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# COURSE OUTLINE

### MBA 523

### International Marketing

### Spring 2013

**(Section: S13N72)**

|  |  |
| --- | --- |
| **Professor/Instructor:** | Duane Weaver |
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| **Email:** | Duane.Weaver@viu.ca (best method of contact) |
| **Office Hours** | Monday & Thursday 13:30 – 14:30 and Tuesday 15:00-16:00 or by appointment |
| **Course website**  **Classroom** | http://web.viu.ca/weaverd/mba523  8:30-10:30, B255/R150 (Mondays) |
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MBA Program

Faculty of Management

MBA 523

INTERNATIONAL MARKETING

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##### The Purpose of this Course Outline

The purpose of this course outline is to provide you with information about lecture/seminar details, assignment details, contact details for teaching staff and information about learning resources. The aim is to provide sufficient information to enable you to study effectively. One of the functions of this course outline is to help you plan your workload by giving you sufficient information at the start of your studies.

It is important to realise that the course outline is just one mechanism to help you with your studies and that you need to utilize the full range of support that is available at Vancouver Island University. You need to read the Student Handbook as well.

Your main lines of support are as follows:

* Course Professor/Instructor
* Marketing Chair
* Director, MBA Programs
* Dean, Faculty of Management

##### What is a Learning Outcome?

You will note below that this course outline specifies “learning outcomes” for the course. A learning outcome characterizes what it is that you are expected to have learned at the end of the course, if you have successfully completed it. Learning outcomes are specified in terms of what knowledge/understanding and skills you will have acquired. This will then tell you beforehand what the course aims to teach you and what it is that you need to learn in order to succeed.

It is import to realize that the assignments for this course are designed to test your achievement of the stated learning outcomes.

##### Course Description

This course is designed to provide students with an understanding of the broad differences between domestic and international marketing. It looks at the international perspectives of the elements of the marketing mix and the external environments including economic, cultural, political, legal and other influences that affect international marketing decisions. Entry strategies are considered as are the organizational choices involved in cross-border marketing. This course will enable students to explore the nature of marketing management decisions in an international context.

###### Course Objective

To provide students with a knowledge and understanding of:

* the broad difference between domestic and international marketing;
* the ways of organizing for international marketing activities; and
* the nature of the decisions involved in international marketing actions and negotiations.

###### Learning Outcomes

(Where: I=Introduced, D=Developed, A=Assessed)

Knowledge and Understanding

*Successful students will have a knowledge and understanding of:*

* a broad range of principles, ideologies and fundamentals in the context of international and global marketing. This also includes changes in international marketing environments and their consequences affecting international marketing decisions (IDA)
* the analytical approaches to assessing international marketing strategy, planning and decision-making issues based on the marketing mix elements (IDA)

Skills and Objectives

*Successful students will be able to (skills and attributes):*

* identify the differences between domestic and international markets in the global market environment through the use of international marketing fundamentals;
* able to explain and understand the impacts of global market environmental factors such as economic, cultural, political, legal and regulatory issues on international market strategies and decision-making. This also includes an understanding of regional market characteristics and preferential trade agreements;
* investigate different global market scenarios and events based on marketing mix element strategies (product, price, promotion, and distribution) and to solve problems in accordance with international marketing concepts;
* develop critical thinking and decision-making skills in the context of global market analysis by using appropriate data source selection and how to digest, analyze, interpret and present the results in a professional way;
* apply marketing strategies and models to international marketing situations and explain how these applications differ from domestic application;
* analyze and assess marketing strategy and management issues that are most relevant to the expanded global operations of multinational corporations;
* able to develop interpersonal communication skills and to appreciate effective team management in multicultural environments;
* demonstrate proficiency in academic communication skills including report writing, structuring, formatting and referencing in a correct manner;
* Be aware of the professional value and knowledge in global market practices including ethics, standards, and consequences.

###### Reading Lists

**Required Textbook:**

Cateora, P.R., Gilly, M.C. and Graham, J.L. (2011), *International Marketing*. 16th edition, USA: McGraw-Hill Higher Irwin.

**Other Publications and Sources of Information:**

Cateora, P.R., Gilly, M.C. , Graham, J.L. and N. Papadopoulos (2011), International Marketing. 3rd Canadian Edition, USA: McGraw-Hill Higher Irwin

Arnold, D. (2004), *The Mirage of Global Markets:* *How Globalizing Companies Can Succeed As Markets Localize*, New Jersey: Prentice Hall

Cateora, P. R., Graham, J.L. and Bruning E.R. (2006), *International Marketing*, Canadian edition, Toronto: McGraw-Hill Ryerson.

