

MGNT 4625: International Management

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Office Hrs: TU/TH 9:00-11:00 AM; 1:30-2:00 PM and by appointment

Textbook: International Business: Opportunities and Challenges in a Flattening World v. 2.0.10,
by Carpenter and Dunung. Electronic book from FlatWorld Knowledge available at:
<https://students.flatworldknowledge.com/course/2560078>

OVERVIEW

Prerequisite: MGNT 3600 or equivalent

Course Description and Objectives

This is a face-to-face course, meeting twice a week, with some of the course material available on Courseden. The course is intended to help students gain a better understanding of successful international management practices. The course's primary objective is to explore issues surrounding international management and global competitiveness. We will consider some important issues that should be accounted for in international management such as the nature of international competition, cultural differences across countries, and the influences of financial, environmental, socio-cultural, political, and economic forces on the practices of multinational enterprises.

Learning Objectives

1. Have a broad based knowledge of the economic, business, and trade environment in different countries / areas of the world and how they are linked. (BBA 4)
2. Be able to gather and analyze trade and business information about specific countries from various government and private sources, and to communicate this information effectively in oral presentations and in writing. (BBA 1)
3. Have some knowledge about how basic business concepts and theories in all the different functional areas of business can be interpreted and applied in terms of international business situations. (BBA 4, BBA 6)
4. Be able to analyze international business situations and to recognize how diversity, globalization, and multicultural considerations affect organizational environments and strategic plans. (BBA 5)

Expectations and Responsibilities of Students

Professional Value and Integrity

Students are expected to:

- Know and understand the UWG Honor Code
- Treat others with respect and fairness with an appreciation for cultural diversity
- Adopt a professional attitude in speech and actions

Classroom Conduct

It is expected, but not mandated, that you regularly attend class. All material discussed in class and posted on Courseden (lectures / text / handouts / videos) is subject to inclusion on quizzes/exams. Attendance is required for exams, quizzes, team or individual presentations, case studies, and guest speakers. When attending class, students are expected to:

- Arrive on time (I reserve the right to reduce your grade for habitual tardiness)
- Be prepared
- Ask questions and make comments on the material
- Be considerate of others
- Refrain from sleeping or chattering excessively
- Silence cell phones
- Complete assignments on time

Other Course Policies

- Indicate your section and full name on all assignments and presentations, even those submitted through email/Courseden.
- Email has become a popular communication mode, yet many emails are far too informal for business communication (i.e., unpunctuated, sloppily written, and using greetings such as 'Hey'). Because of this, all email correspondence must be of professional quality (see document posted in the START HERE folder of Courseden).
- It is the student's responsibility to access all content posted on Courseden and emailed to the student.
- Unforeseen changes in the syllabus and assignments will be announced in email.
- It is the student's responsibility to regularly check their email.
- Missing the first graded assignments is grounds for being dropped from the course.

COMMUNICATION EXPECTATION

University of West Georgia students are provided a MyUWG e-mail account. The University considers this account to be an official means of communication between the University and the student. It is the student's responsibility to check his or her email.

The Management Department believes in work-life balance for both faculty and students. Faculty will typically respond to student emails within 24 hours. Students should not expect a response during non-business hours, which includes nights, weekends, holidays, and school breaks.

OTHER

Student Rights and Responsibilities: Please carefully review the information at the following link:

http://www.westga.edu/assets/Dept/vpaa/Common_Language_for_Course_Syllabi.pdf

The document at this link contains important information pertaining to your rights and responsibilities in this class. Because these statements are updated as federal, state, university, and accreditation standards change, you should review the information each semester.

Credit Hour Policy (3 credit hours): For approximately fifteen weeks, students in this class will generally spend 150 minutes with direct faculty instruction (either face-to-face or online) and work about 360 minutes outside of the classroom each week. This out-of-class work may include, but is not limited to, readings, assignments, projects, group work, research, and test preparation.

