

Institutional Syllabus – GBUS 300-01 International Business

Spring 2020

James Drogan
12/19/19

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 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 300-01 International Business Spring 2020

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 212

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: 29 meetings x 2 points each = 58 points (mandatory; three or more unexcused absences will lead to failure in the course).
2. Course Project: 50 points
3. Teamwork: 11 points

No more than 119 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 six 5-7 person teams responsible for the course project to be produced during the course.

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 table to the left.

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.

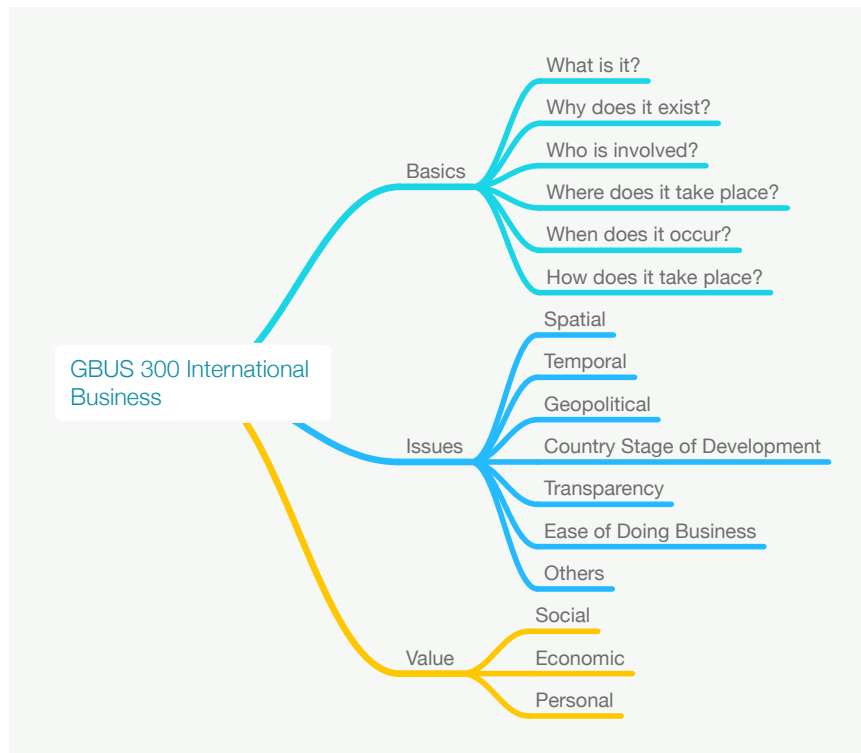


Figure 1 Major Topics in the Course

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 assigned reading. I do not base my presentations on this material, but on my own experience. The readings are important and need to be read.

A second major component of the course is a course project details of which are found at Course Project on p 13.

Detail

1. Introduction to the Course (Tuesday only)
 - a. *Introduction to the Course and International Business*
 - (a) Objectives
 - (b) Approach
 - (c) Grading
 - (d) Feedback
 - b. 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)
 - c. Question of the Day (to be taken up the following Thursday)
 - (a) What is interesting and/or unknown about international business
 - d. Discussion of a contemporary issue
2. Globalization and International Business
 - a. Thursday
 - (a) Discussion of the Question of the Day
 - (i) What is interesting and/or unknown about 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) Reading Assignments
 - (i) *Globalization and International Business* (Daniels, Radebaugh, & Sullivan, 2015, Chapter 1)
 - b. Tuesday
 - (a) Question of the Day (to be taken up the following Thursday)
 - (i) What are the major benefits and costs of international business?
 - (b) Discussion of a contemporary issue
3. The Cultural Environments Facing Business
 - a. Thursday
 - (a) Discussion of Question of the Day
 - (i) What are the major benefits and costs of international business?

