



BUS305
Global Business, Society and
Environment

Semester 2, 2010

Business Department

**MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT OUTLINE**

Year and Semester:	Semester 2, 2010
Unit convenor:	Assoc. Professor Stephen Chen
Prerequisites:	BUS301

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

ABOUT THIS UNIT

- Unit description and credit points

As clearly highlighted by recent corporate financial reporting scandals, the global climate change debate and global terrorist attacks, it is becoming increasingly important for businesses to consider social and environmental risks and responsibilities as well as economic risks and responsibilities, particularly businesses that operate internationally.

This course systematically examines the political, regulatory, societal, and environmental risk factors that shape the business environment in which multinational managers must navigate. Students will learn how to analyze and proactively manage the non-market forces that multinational managers encounter such as political, regulatory, social, and environmental forces and the impact of multinational business operations on the societies and environments in which they operate. This unit is worth 3 Credit points.

- Unit rationale

By discussing readings on the topics, students will gain a better understanding of the relationships between international business, society and environments and by examining cases of real firms and taking part in a group project on a real company, students will learn to apply a range of tools and frameworks for analyzing the social and environmental issues facing businesses competing internationally.

TEACHING STAFF

- Convenor: Assoc. Professor Stephen Chen
Contact details: Room 639, Building E4A, tel. 9850 8459, email Stephen.chen@mq.edu.au
- Tutor: Edward Tello
Contact details: email edward.tello@mq.edu.au

CONSULTATION TIMES

You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct any consultations by email. You may, however, phone staff during their consultation hours. Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

Consultation times for Stephen Chen: 10am-12pm on Mondays, other times by appointment.

Consultation times for tutors: Before or following each class or by appointment.

CLASSES

- Number and length of classes: 1 x 1 hour lecture, 1 x 1 hour group activity and 1 x 1 hour tutorial
- The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>
- Please note that owing to the integral nature of the group work and limited capacity of the rooms it is not possible to switch between classes
- Students are required to attend all sessions unless excused. Attendance will be recorded and an attendance record of less than 80% may result in a deduction of marks for the course.

PRIZES

- A prize will be awarded for the student with the best final mark for the unit: http://www.businessandconomics.mq.edu.au/undergraduate_degrees/prizes_scholarships

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

- Prescribed text:
 - Specially selected readings for the course will be available for purchase online from Cengage. Please check Blackboard for details.
- Recommended texts:
 - GLOBAL, 1st Edition by Mike Peng (ISBN: 9780324560701)
 - Business and Society: A Strategic Approach to Social Responsibility, 4th Edition by Debbie M. Thorne, O. C. Ferrell & Linda Ferrell (ISBN: 9781439042311)
 - Comparative Politics: Structures and Choices, 1st Edition by Lowell Barrington (ISBN: 9780618493197)
 - Terrorism and Homeland Security: An Introduction, 6th Edition by Jonathan R. White (ISBN: 9780534624484)
 - Environmental Economics and Management: Theory, Policy and Applications, 5th Edition by Scott J. Callan & Janet M. Thomas (ISBN:9781439080634)

TECHNOLOGY USED AND REQUIRED

- The course will require students to access databases in the Library and on the Internet
- The computer lab has been booked for the practical session.
- Alternatively Internet access will be available via a wireless network if students wish to use their own laptop computer.
- All students will also be required to use Excel in the course. Any students who are not familiar with the course should inform the course convenor.

UNIT WEB PAGE

- The web page for this unit can be found at learn.mq.edu.au

LEARNING OBJECTIVES AND OUTCOMES

- The learning objectives of this unit are to introduce students to the critical economic, social and environmental issues facing international businesses today; the tools and techniques used to analyse such issues in businesses and the strategies and policies adopted by managers to deal with such issues and how to integrate such issues in business decision-making.
- The learning outcomes of this unit are that students will gain a greater awareness of the key economic, social and environmental strategic issues that face international

businesses and how they are related, be able to identify them in specific cases, apply relevant tools and techniques to analyse the problem, draw appropriate conclusions and, if required, make suggestions for improvement.