CONCEALED CARRY STATEMENT

Beginning July 1, 2017, Georgia House Bill 280 permits properly licensed individuals in the State of Georgia to carry a handgun in a concealed manner on property owned or leased by public colleges and universities. However, it is the responsibility of the individual to understand and follow the guidelines set forth by the University System of Georgia. USG guidelines can be found at:

http://www.usg.edu/hb280/additional_information#

You may also visit our website for help with USG Guidance: <https://www.westga.edu/police/campus-carry.php>

TEXTBOOK DETAILS

Book Title: International Business: Opportunities and Challenges in a Flattening World, v2.0.10

Authors: Mason A. Carpenter and Sanjyot P. Dunung

EISBN: 978-1-4533-8463-3

Institution: University of West Georgia

Course Title: International Management

Course Number: MGNT 4625

Accessing the book at:

<https://students.flatworldknowledge.com/course/2560078>

Once there, click on "Read This Textbook Online", register for an account, then browse or search for the book

Products and costs

There are various products to support the learning experience: Black and White or Color printed books, Print it Yourself PDFs, Audio and eReader book formats as well as study aids and homework and quiz services.

Customer Support

M-F from 9AM to 5PM (EST); Chat: <http://www.flatworldknowledge.com/contact-us>; Phone: [877-257-9243](tel:877-257-9243)

COURSE SCHEDULE

The following schedule is subject to revisions. Assignment, reference material, and articles will be posted on Courseden or contained in the textbook. Please note that you (the student) are at the center of the learning process. Consequently, achieving positive learning outcomes are fully possible only when you are actively involved in and commit sufficient personal resources to the learning process.

Date	Day	Ch	Broad Topic	Assignments Due*
8/10	TH		Intro to Class	
8/15	TU	1	Intro to Intl Management	
8/17	TH	2	World Economies	
8/22	TU	3-4	Intl Trade / FDI / Trade Governance	HW1: Current Trade Environment
8/24	TH		Debate Introduction	
8/29	TU		Test 1 - The Current Environment	
8/31	TH	5-6	Intl Strategy	HW2: Zara Fashion
9/5	TU	6	Intl Expansion (non-ownership)	
9/7	TH	6	Intl Expansion (ownership)	HW3: Export Videos
9/12	TU	7-8	Global Sourcing & Distribution	
9/14	TH	9-10	Intl Monetary System / Foreign Exchange	
9/19	TU	11	Culture 1 - Hofstede	HW4: Interview a foreigner
9/21	TH	11	Culture 2 - Hall (Communication)	
9/26	TU	11	Culture 3 - Culture and Business	Courseden video: East vs. West
9/28	TH	11	Culture 4 - Ethics	Courseden video: How to combat modern slavery
10/3	TU		Test 2 - A Changing World: Adapting & Understanding	
10/5	TH		UWG Fall Break	
10/10	TU	12	Talent Mgnt 1	
10/12	TH	12	Talent Mgnt 2	Due: 1 page executive summary of your project (feedback in one week)
10/17	TU	12	Talent Mgnt 3	
10/19	TH		Talent Mgnt 4	
10/24	TU		Debate Team Day - no formal class	
10/26	TH		Debate Team Day - no formal class	
10/31	TU	14	Global Entrepreneurship	
11/2	TH	13	Global Innovation	
11/7	TU	13	Bottom of the Pyramid	
11/9	TH		Test 3 - Managing the Foreign Entity	
11/14	TU		Debate 1	
11/16	TH		Debate 2	
11/21	TU		Thanksgiving break	
11/23	TH		Thanksgiving break	
11/28	TU		Debate 3	
11/30	TH		Debate 4	

--- Dates in shade are mandatory attendance (penalty of 2% off final grade for absence) ---

*All assignments are due in Courseden dropbox by class start time on submission date

GRADES

Grade Composition	
Video summary	3%
Homework	
Trade environment	3%
Zara case	4%
Export videos	4%
Interview foreigner	6%
Debate project	20%
Exam 1	20%
Exam 2	20%
Exam 3	20%

Grade Scale	
A	90.0 – 100%
B	80.0 – 89.9%
C	70.0 – 79.9%
D	60.0 – 69.9%
F	0 – 59.9%