- (b) Introduction to *The Cultural Environment Facing Business*
- (c) 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)
- (d) Writing Assignment
 - (i) *The Current State of International Business* (p 14)
- b. Tuesday
 - (a) Question of the Day (to be taken up on the following Thursday)
 - (i) How do culture and business affect one another?
 - (b) Discussion of a contemporary issue in international business
- 4. The Political and Legal Environments Facing Business
 - a. Thursday
 - (a) Discussion of the Question of the Day
 - (i) How do culture and business affect one another?
 - (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) Question of the Day (to be taken up on the following Thursday)
 - (i) What are the costs and benefits of country-level versus international political and legal environments?
 - (b) Discussion of a contemporary issue in international business
- 5. The Economic Environments Facing Business
 - a. Thursday
 - (a) Discussion of the Question of the Day
 - (i) What are the costs and benefits of country-level versus international political and legal environments?
 - (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) Question of the Day (to taken up the following Thursday)
 - (i) What are the alternative economic environments and how do they affect business?
 - (b) Discussion of a contemporary issue in international business
6. Global Manufacturing and Supply Chain Management
- a. Thursday
 - (a) Discussion of the Question of the Day
 - (i) What are the alternative economic environments and how do they affect business?
 - (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) Question of the Day (to be taken up on the following Thursday)
 - (i) How should the supply chain be designed and managed to be successful in global manufacturing?
 - (b) 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) Discussion of the Question of the Day
 - (i) How should the supply chain be designed and managed to be successful in global manufacturing?
 - (b) Introduction to *Country Evaluation and Selection*
 - (c) Reading Assignment
 - (i) *Country Evaluation and Selection* (Daniels et al., 2015, Chapter 13)
 - (d) Writing Assignment
 - (i) *Conclusions* (p 14)
 - b. Tuesday

- (a) Question of the Day (to be taken up on the following Thursday)
 - (i) What should be considered when evaluating a country for business potential?
 - (b) Discussion of a contemporary issue in international business
8. Globalization and Society
- a. Thursday
 - (a) Discussion of the Question of the Day
 - (i) What should be considered when evaluating a country for business potential?
 - (b) Introduction to *Globalization and Society*
 - (c) Reading Assignment
 - (i) *Globalization and Society* (Daniels et al., 2015, Chapter 11)
 - b. Tuesday
 - (a) Question of the Day (to be taken up on the following Thursday)
 - (i) How should globalization and society interact?
 - (b) Discussion of a contemporary issue in international business
 - (c) Writing Assignment
 - (i) What are your recommendations for proceeding?
 1. 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
 2. Design
 3. Implementation
 4. Operation
 5. Change
9. Governmental Influence on Trade
- a. Thursday
 - (a) Discussion of the Question of the Day
 - (i) How should globalization and society interact?
 - (b) *Introduction to Governmental Influence on Trade*
 - (c) Reading Assignment
 - (i) *Governmental Influence on Trade* (Daniels et al., 2015, Chapter 6)
 - b. Tuesday
 - (a) Question of the Day (to be taken up on the following Thursday)
 - (i) What value does governmental influence bring to trade?
 - (b) Discussion of a contemporary issue in international business

10. International Trade and Factor-Mobility Theory

a. Thursday

(a) Discussion of the Question of the Day

- (i) What value does governmental influence bring to 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) Question of the Day (to be taken up on the following Thursday)

- (i) How does factor mobility affect international trade?

(b) Discussion of a contemporary issue in international business

11. Global Foreign Exchange Markets

a. Thursday

(a) Discussion of the Question of the Day

- (i) How does factor mobility affect international trade?

(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) Question of the Day (to be taken up in the following Thursday)

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

(b) Discussion of a contemporary issue in international business

12. Global Capital Markets

a. Thursday

(a) Discussion of the Question of the Day

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

(b) Introduction to *Global Capital Markets*

(c) Reading Assignment

- (i) *Global Capital Markets* (Daniels et al., 2015, Chapter 10)

b. Tuesday

(a) Question of the Day (to be taken up in the following Thursday)

- (i) How should capital flow around the globe?