- In addition students will develop generic skills in critical analysis, problem-solving, creative thinking, communication and interpersonal relations.

GRADUATE CAPABILITIES

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop the capabilities the University's graduates will need to develop to address the challenges, and to be effective, engaged participants in their world.

This unit contributes to this by developing the following graduate capabilities:

Critical, Analytical and Integrative Thinking
Problem Solving and Research Capability
Creative and Innovative
Effective Communication
Capable of Professional and Personal Judgement and Initiative
Commitment to Continuous Learning

TEACHING AND LEARNING STRATEGY

- The teaching methods in this course will comprise a mix of lectures, tutorials and a group project.
- Lectures: The aim of the lectures is to provide an overview of the key points and to clarify the assigned readings. **Please note that in order to pass it will not be sufficient to merely attend class and memorise the lecture notes.** They are not a substitute for reading of the textbook and participating in the tutorials and the group project. In the examination, it will be assumed that all students will have read the assigned readings.
- Tutorials: These sessions are meant to complement the lectures and allow students to practise applying the theories and concepts covered in the lectures to a real case. The tutorial will take the form of a seminar in which students present their views of the case study under the leadership of the tutor. Some guidelines for class discussion are listed in [appendix 2](#). Further information on case preparation and organisation of the

sessions may be provided by the tutor. Students are expected to prepare all the cases and to participate fully in discussions, even if not submitting a written assignment that week.

- Group project: The third component of teaching in the course is a group project in which students will work in a group to examine the social and environmental relationships of a global business. This is a practical exercise, the aim of which is to show students what it is like to conduct a strategic analysis of social and environmental issues for a real industry and company.
- An outline of the lecture topics, required readings and case studies for each week is provided in [appendix 1](#).

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

	Assessment Task 1	Assessment Task 2	Assessment Task 3
Title/Name	Case studies	Group report and presentation	Final examination
Description	500 words	4,000-5,000 words	
Due date	Week beginning 16/8/2010	Week beginning 30/8/2010	Examination period
% Weighting	25% (5% per case)	35% (20% written report, 10% presentation, 5% peer assessment)	40%
Grading method	Refer to appendix 2 and 3	Refer to appendix 2 ,3 and 4	Refer to appendix 3
Submission method	Report to be submitted via Turnitin by midnight prior to class	Report to be submitted via Turnitin by midnight prior to class	
Feedback (<i>type, method, date</i>)	Written feedback to be provided the following week	Written feedback to be provided within two weeks	
Estimated student workload (hours)	3.75 hours (45 minutes each for 5 cases)	12 hours data collection and analysis in class plus 2 hours outside class preparing report	3 hours
Learning outcomes assessed			
<i>Collecting information and data</i>		X	
<i>Evaluation of data and information validity and reliability</i>	X	X	X
<i>Analysis of data</i>	X	X	X
<i>Relating data to management theory</i>	X	X	X

	Assessment Task 1	Assessment Task 2	Assessment Task 3
<i>Drawing appropriate conclusions</i>	X	X	X
<i>Proposing practical solutions</i>	X	X	X
Graduate capabilities assessed			
<i>Critical, Analytical and Integrative Thinking</i>	X	X	X
<i>Problem Solving and Research Capability</i>	X	X	X
<i>Creative and Innovative</i>	X	X	X
<i>Effective Communication</i>	X	X	X
<i>Capable of Professional and Personal Judgement and Initiative</i>	X	X	X

Case studies (25% of total course mark)

Commencing in week 3 students will be required to submit a written analysis of at least 5 out of 8 assessed case studies in answer to questions on the case (posted on Blackboard). It is not required, but if students so wish they can submit more than 5 written case analyses, in which case the top 5 marks will be counted towards the course mark.