Assignment	Detail
Video Summary	During the semester, each student will view one assigned video and verbally summarize (1-2 min) its contents to the class. Assigned videos and verbal summary dates will be provided in class.
Homework	There will be four homework assignments due by class start time on the stated due date . Late submissions will not be accepted. Homework must be typed and must display the student's name at the top of the document. No handwritten submissions will receive credit. For assignment detail and grade weights, see below.
Debate Project	<p>I will separate the class into teams of about 4-5 persons. Two teams will be assigned the same current international topic but opposite points of view. Each team will present their points of view and then debate the topic. Deliverable: Debate overview (due 10/12). Debates (due 11/14-11/30) with PowerPoint /Prezi slides and a list of 5 questions for your rival team. Presentation and questions are due to me at class start time <u>electronically</u> (Courseden dropbox) <i>and</i> in <u>hard copy</u>. Assignment details are provided below in the syllabus.</p> <p><i>A note about teams:</i> <i>Each team member will perform a short evaluation of the other team members. These peer evaluations should reflect the contributions of each team member. Based on peer evaluations, appropriate adjustments to individual grades will be made where necessary. In some cases, these adjustments can be severe. BEWARE: If you receive an average grade of F from your peers, you automatically fail the course. I recommend you try to keep your team members happy by contributing your share to the group project.</i></p>
Exams	<p>Exams will normally contain multiple choice, short essay questions and the world map. Exams draw on everything we cover in the course, including presentations, slides, textbook, class discussions, videos, and guest speakers. <u>Additionally, students are responsible for content in the book and posted presentations regardless of whether the information is covered in class.</u></p> <p>Test Make-Up Policy: There will be no make-up for exams except for the reasons listed below. Unexcused absences from an exam will result in a zero score. An excused exam absence is defined by one of the following:</p> <ol style="list-style-type: none"> 1. University-sanctioned activity. Written, verifiable notification of the activity must be provided and validated by the instructor at least 72 hours prior to the scheduled exam. 2. Verified medical absence. A written and verifiable note must be presented to me no more than 72 hours after the exam. The note must say that you were physically unable to take the exam at the scheduled time due to the nature of your illness. 3. Other hardship cases provided that you have obtained the required approval of the university.
Extra Credit	To ensure accurate communication, I will reward anyone for identifying errors in the class documents (the ones I have created) at the rate of 2 pts per error on the next exam (max 6 pts per exam) for the first student to point out the error. If you notice an error in spelling, grammar, punctuation, or date (especially), please bring it to my attention. However, please note the "rule of three" below as I will be scrutinizing your documents with equal rigor.

The instructor reserves the right to modify the grade scale, graded items, and content of class as necessary.

QUALITY OF SUBMISSIONS

Success in business generally requires professionalism. Therefore, any assignment submitted for a grade must clearly display the student's name at the top of the page. Also, submissions should be accurate in terms of format, grammar, punctuation, and spelling. I use the "rule of three" when grading all assignments: if I find three or more errors, the assignment will receive a 0 grade and the student will not have the opportunity to correct and resubmit the assignment. Please carefully proofread all content prior to submitting it to me. Also, be aware of the following:

- Assignments should be typed. Use 12 point Times New Roman font, 1-inch margins, and single-space.
- Assignments should be professionally formatted.
- Submit all assignments to Courseden dropbox unless otherwise noted.
- Include your name on all submitted assignment, even those turned in electronically.
- Staple all multi-page assignments that are submitted in hard copy (i.e. PowerPoint slides for debate project).
- Late assignments will receive a grade of "0" unless appealed directly in advance. Do not expect positive appeals. Timeliness is one of the most important aspects of business.

HONOR CODE

At UWG, we believe that academic and personal integrity are based upon honesty, trust, fairness, respect, and responsibility. Students at West Georgia assume responsibility for upholding the honor code. UWG students pledge to refrain from engaging in acts that do not maintain academic and personal integrity. These include, but are not limited to, plagiarism, cheating, fabrication, aid of academic dishonesty, lying, bribery or threats, and stealing.

UWG maintains and monitors a confidential Academic Dishonesty Tracking System that collects and reports patterns of repeated student violations across all Colleges, the Ingram Library, and the School of Nursing. Each incidence of academic dishonesty is subject to review and consideration by the instructor, and is subject to a range of academic penalties.

Additionally, the student is responsible for safeguarding his/her computer account. The student's account and network connection are for his/her individual use. A computer account is to be used only by the person to whom it has been issued. The student is responsible for all actions originating through his/her account or network connection. Students must not impersonate others or misrepresent or conceal their identities in electronic messages and actions. For more information on the UWG Honor Code, see the Student Handbook.

Definitions:

- Plagiarism - "representing the words or ideas of another as one's own. Direct quotations must be indicated and ideas of another must be appropriately acknowledged"
- Cheating - "using or attempting to use unauthorized materials, information or study aids"
- Fabrication - "falsification or unauthorized invention of any information or citation"

Penalties for Breach of Academic Integrity

Each incidence of academic dishonesty is subject to review and consideration by the instructor, and is subject to a range of penalties from verbal warning to suspension/expulsion depending on the magnitude of the offense and/or number of offenses. The incident becomes part of the student's conduct record at UWG.

