASSES			
3	Wednesday	9/4/2019	3. The Cultural Environment Facing Business	2		
4	Monday	9/9/2019		2		
5	Wednesday	9/11/2019	4. The Political and Legal Environments Facing Business	2		
6	Monday	9/16/2019	State Paper Due	2	10	
7	Wednesday	9/18/2019	5. The Economic Environments Facing Business	2		
8	Monday	9/23/2019		2		
9	Wednesday	9/25/2019	6. Global Manufacturing and Supply Chain Management	2		
10	Monday	9/30/2019	Alternative Futures Paper Due	2	10	
11	Wednesday	10/2/2019	7. Country Evaluation and Selection	2		
12	Monday	10/7/2019		2		
13	Wednesday	10/9/2019	8. Globalization and Society	2		
	Monday	10/14/2019	Columbus Day -HOLIDAY - NO CLASSES Conclusions Paper Due		10	
14	Tuesday	10/15/2019	Hold Monday Classes on Tuesday	2		
15	Wednesday	10/16/2019	9. Governmental Influence on Trade	2		
16	Monday	10/21/2019	Recommendations Paper Due	2	10	
17	Wednesday	10/23/2019	10. International Trade and Factor-Mobility Theory	2		
18	Monday	10/28/2019	Completed Paper Due	2	10	
19	Wednesday	10/30/2019	11. Global Foreign Exchange Markets	2		
20	Monday	11/4/2019	Team 1-3 Presentations	2		
21	Wednesday	11/6/2019	12. Global Capital Markets	2		
22	Monday	11/11/2019	Teams 4-6 Presentations	2		
23	Wednesday	11/13/2019	13. Cross-National Cooperation and Agreements	2		
24	Monday	11/18/2019	Teams 7-9 Presentations	2		
25	Wednesday	11/20/2019	14. The Strategy of International Business	2		
26	Monday	11/25/2019		2		
	Wednesday	11/27/2019	Thanksgiving			
27	Monday	12/2/2019	15. Security in International Business	2		
28	Wednesday	12/4/2019		2		
	12/9/2019	12/14/2019	Finals Week			
				Attribute	Points	%
				Attendance	56	44%
				Papers	50	39%
				Team-led Discussion	10	8%
				Teamwork	12	9%
				Total	128	100%

Grading Rubrics

Deliverables

Here is the rubric (Drogan, 2019b) by which the deliverables will be assessed.

Assessment → Factor ↓	Consistently Exceeds Requirements 4	Occasionally Exceeds Requirements 3	Meets Requirements 2	Fails to Meet Requirements 1
Concise, Precise, Clear	Words and structure match the context and clearly convey the intent of the communications. Graphics are appropriate in support of the narrative.	The words and structure match the context, but occasionally interfere with clearly understanding in the intent of the communications. Graphics are occasionally inappropriate.	The words and structure do not match the context to a noticeable degree and consistently interfere with understanding the intent of the communications.	The words and structure do not match the context nor do they permit an understanding of the intent of the communications.
Compelling	Compels one to read and accept the assessments, conclusions, and recommendations included therein.	Compels one to read, but occasionally causes one to question the assessments, conclusions, and recommendations included therein.	Occasionally impedes the reading and accepting the assessments, conclusions, and recommendations included therein.	Substantial difficulty in reading and accepting the assessments, conclusions, and recommendations included therein.
Relevant	All aspects are relevant to the requirements of the assignment.	There are a few, minor examples of inattention to the requirements of the assignment.	There are a few, major examples of inattention to the requirements of the assignment.	Examples of inattention to the requirements of the assignment abound.
Credible	Little to no evidence of concern	Occasional, minor evidence that generates concern	Occasional, major evidence that generates concern	Major question of credibility

The assessment process is the result of reading the submission and judging each of the Factors (rows) on the basis of the Assessment of the degree to which the expectation of the factor are met. For example:

	4	3	2	1	
Clear, Precise, Clear	X				
Compelling		X			
Relevant			X		
Credible				X	
	4	3	2	1	2.5

PCT	LTR	GPA	10
0	F	0.000	0.0
63%	D	1.000	6.3
64%	D	1.075	6.4
65%	D	1.150	6.5
66%	D	1.225	6.6
67%	D+	1.300	6.7
68%	D+	1.433	6.8
69%	D+	1.567	6.9
70%	C-	1.700	7.0
71%	C-	1.800	7.1
72%	C-	1.900	7.2
73%	C	2.000	7.3
74%	C	2.075	7.4
75%	C	2.150	7.5
76%	C	2.225	7.6
77%	C+	2.300	7.7
78%	C+	2.433	7.8
79%	C+	2.567	7.9
80%	B-	2.700	8.0
81%	B-	2.800	8.1
82%	B-	2.900	8.2
83%	B	3.000	8.3
84%	B	3.075	8.4
86%	B	3.225	8.6
87%	B+	3.300	8.7
88%	B+	3.433	8.8
89%	B+	3.567	8.9
90%	A-	3.700	9.0
91%	A-	3.800	9.1
92%	A-	3.900	9.2
93%	A	4.000	9.3
94%	A	4.000	9.4
95%	A	4.000	9.5
96%	A	4.000	9.6
97%	A	4.000	9.7
98%	A	4.000	9.8
99%	A	4.000	9.9
100%	A	4.000	10.0

The assessment of a submission may be as shown above. The grade points are vertically summed in the bottom row. That sum is divided by four to yield a grade of 2.5 (C+) for this submission. The grade of a 2.5 is converted to points and entered into the gradebook using the table to the left. In this case, if the points for the assignment were 10, a 2.5 would yield 7.8 points.