(b) Discussion of Completed Papers

13. Cross-National Cooperation and Agreements

a. Thursday

(a) Discussion of the Question of the Day

(i) How should capital flow around the globe?

(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) Question of the Day (to be taken up in the following Thursday)

(i) Under what conditions should nations engage in competition, cooperation, or a mixture of the two (coopetition)?

(b) Discussion of a contemporary issue in international business

14. The Strategy of International Business

a. Thursday

(a) Discussion of the Question of the Day

(i) Under what conditions should nations engage in competition, cooperation, or a mixture of the two (coopetition)?

(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) Question of the Day (to be taken up the following Thursday)

(i) What are the major factors to consider when deciding on a strategy for international business?

(b) Discussion of a contemporary issue in international business

15. Security in International Business

a. Tuesday

(a) Discussion of the Question of the Day

(i) What are the major factors to consider when deciding on a strategy for international business?

(b) Introduction to *Security in International Business*

(c) Reading Assignment

(i) *The Clash of Forces* (Drogan, 2019a)

b. Thursday

(a) Question of the Day

(i) What are the root causes of security issues?

- (b) 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 Spring 2020 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

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

Approach

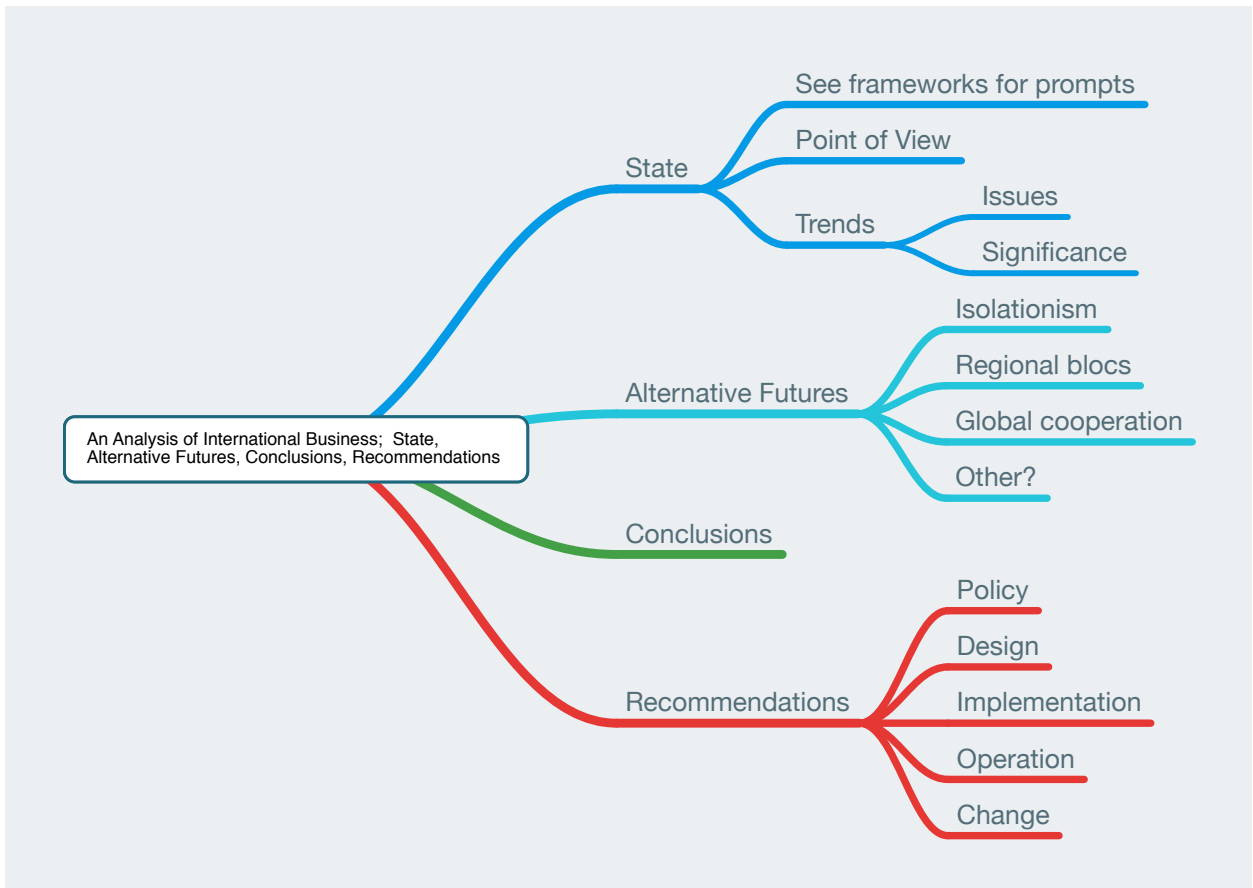


Figure 2 Approach

Here is sketch of how I would approach this project. The reference to frameworks refers to Figure 1 Major Topics in the Course. 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 is one.

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
 1. Create the complete template in the beginning.
 2. Fill in each section as require in the schedule.
 3. Name the file "Team # (State, Alternative Futures, Conclusions, Recommendations, Final). according to the section completed)"