The maximum word limit for each assignment is 500 words. A penalty of 1% of the total available assignment marks will be deducted for every percent that the assignment exceeds the word limit e.g. 10% if the assignment exceeds the limit by 50 words. Assignments that greatly exceed the word limit will not be marked. Bullet points can be used to reduce the number of words, if so desired. Due dates for each case study are shown in the course schedule at the end of this outline. Students are required to check assignments for plagiarism and submit all assignments using Turnitin. The deadline for all case study assignments is 23:59 hours on the day before class. A link to Turnitin and instructions on how to submit an assignment to Turnitin are provided on Blackboard. A hardcopy of the assignment should also be handed in to the convenor at the beginning of the case study session together with the plagiarism report provided by Turnitin.

The case studies aim to forge the link between theories and concepts discussed in the textbook and lectures and application to real life cases. Some advice on preparing the case study assignments and discussions is given in appendix 2 of this outline. Feedback will be provided in the form of written comments on the assignment in the following week. Any queries regarding comments should be made to the convenor in charge of the case study session. Each case study will be worth 5% of the total course mark.

Group Project (35% of total course mark)

Students will work in groups consisting of 4-5 members on a group project. This will be assessed as follows:

- Group Report (20%)
- Presentation (10%)
- Individual contribution to group project (5%)

Each group is required to prepare a 5,000 word report and a 10 minute presentation in week 15. Students will be asked to take on the role of a consultancy team which has been asked to prepare a report for a real company on:

- "The global economic, political, social and environmental opportunities and risks facing the company in the next 10 years" OR
- "How the company can 'do good while doing well'".

Reports and presentations will be assessed as if they are submissions to a client in real life. Criteria for assessing assignments are shown in appendix 3.

Students will be assessed on their understanding of the international business policy issues; care, originality and initiative in the collection, analysis and interpretation of data; and strength of the arguments supporting the conclusions and recommendations. While advice will be available, students are expected to show a high degree of initiative and independent thinking in the project. **This is not a teacher-led class exercise in which there is a right or wrong answer to every question and neatly prepared data on every issue, just as is the case in real life business policy analysis. The purpose is to learn how to deal with such ambiguous business issues and practical problems such as locating relevant information and interpreting conflicting or missing data.**

In addition, each student will be assessed by other members of the group. Peer assessment criteria are shown in appendix 4.

Final Examination (40% of total course mark)

Date: Examination Period
Length: 3 hours

The final examination will consist of a short case and two essay questions to test knowledge and understanding of theories and concepts covered in the course. The examination will be a closed book examination.

N.B. REQUIREMENTS TO PASS THE COURSE

In order to pass the course a minimum of 35% is required in each of the above components (case study assignments, group work and examination) as well as a minimum of 50% overall.

ATTENDANCE POLICY

- **Students are expected to attend all sessions unless excused.** Attendance will be recorded and an attendance record of less than 80% may result in a deduction of marks for the course.
- **It is expected that all group members will contribute equally to group assignments and presentations.** Marks may be deducted for failure to participate fully in group work.

REFERENCING

- Where outside sources of information have been used, full references should be provided in the assignment, including date, volume, page numbers of any journal articles, books or book chapters and URLs of any websites e.g.
 - Book:
 - Chen, S. (2004), *Strategic Management of E-Business 2e*, John Wiley & Sons: Chichester, UK
 - Journal article:
 - Chen, S., Geluykens, R. and Choi, C.J. (2006), 'The importance of language in global teams: a linguistic perspective', *Management International Review*, 46 (6), 1-17.
 - Book chapter:
 - Chen, S. (2007), 'Testing the Internationalization-Performance Relationship in Asian Service Firms', In *Research on Global Strategic Management: Regional Aspects of Multinationality and Performance*, Rugman, A. (ed.), Amsterdam: Elsevier, pp. 337-358.
 - Conference proceedings:
 - Chen, S. (2007), 'The Benefits (or Not) of Clusters: Evidence from the United Kingdom', *Frontiers of Entrepreneurship Research 2007*, Babson College
 - Online articles:
 - Chen, S. and Bouvain, P. (2008). 'Is Corporate Responsibility Converging? A Comparison of Corporate Responsibility Reporting in the USA, UK, Australia, and Germany', downloaded from *Journal of Business Ethics* website at <http://www.springerlink.com>