NOTE: Violations of the academic honesty policy may result in expulsion from the University.

Wolf Pact: The Wolf Pact is a commitment by the Richards College of Business family to honesty, integrity, professionalism, accountability for ethical behavior, and to respect for the rights, differences, and dignity of others. We are committed to a culture of academic integrity, where members adhere to our shared values in all academic and non-academic endeavors. We believe these values are essential to student development; whether personal, academic, or professional. Most importantly - establishing yourself as an honest person of integrity, who acts in a professional and ethical manner- will be as important as the academic skills you learn in the Richards College.

ACADEMIC SUPPORT

Accessibility Services: Students with a documented disability may work with UWG Accessibility Services to receive essential services specific to their disability. All entitlements to accommodations are based on documentation and USG Board of Regents standards. If a student needs course adaptations or accommodations because of a disability or chronic illness, or if he/she needs to make special arrangements in case the building must be evacuated, the student should notify his/her instructor in writing and provide a copy of his/her Student Accommodations Report (SAR), which is available only from Accessibility Services. Faculty cannot offer accommodations without timely receipt of the SAR; further, no retroactive accommodations will be given. For more information, please contact <https://www.westga.edu/accessibility/>.

Center for Academic Success: The [Center for Academic Success](#) provides services, programs, and opportunities to help all undergraduate students succeed academically. For more information, contact them: 678-839-6280 or cas@westga.edu

University Writing Center: The [University Writing Center](#) assists students with all areas of the writing process. For more information, contact them: 678-839-6513 or writing@westga.edu

ASSIGNMENTS DETAIL

Below are the assignments to be submitted this semester. Please read each assignments carefully and submit the requested content and format.

Video summary (Student-specific due dates to be announced in class)

During the semester, each student will view one assigned video and verbally summarize (1-2 min) its contents to the class. Assigned videos and verbal summary dates will be provided in class. Students will receive a web link to their assigned video and a specific date to provide their summary to the class. Missing the assigned verbal summary date will result in a grade of 0.

Homework 1 – Current trade environment (Due 8/22 at class start time, submit to Courseden dropbox))

Visit the following websites and add the information requested to the table. You may copy this table to a separate document and simply provide the answers, no explanation is required.

International Trade Administration (http://www.trade.gov/mas/ian/statereports/tg_ian_001955.asp)	
1. Georgia trade	
Total \$ value of Georgia goods exports in 2015	
Three largest export partner countries	
Three largest export categories	
Number of U.S. jobs supported by Georgia goods exports in 2015	
Number of companies that exported from Georgia in 2014	
Number of small and medium-sized businesses that exported goods in 2014	
2. U.S. trade	
Total \$ value of U.S. goods and services exports in 2015	
Number of U.S. jobs supported by U.S. exports in 2015	
Number of free trade agreements in force	
Number of countries included in these free trade agreements	
Top 3 free trade agreements (based on export \$ volume)	
Percent of Georgia exports that were shipped to countries in these free trade agreements	
3. Foreign firm impact in Georgia	
Number of Georgia workers employed by foreign firms	
Top three countries whose firms employ Georgia workers	
World Investment Report 2016 published by the United Nations Conference on Trade and Development. Read pages x-xiii. Additional tables of interest begin on p195. (http://unctad.org/en/pages/DIAE/World%20Investment%20Report/WIR-Series.aspx)	
4. Foreign direct investment	
2015 global FDI	
Percent increase of 2015 FDI over 2014	
2015 inward FDI to developed nations	
2015 outward FDI from developed nations	
2015 inward FDI to developing nations	
Per cent of countries restrict majority foreign ownership in at least one industry	
World Bank (http://data.worldbank.org/indicator/NY.GDP.MKTP.CD)	
5. GDP	
2015 world GDP	
2015 U.S. GDP	
2015 world GDP growth % over 2014	

Homework 2 - Zara fashion (Due 8/31 at class start time, submit to Courseden dropbox)

Read the Zara article below and answer the following questions:

1. How is Zara different from other clothing companies?
2. How has the local culture of Spain, and especially La Coruña, affected the firm?
Note: Think about the similarity in characteristics of the town and firm.
3. What broad factors of the general environment allowed Zara's business model to succeed?
Note: Think about how the broad environmental factors have affected Zara since its founding in 1975. For example, one factor (Political) has been that Spain, and Europe, have been relatively stable since 1975 which is great for business. Identify effects for at least five of the PESTEL factors; I think the Environmental factor may not be relevant for this exercise.
4. Identify and explain Zara's international strategy.
Note: see the PowerPoint or book for the three different international strategies.
5. Is Zara's business model sustainable?
6. Will Zara succeed in the U.S? Why? (Use the CAGE analysis for this)

Zara article:

http://www.nytimes.com/2012/11/11/magazine/how-zara-grew-into-the-worlds-largest-fashion-retailer.html?pagewanted=all&_r=0

Sample Zara commercial (a bit different than most fashion commercials)

https://www.youtube.com/watch?v=9VZBL_X8Z2U

Please note:

- Your name must appear at the top of the submitted document.
- The submission must be typed and formatted well (hand-written and mobile screen shots are not acceptable).
- Spelling, grammar, and punctuation must be accurate.
- Document should contain 12-point Times New Roman font, 1-inch margins, and single-space.
- Submit document to Courseden dropbox.

Homework 3 - Export Videos (Due 9/7 at class start time, submit to Courseden dropbox)

Visit the International Trade Association's website (<http://trade.gov/index.asp>). Watch the following videos and provide the information requested. This is a very rich site if you are interested in exporting. I encourage you to take advantage of the material beyond the required videos.

Video 1 - Exporting basics: The exporting process overview

Go to: <https://www.export.gov/article?id=Why-Companies-should-export> (Scroll down to find the video)

1. What are the 5 essential elements of the export process?

Video 2 - Exporting basics: Are you export ready?

<https://www.export.gov/article?id=Export-Plan-Development> (Scroll down to find the video)

2. What are the four steps to become export ready?

Video 3 - Exporting basics: My export plan

<https://www.export.gov/article?id=Sample-Export-Plan> (Scroll down to find the video)

3. What are the six steps to creating your export plan?

Please note:

- Your name must appear at the top of the submitted document.
- The submission must be typed and formatted well (hand-written and mobile screen shots are not acceptable).
- Spelling, grammar, and punctuation must be accurate.
- Document should contain 12-point Times New Roman font, 1-inch margins, and single-space.
- Submit document to Courseden dropbox.

Homework 4 – Interview a foreigner assignment (Due 9/19 at class start time, submit to Courseden dropbox)

Each student will interview an international student, faculty, or businessperson regarding his/her experience in the U.S. (foreign students should select someone to interview who is from a different country than their own). Focus specifically on expatriate issues such as cultural challenges, culture shock, methods to facilitate adjustment, and unexpected differences. You should also do some research on the interviewee's home country and culture and compare it to the U.S. when analyzing the results of your interview.

Length should be at least 1 page. **(Do not be less than one full page!)** Outline is as follows:

- First paragraph, 2-4 sentences of brief background info on the interviewee (i.e. nationality, hometown, age, international experience, time spent in U.S.).
- Then, about a paragraph or two describing the major differences between the interviewee's culture and our culture.
- Finally, for the bulk of the assignment, describe his/her experience in the U.S. Link your discussion to topics and theories covered in this course.
- On a separate page, not counted as part of your page limit, include a typed list of the questions you asked.

Format as 12 point Times New Roman font, 1-inch margins, and single-space. Submit the Word doc on Dropbox.

Please note:

- Your name must appear at the top of the submitted document.
- The submission must be typed and formatted well (hand-written and mobile screen shots are not acceptable).
- Spelling, grammar, and punctuation must be accurate.
- Document should contain 12-point Times New Roman font, 1-inch margins, and single-space.
- Submit document to Courseden dropbox.