Presentations

The process for the grading of presentations is similar to grading of deliverables. The following are added to the rubric for grading the deliverables.

If the means of communication is by a presentation, then the following four factors are also assessed.				
Presence	Presenter(s) clearly commanded the room. All eyes and attention are upon s/he (them). There are no side distractions from what is being said.	The ratio of audience interest to disinterest is favorable. Occasional distractions are noted.	The ratio of audience interest to disinterest is unfavorable. Distractions are more common than not.	The audience is clearly bored by the presentation. Side conversation in the audience abounds or the audience turns to electronic devices for relief.
Visuals	Clear, clean, simple; adding to, not duplicating the spoken words.	Graphics should be stronger, more clearly in support of the spoken words.	Graphics are overly emphasized tending towards the garish thus distracting from the message.	Dense, poorly formed heavily favoring the written word that, in turn, prompts the audience to read and ignore what is being said.
Oral	Clear, well-articulated, well-structured presenting the key elements of the matter at hand. Concentrates on the two to three essential points to be made. No reading. The presenter(s) know what they wish to say and say it clearly.	Reading from the slides or handheld notes is minimal, but obvious. The presenter(s) stumble a bit over facts and the argument.	Reading from the slides or handheld notes tends to predominate compromising the presenter(s) ability to be persuasive. Facts and interpretation tend to be suspect. Too much information is provided.	Reading from the slides or handheld notes. Head down missing the feedback from the audience. Clearly unsure of the topic and the argument being presented.

Questions and Answers	Clearly announces the protocol for asking questions. Excellent listening and understanding of the questions. Asks for clarification if required. Confirms understanding of the answer. Respectful of the questioner and the question.	Announces a protocol for asking questions. Has some difficulty in understanding the question and formulating an answer. Confidence and understanding necessary respond appropriately is questionable.	Announces a protocol for asking questions only when asked a question. Makes a good faith attempt to answer questions, but lacks the confidence and understanding to respond appropriately.	Does not announce a protocol for asking questions. Exhibits behavior suggesting that questions are not welcome. If asked, answers reluctantly and fails to confirm understanding.
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Schedule

Class #	Day	Date	Topic or Deliverable	Attendance	BRI Deliverables
1	Monday	8/26/19	1. Introduction to the Course	2	
2	Wednesday	8/28/19	2. Globalization and International Business	2	
	Monday	9/2/19	Labor Day -- HOLIDAY -- NO CLASSES		
3	Wednesday	9/4/19	3. The Cultural Environment Facing Business	2	
4	Monday	9/9/19	Team 1 - BRI: Definition	2	10
5	Wednesday	9/11/19	4. The Political and Legal Environments Facing Business	2	
6	Monday	9/16/19	Team 2 - BRI: Objectives	2	10
7	Wednesday	9/18/19	5. The Economic Environments Facing Business	2	
8	Monday	9/23/19	Team 3 - BRI: Assets	2	10
9	Wednesday	9/25/19	6. Global Manufacturing and Supply Chain Management	2	
10	Monday	9/30/19	Team 4 - BRI: Interested Parties	2	10
11	Wednesday	10/2/19	7. Country Evaluation and Selection	2	
12	Monday	10/7/19	Team 5 - Accomplishments and Plans	2	10
13	Wednesday	10/9/19	8. Globalization and Society	2	
	Monday	10/14/19	Columbus Day - HOLIDAY - NO CLASSES		
14	Tuesday	10/15/19	Hold Monday Classes on Tuesday		
			Team 6 - BRI: Relationship to Existing International Business	2	10
15	Wednesday	10/16/19	9. Governmental Influence on Trade	2	
16	Monday	10/21/19	Team 7 - BRI: Competition and Collaboration	2	10
17	Wednesday	10/23/19	10. International Trade and Factor-Mobility Theory	2	
18	Monday	10/28/19	Team 8 - BRI: Conclusions	2	10
19	Wednesday	10/30/19	11. Global Foreign Exchange Markets	2	
20	Monday	11/4/19	Team 9 - BRI: Recommendations	2	10
21	Wednesday	11/6/19	12. Global Capital Markets	2	
22	Monday	11/11/19		2	
23	Wednesday	11/13/19	13. Cross-National Cooperation and Agreements	2	
24	Monday	11/18/19		2	
25	Wednesday	11/20/19	14. The Strategy of International Business	2	
26	Monday	11/25/19		2	
	Wednesday	11/27/19	Thanksgiving	2	
27	Monday	12/2/19	15. Security in International Business	2	
28	Wednesday	12/4/19		2	
	12/9/19	12/14/19	Finals Week		

Attribute	Points	%
Attendance	58	33%
Papers	90	52%
Team-led Discussion	10	6%
Teamwork	16	9%
Total	174	100%

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