LATE SUBMISSION POLICIES

- Late case study assignments will only be marked where an extension has been granted. A penalty of 20% of the assignment mark (i.e. 2 marks if the assignment is marked out of 10) will be deducted for each day that the assignment is late, unless there are extraordinary circumstances such as documented illness or other unavoidable disruptions. In such event an 'Advice of Absence or Other Circumstances' form should be completed and submitted as soon as is practicable and in any case by the last day of class at the latest. The form may be obtained from the BESS office or downloaded from the Admin Central website:
http://www.businessandconomics.mq.edu.au/current/undergraduate/admin_central/absences. *(Please note that work or family commitments will not normally be acceptable excuses. The circumstances must be extraordinary and something that could not have been reasonably predicted or avoided. Conditions are explained on the Admin Central website.)*
- Work that is submitted late without prior written permission and without a completed advice of absence form will not be marked. Students are advised to keep a copy of all permissions given in event of dispute.
- The date and time recorded by Turnitin shall be used for the purposes of determining late submission penalties. As there are sometimes delays with the system you are advised to submit early to avoid penalties.

FINAL EXAMINATION

- A 3 hour final examination for this unit will be held during the University Examination period.

The University Examination period in Second Half Year 2010 is from 17/11/2010 to 3/12/2010.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations.

<http://www.timetables.mq.edu.au/exam>

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. The University's policy on special consideration process is available at

http://www.mq.edu.au/policy/docs/special_consideration/policy.html

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. (Individual Faculties may wish to signal when the Faculties' Supplementary Exams are normally scheduled.)

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at:

<http://www.mq.edu.au/policy/docs/examination/policy.htm>

ACADEMIC HONESTY

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at

http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

UNIVERSITY POLICY ON GRADE DISTRIBUTION

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG). On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results. It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit. The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark. For an explanation of the policy see:

<http://senate.mq.edu.au/rules/Guidelines2003.doc> or
<http://senate.mq.edu.au/rules/detailedguidelines.doc>.

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandconomics.mq.edu.au/for/new_and_current_students/undergraduate/admin_central/grade_appeals.

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who

experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at:

http://www.mq.edu.au/policy/docs/special_consideration/procedure.html

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au>.

[Individual Unit Convenors may wish to add Unit/ Faculty specific support eg BESS, Room, PAL, E4B Consultation Room.]

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorised coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when utilising University IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