Team Debate Overview (Due 10/12 at class start time, submit to Courseden dropbox)

Teams will submit a 1-page (12-point Times New Roman font, 1-inch margins, and single-space) overview of their debate projects to Courseden dropbox. The overview should briefly describe the debate topic, your position, and the preliminary arguments that you have identified. Most importantly, provide detail of the related class concepts that you intend to highlight in your presentation. Specifically, the overview should include the following at a minimum:

- Team member names (a collective team submission is preferred)
- Title of your topic (with your assigned position clearly stated)
- Paragraph structure (not bullet points)
- A one-paragraph brief description of your debate topic
- Brief description of three arguments (one-paragraph each) that have identified so far
- One paragraph describing related class concepts that you intend to highlight in your presentation

Team Debate Project (Due on your respective presentation day (11/14-11/30) at class start time, submit in both hard copy and to Courseden dropbox)

The class will be separated into teams of about 4-5 students. Two teams will be assigned a similar current international topic but with opposite points of view. Each team will formally present (>9 min but <10 min) their points of view followed by a debate between teams. Presentation content and style is completely at the discretion of the teams with one exception: you must include generous use of class terms and concepts. Presentations lacking class terms and concepts will not receive a grade higher than a C. I encourage you to be as detailed as possible and support your position the best you can. Team membership, debate topic, and debate date will be determined on the first day of class, August 24.

Deliverables

Debate Overview - Teams will submit a one-page, single-space debate overview on **10/12** (see detail above).

Debates - Will take place 11/14-11/30. Teams will submit their final project to me **both** through **dropbox** and in **hard copy** by class start time of their presentation day at the latest. Content should include:

- A PowerPoint or Prezi presentation (STAPLED!). Six slides to a page is fine.
- A Word document listing five questions that your team thinks would challenge your debate competitor

Presentation

Each team will formally present (>9 min but <10 min) their points of view on the assigned topic. Each member of the team must take part in the presentation. Students should be dressed in business casual attire. A sample debate presentation and PowerPoint tips are posted on Courseden.

Presentation Guidelines – PLEASE TAKE NOTE OF THESE

- PowerPoint or Prezi slides should look professional.
- Title slide should include your debate position (for or against the topic), names of all team members, and date.
- Each slide should display that slide creator's name in the bottom right corner.
- Last slide of your presentation should list your references.
- The 'rule of three' as stated in the course syllabus applies to your final project. Make it professional and save time to proofread it.
- Submit only one version of your project to me. Do not submit one and then submit another with changes.

Debate

After both teams have given their presentations, teams will have a five-minute intermission to regroup privately before the debate. When teams return to the classroom, the debate will follow the following format:

Round 1

- Team A (having presented first) will get to pose the first question to Team B.
- Team B will huddle, discuss if desired, and then verbally make a response.
- If they desire, Team A can huddle and then make a final comment on the topic.

Round 2

- Team B will then pose a question to Team A.
- Team A will huddle, discuss if desired, and then verbally make a response.
- If they desire, Team B can huddle and then make a final comment on the topic.

The number of question rounds will be at my discretion.

After the above rounds are complete, I and the students in the audience will have a chance to pose questions to the teams based on the following format:

- Questions can be directed to one or both teams. In either case, both teams will have a chance to comment.
- Teams can huddle, if desired, and then answer the question.
- Once the question is posed, the audience member's participation is complete. The audience member cannot pose any immediate follow-up questions or comments to the groups.

A note about teams

Each team member will perform a short evaluation of the other team members. These peer evaluations should reflect the contributions of each team member. Based on peer evaluations, appropriate adjustments to individual grades will be made where necessary. In some cases, these adjustments can be severe. I recommend you try to keep your team members happy by contributing your share to the group project. Remember, because your effort on this project affects the grades of your peers, if you receive an average evaluation of F from your peers, you automatically fail the course.

Grading

In setting grades for the debate, I first set a team grade, and then adjust for individual factors.

Team grade based on:

PowerPoint/Prezi

- Use of International Management terms and concepts
- Spelling, grammar, punctuation
- Visually professional
- Quality of your arguments in favor of your position
- Supporting information (statistics, examples)
- Member names and date on title slide
- Slide creator's name at bottom right of each slide
- References on last slide

Presentation delivery

- Appearance of having rehearsed the presentation
- Flow
- Smooth transition between speakers
- Adherence to time requirements

Debate questions

- Relevance of questions submitted

Class evaluations (may or may not affect grades)

- Stated winners
- Students converted to your point of view

Individual grade adjustment based on:

- My observations
- Student's topic knowledge
- Student's presentation skills
 - Enthusiasm
 - Speaks knowledgeably
 - Confidence, strong voice
 - Command of the audience
- Student's participation in the debate
- Accuracy of statements
- Format, grammar, punctuation, and spelling of the individual's slides
- Peer evaluations