Czinkota, M.R. and Ronkainen, I.A. (2008), *International Marketing*, 9th edition, USA: South-Western Cengage Learning.

Czinkota, M.R., Ronkainen, I.A., Farrell C. and McTavish, R. (2009), *Global Marketing: Foreign Entry, Market Development & Strategy Implementation*, 1st, Canadian edition, USA: Nelson Education.

Hollensen, S. (2007), *Global Marketing: A Decision-Oriented Approach*, 4th edition, UK: Pearson Education.

Insearch, University of Technology, Sydney and Paproski, Darren (2010) International Marketing Plan Guide, unpublished manuscript.

Johansson, J. K. (2009), *Global Marketing: Foreign Entry, Local Marketing and Global Management*, 5th edition, Boston: McGraw-Hill Higher Education.

Keegan, W. J. and Green, M.C. (2008), *Global Marketing*, 5th edition, New Jersey: Pearson Prentice Hall.

Usunier, J. and Lee, J.A. (2005), *Marketing Across Cultures*, 4th edition, Essex, UK: Pearson Education.

In addition to the above, a variety of international marketing plan samples are available via the course Moodle website.

In order to find practical examples to help develop strategies and ideas for the group project and case study, students should also pay regular attention to additional sources, such as *Canadian Business*, *Business Week*, *Fortune*, *Forbes, Harvard Business Review, and* international trade and marketing journals. Additional research reports can be found using library databases such as GMID and Euromonitor.

Course Structure

* Weekly 3-hour classes include lecture/seminar discussion about chapter and international marketing plan content, student presentations, and seminar case analyses.
* This course requires the completion of reading before each session (see *Schedule of Activities, Topics, Assignments and Reading*, on the following pages).

Grading Scheme

|  |  |  |  |
| --- | --- | --- | --- |
| **Grade** | **Level** | **Numeric Value** | **Description** |
| A+ A A- | 90-100 85-89  80-84  Distinction 3.67 or higher | 4.33 4.00 3.67 | First Class: Work of an excellent standard. |
| B+ B B- | 76-79 72-75  68-71 | 3.33 3.00 2.67 | Second Class: Work of a very good standard. |
| C+ C C- | 64-67 60-63  55-59 | 2.33 2 1.67 | Pass: Work of a satisfactory standard. |
| D | Referred Pass | 1 | Reserved for referrals only. |
| F | Failure to meet the minimum pass criteria | 0 | Eligible for referral. |

###### Method of Evaluation

Instrument & Weighting

1. Team case presentation – 20%
2. Culture Assignment – 10%
3. Student Lead Presentation Seminar Discussion – 10%
4. Midterm Case Exam (individual) – 30%
5. International Marketing Plan (IMP) (peer evaluations applied) – 30%

**NB: For exam and assignment dates please refer to the attached course outline:**

1. **Case Study Analysis (teams of five)**

You will be assigned to a Case Discussion TEAM. This team is intentionally **different from** your Project team! Your team will be assigned one case from your textbook. Your team will prepare an informal interactive presentation designed to highlight key aspects of the case. You may solicit responses to case questions from the audience and then discuss your team’s analysis. Recommendations based on analysis and theoretical concepts learned should be provided where applicable.

1. **Culture Assignment (case teams of five)**

Having reviewed Chapters 9-11, your case study team will conduct an analysis of one of the regions discussed in one of the chapters. In addition to providing a general overview of the cultural characteristics of that region, you will select two-three countries within the region and provide a comparative contrast identifying unique barriers to entry associated with marketing a product into each country describing all parameters to consider (e.g.: cultural, political, legal, and consumer behavioural, etc.). Your team will have 15-20 minutes (+10 minutes for questions) to present your findings.

1. **Project Team Student Lead Seminar Discussion (expertise assignment)**

Each team *(as selected below: see International Marketing Plan Team Project)* will be randomly assigned to prepare. present and lead a seminar discussion regarding one of the six following components of the IMP Plan:

1.Marketing Environment Analysis

2. Nature, Extent, and Demand of Product Life Cycle

3. The SWOT analysis and Objectives

4. Marketing Strategy Analysis

5. Marketing Mix Strategy

6. Entry, Strategy, Implementation and Control

The purpose of your Lead Seminar Discussion is to teach the rest of the class about the critical components of your section of the plan so as to help us all better prepare our Final IMP Project.