Appendix 1. Course Timetable†

Week	Date	Lecture topic and reading	Case Studies	Group project
1	2/8/2010	INSTITUTIONAL THEORY Reading; Peng Chapter 2 'Understanding Politics, Laws and Economics'	Impacts of Economic Reforms in China*	Introduction to project
2	9/8/2010	Group work	Group work	Group work
3	16/8/2010	POLITICS, TERRORISM AND OTHER RISKS Reading: Barrington Chapter 6 'Political Systems and Their Rules'; White Chapter 1 'Terrorism Defined' [Optional reading: White Chapter 12 'Africa, Asia and the Pacific Rim']	Bali Bombing*	Group work
4	23/8/2010	INTERNATIONAL ETHICS & CORRUPTION Reading: Thorne Chapter 5 'Business Ethics and Ethical Decision-making'	Rio Tinto in China*	Group work
5	30/8/2010	INTERNATIONAL CORPORATE GOVERNANCE Reading: Thorne Chapter 3 'Corporate Governance'	Global Economic Crisis: Impact on International Business (in reading pack)	Group work
6	6/9/2010	CORPORATE SOCIAL RESPONSIBILITY OF MNES Reading: Thorne Chapter 12 'Social Responsibility in a Global Environment'	Indian Clothing Industry*	Group work
7	13/9/2010	INTERNATIONAL ORGANISATIONS Reading: Peng Chapter 8 'Capitalizing on Global and Regional Integration' [Optional Reading: Chapter 3 'Organisation and Financing of Terrorism']	Blood Diamonds*	Group work
8	20/9/2010	BREAK		
9	27/9/2010	BREAK		
10	4/10/2010	PUBLIC HOLIDAY		
11	11/10/2010	ENVIRONMENTAL RESPONSIBILITY Readings: Callan Chapter 13 'Global Air Quality' [Optional reading: Callan 20 'Sustainable Development: Environmental Agreements and International Trade']	Global Emissions Trading Scheme*	Group work
12	18/10/2010	SUSTAINABLE APPROACHES Reading: Callan 21 'Sustainable Approaches: Industrial Ecology and Pollution Prevention'	Fuji Xerox*	Group work
13	25/10/2010	COMMUNITY RELATIONS	Yarrow Water*	Group work

		Reading: Thorne Chapter 9 'Community Relations'		
14	1/11/2010	LEADING ORGANISATIONAL CHANGE Reading to be posted on Blackboard	Westpac*	Group work
15	8/11/2010	Final group report and presentations		

† Order of topics and cases subject to change

* Case studies on Blackboard

APPENDIX 2. ADVICE FOR CASE ANALYSIS AND DISCUSSION

In your case analyses, you should refrain from simply summarising the case or repackaging the information already provided in the case. Instead you should try and propose alternative managerial views and action plans, and discuss the relevance and appropriateness of the frameworks proposed in the readings and lectures, making use of the information provided in the case. Marks will be awarded for evidence of thinking about the case, not merely repeating what is stated in the case study.

"Dos" for Case Discussions

- Keep an open mind
- Relate outside experience
- Be provocative and constructive
- Do listen to other people
- Do be brief
- **Please turn off your mobile phones while you are in class and unless it is absolutely essential, please refrain from leaving the class in the middle of a discussion.**

"Don'ts" for Case Discussions

- Do not make sudden topic changes; recognise the flow of discussion
- Do not repeat yourself and others
- Do not "cut" others to "score points"
- Do not hog the discussion

APPENDIX 3. ASSIGNMENT EVALUATION CRITERIA

These criteria are a general guide as to the standard expected at the various levels. It will not necessarily be the case that all these criteria will be met at a particular standard, as there may be a superior performance on one of the criteria and not so satisfactory performance on another.

High Distinction Standard (85-100%)

- The answer is very well written and clearly expressed.
- There is a demonstrated appreciation and understanding of the issues involved.
- The answer is well structured and logically organised.
- There is evidence of a comprehensive analysis of the issues.
- Conclusions are backed by well-reasoned arguments demonstrating a detailed insight and analysis of issues.
- Comprehensive coverage of all relevant issues.
- References are made to the appropriate theories and frameworks for particular issues.
- Issues are analysed and interpreted correctly.
- Theories and frameworks are applied to the particular fact situation in a competent manner.
- There may be consideration of issues not raised in the course

Distinction Standard (75-84%)

- The answer is very well written and expressed.
- The answer is structured and logical.
- The issues have been reasonably well identified and appreciated.
- There is correct use of referencing.
- Issues have been analysed.
- Reference is made to all appropriate theories and frameworks, although the analysis and interpretation is not as detailed and reasoned as for the high distinction standard.
- There is a comprehensive coverage of the issues.
- Occasional errors of reasoning may still be present.

Credit Standard (65-74%)

- The answer is generally well written and expressed.
- The answer is structured and sequential.
- Issues are identified and addressed.
- There has been an attempt to analyse some of the issues.
- The coverage of issues is reasonably comprehensive often with a good treatment and analysis of particular points.
- Errors of theoretical application and incorrect reasoning may sometimes be present.
- Depth of treatment is often lacking in some of the issues.