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. Clear, precise, concise papers should be your goal. Twelve pages is a good target.

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. Schedule

Class #	Date	Day	Topic or Deliverable	Attendance	Deliverables	
1	1/7/20	Tuesday	1. Introduction to the Course		2	
2	1/9/20	Thursday	2. Globalization and International Business		2	
3	1/14/20	Tuesday			2	
4	1/16/20	Thursday	3. The Cultural Environment Facing Business		2	
5	1/21/20	Tuesday			2	
6	1/23/20	Thursday	4. The Political and Legal Environments Facing Business		2	
7	1/28/20	Tuesday	<i>State Paper Due</i>		2 10	
8	1/30/20	Thursday	5. The Economic Environments Facing Business		2	
9	2/4/20	Tuesday			2	
10	2/6/20	Thursday	6. Global Manufacturing and Supply Chain Management		2	
11	2/11/20	Tuesday	<i>Alternative Futures Paper Due</i>		2 10	
12	2/13/20	Thursday	7. Country Evaluation and Selection		2	
	2/18/20	Tuesday	<i>Hold Monday Classes on Tuesday</i>			
13	2/20/20	Thursday	8. Globalization and Society		2	
14	2/25/20	Tuesday	<i>Conclusions Paper Due</i>		2 10	
15	2/27/20	Thursday	9. Governmental Influence on Trade		2	
16	3/3/20	Tuesday			2	
17	3/5/20	Thursday	<i>Spring Break No Class</i>		2	
18	3/10/20	Tuesday	10. International Trade and Factor-Mobility Theory		2	
19	3/12/20	Thursday	<i>Recommendations Paper Due</i>		2 10	
20	3/17/20	Tuesday	11. Global Foreign Exchange Markets		2	
21	3/19/20	Thursday	<i>Complete Paper Due</i>		2 10	
22	3/24/20	Tuesday	12. Global Capital Markets		2	
23	3/26/20	Thursday			2	
24	3/31/20	Tuesday	13. Cross-National Cooperation and Agreements		2	
25	4/2/20	Thursday			2	
26	4/7/20	Tuesday	14. The Strategy of International Business		2	
27	4/9/20	Thursday			2	
28	4/14/20	Tuesday	15. Security in International Business		2	
29	4/16/20	Thursday			2	
			<i>Finals Week 4/20/2020 - 4/25/2020</i>			
				Attribute	Points	%
				Attendance	58	49%
				Papers	50	42%
				Teamwork	11	9%
				Total	119	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 (lookup in the GPA column; use points from the 10 column) 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.



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