Your team will prepare and present a 15-20 minute presentation (+10 min for Q&A) Each team member should prepare his own portion of the presentation and speak for about 3-5 minutes. Your presentation is expected to be coordinated with other members of your team but presentations will be individually assessed

1. **Midterm Case Analysis Exam (individual)**

You will be provided with an international marketing case ONE WEEK prior to the midterm date. You are allowed to underline, highlight, or write one-word vocabulary translations on the hard copy of the case. **No other notes are allowed**. You must bring the case to the exam. The case will be handed in with your answer sheet. In the analysis, students should be able to read through the case and look for the main problems to be addressed. The test will be an analysis of marketing events and activities related to global marketing and its environmental factors. Students are expected to demonstrate their competence in the learning outcomes for the course by undertaking a complete, critical and thorough analysis and evaluation of international marketing strategies in the case as well as providing a credible recommendation. Student's are expected to competently demonstrate the case analysis approach learned in class.

**5. International Marketing Plan Team Project (NB: teams of five which must include students from at least two different countries)**

**Due Date: Friday April 12, 2012 emailed to** [**duane.weaver@viu.ca**](mailto:darren.paproski@viu.ca) **and recieved by 4:00 p.m**.. Please accomodate for Murhpy's law. For example: if the internet goes down, it is still your responsibility to make sure I receive it prior to 4:00 PM (a day early is acceptable, 1 second later is past due)**.**

**Task:** Your project team is an international product development team whose goal is to identify one of your company’s products and prepare an international marketing plan. You will be guided by a pro forma international marketing plan guide that the company has produced.

By the end of **Week 3,** your team must identify a country and a product for which you will develop a country marketing plan so that it can be approved by senior management (i.e. your instructor).

**Written project:**

You must choose a project team consisting of members from **ideally three but at leas two (2) countries**. Your project team will prepare a final written international marketing plan for a Canadian product to be marketed into a country that your team chooses (where it is not currently sold). Teams must identify a ***Canadian*** company’s product to market. Choose **one** of the company’s products (good or service) and develop a marketing plan for developing a market in your country of choice. You may choose either an industrial or consumer product. Be sure to follow the layout of the International Marketing Plan guide provided to you. You may add any sections to it that you feel relevant and may exclude sections that you feel do not apply to your product. The financial sections should be pragmatic, reasonable, rational estimates of the anticipated variance numbers citing customers, units sold, $sales, $ costs, and profits.

This project is designed to improve your ability to systematize your managerial planning ability.

IMP grading guide and notes:

* Report presentation (15%) - language, grammar, structure, referencing, executive summary, introduction, paragraph structure.
* Market environment analysis (30%) – includes Business Environment Analysis, Nature and Extent of Demand, PLC stage, and Structure of the industry in the destination market, etc. - Analysis should be ‘analytical’ rather than purely descriptive. In writing your international marketing plan be sure to discuss how each of the sections in relevant to your product. For example, per capita GNP 🡪 how is that relevant to your product? Diffuse population 🡪 how does that impact your product? High inflation 🡪 how does that affect your plan? How does an urban based population affect your product strategy? Etc..
* S.W.O.T. analysis (10%) – should be internal/external where appropriate and identify all of the main factors for each. Discussion of the Implications and impact of the SWOT analysis on your marketing plan is very important.
* Marketing Strategies (30%) - recommended strategies (including entry strategy, objectives, STP, and 4Ps) should be actionable and feasible rather than pie-in-the-sky ideas. Justifications should be given.
* Planning Budget and Implementation & Control (15%): should contain assumptions, a realistic forecast (including at minimum the target market in # of customers, $ sold, gross profit, and units sold) based on research, and a basic break-even analysis.

**Word limit**: This is somewhat flexible but ideally try to prepare a plan of between 3,500 and 7,500 words exclusive of tables, figures, appendices (in total about 25-25 pages including appendices).

**Project grades and Peer Assessments**

Members of each team will be required to prepare ‘peer group evaluations’ on other members of the team [see attached Peer Assessment form below]. Your score may vary by as much as +/-30% from the project team’s overall score depending on how you are assessed by your teammates! A copy of this individually handed to me on a confidential basis must be submitted on the same day as the major project. These evaluations will be taken into account in awarding the individual mark for the project.