Pass Standard (50-64%)

- The answer is able to be followed and understood.
- The answer could perhaps be better organised and structured.
- Issues may need to be identified and addressed in more depth.
- Analysis when present may be incorrect.
- Some familiarity with relevant theories and its application is demonstrated.
- Sometimes the conclusions reached are simple.
- There may be several errors of theoretical application or data interpretation
- There may be significant quantities of material of marginal relevance included in the answer.

Pass Conceded (45-49%)

- The answer fails in several of the criteria required for a clear Pass but shows some aspects that merit a mark higher than a Fail grade such as
 - Limited discussion of relevant issues
 - Some attempt to make use of available data
 - Some attempt to apply theories and concepts from the course

Fail Standard (< 45%)

- The answer may be significantly short of the required length.
- The written expression is poor and difficult to understand.
- The answer is poorly organised.
- There has been a failure to identify and address the issues in the question.
- There is a lack of familiarity with relevant theories and their appropriate application.
- The reasoning and application demonstrated is poor.
- Frequently there is much irrelevant material.

APPENDI X 4. PEER EVALUATION OF PERFORMANCE IN GROUP WORK

1. Attendance at team meetings (6 points)

- Habitually absent
- Missed close to 50% of our meetings
- Missed about 20-30% of our meetings
- Missed about 10-20% of our meetings
- Very dependable; missed only one or two meetings
- Always present

2. Promptness (6 points)

- Habitually late
- Late to about 50% of our meetings
- Late to about 20-30% of our meeting
- Late to about 10-20% of our meeting

- Late to only one or two meetings
- Never kept team members waiting

3. Calibre of preparation for meetings (6 points)

- Always behind rest of the team
- Marginal; usually had to catch up during meeting
- Adequate; about as well prepared as others
- Good; somewhat better prepared than others
- Excellent; usually well prepared
- Exceptional; generally best prepared of all team members

4. Understanding of industry and companies; skills in interpreting and analyzing the data (12 points)

- Quite weak
- Marginal; sub-par
- Adequate
- Good
- Excellent; very impressive
- Exceptional; strongest of all team members

5. Skills in diagnosing problems and issues (12 points)

- Quite weak
- Marginal; sub-par
- Adequate
- Good
- Excellent; very impressive
- Exceptional; strongest of all team members

6. Enthusiasm and commitment (6 points)

- Almost none
- Inadequate
- Adequate; acceptable
- Good enthusiasm and commitment
- Very enthusiastic and committed
- Exceptional; strongest of all team members

7. Teamwork and cooperativeness (6 points)

- Quite weak; gave team many problems
- Marginal; prone to make decisions without telling anyone
- Adequate

- Good
- Excellent; very impressive
- Exceptional; strongest of all team members

8. Exercise of leadership within the group (6 points)

- Had little to say and little to offer
- Ineffective; had a hard time winning support for ideas
- Adequate ability to present views and make a case for proposed actions
- Good ability to present views and make a case for proposed actions
- Effective and persuasive in convincing others to go along with proposed actions
- Exceptional; the clear leader on our team

9. Carried a fair share of the overall workload (6 points)

- Far less than a fair share
- Slightly below a fair share
- Roughly a fair share
- Slightly above a fair share
- Well above a fair share
- Far beyond what any other team member did

10. Overall Evaluation (10 points)

- Below 50 I would like to have fired this person
- 50-59 Very weak (I would definitely not want to be teamed with this person again)
- 60-64 Marginal; sub-par
- 65-69 Slightly below-average
- 70-74 Average
- 75-79 Slightly above-average
- 80-84 Good
- 85-89 Very good
- 90-95 Excellent; very impressive
- 96-100 Exceptional; strongest of all team members