Useful web sites:

* <http://globaledge.msu.edu/index.asp>
* [www.export.gov](http://www.export.gov)
* <http://www.cia.gov/cia/publications/factbook/index.html>
* <http://www.ibrc.business.ku.edu/>
* [www.eiu.com](http://www.eiu.com/)
* [www.beri.com](http://www.beri.com/)
* [www.prsgroup.com](http://www.prsgroup.com/)
* [http://www.imf.org](http://www.imf.org/)
* Africa Links  
  <http://www.anth.ucalgary.ca/afstgp/Links.html>  
  The University of Calgary Anthropology Department offers various links to websites that provide information and maps of Africa.
* Culture Canada  
  <http://www.culturecanada.gc.ca/index_e.cfm>  
  This is an excellent collection of information on history, language, music, media, people and many other aspects of Canadian culture.
* Adminet Resource on Western Europe  
  <http://www.adminet.com/westeur/>  
  This site contains links on the various countries of Western Europe on topics that range from art to business.
* New American Studies Web  
  <http://www.treas.gov/offices/enforcement/ofac/map/eolinks.shtml>  
  This site is a comprehensive resource for researching culture in the United States.
* World Values Survey  
  <http://wvs.isr.umich.edu/>  
  This site provides a description of the cross-national World Values Survey, summary tables of findings, and references to more in-depth country- or regional-specific papers.
* UNESCO Cultural Policy Resources  
  <http://www.unesco.org/culture/worldreport/html_eng/tables2.shtml>  
  This site includes information on languages, religions, media usage and cultural trade.
* Infonation  
  [http://www.unesco.org/culture/worldreport/html\_eng/tables2.shtml](http://www.un.org/Pubs/CyberSchoolBus/infonation/e_infonation.htm)  
  This United Nations site has information on urbanization and technology.
* UNESCO World Education Indicators  
  <http://www.uis.unesco.org/en/stats/statistics/indicators/indic0.htm>
* Law Library of Congress  
  <http://www.loc.gov/law/guide/guideindex.html> --> This site has links to information about different national laws that are organized by country.
* Export.gov's Trade Development Web Site   
  <http://www.ita.doc.gov/td/td_home/tdhome.html>   
  Choosing your assigned industry on this web site will lead you to links to government reports and other research pertinent to your product's industry.
* PriceWaterhouseCoopers Industry Reports   
  <http://www.pwcglobal.com/gx/eng/about/ind/index.html>   
  This site provides analyst reports on a wide variety of industrial sectors. Select your assigned industry at the left; this will generate a list of pertinent reports.
* Hoover's Online  
  <http://www.hoovers.com/>   
  Hoover's provides company overviews and analyst reports on specific companies. Analyst reports are available for a fee. Check with your librarian to see if your library subscribes to this service
* Kompass  
  <http://www1.kompass.com/kinl/index.html>   
  Kompass provides product, contact and other information for 1.8 million companies worldwide, representing more than 52,000 products and services. Partial listings are available for free and will give you some company names to search further for on the Internet.
* Wright Investors' Service Corporate Information  
  [http://www.corporateinformation.com/](http://www.infobel.com/teldir/default.asp)   
  This site provides company and industry profiles and reports; it is especially strong in international company information. Free registration allows access to more detailed reports.
* European Business Directory  
  <http://www.europages.net/>   
  The European Business Directory database includes over 500,000 European companies in 30 European countries. Searches yield basic profile information, web site links and other contact information for each company.
* Canada's Business and Consumer Site  
  <http://strategis.ic.gc.ca/sc_coinf/engdoc/homepage.html>   
  This site offers detailed information on Canada's business environment and Canadian companies and includes searchable business directories, industry reports, and trade, investment and other economic data. Under "trade and investment" you can also select a foreign country and create a customized market report.
* Amazon.com  
  <http://www.amazon.com>   
  Using search terms like "international marketing research" and "cross-cultural marketing", identify print resources that might be useful for understanding country- and culture-specific issues for marketing research in your target country. Amazon.com often offers a short description of each resource - in some cases you can even peruse the table of contents, the front cover flap text and/or the back cover text. You can also peruse reviews posted by people who have read the resource. If you find resources that look useful you can purchase the item on the web site or take the reference and search for the resource in your library catalog.
* Survey Sampling International's World Opinion Web Site  
  <http://www.worldopinion.com/>   
  This information-packed web site is a great introduction to the market research industry. On this site, you can read breaking news pertinent to the industry and browse through the classified ads to learn about open marketing research positions. The directory of market research suppliers is strong for identifying local and global market research companies. Under the "talk" section, you can search the archives of the chat room for postings related to your country and/or product. You can also post an entry yourself! The "periodicals" section provides numerous links to market research materials on the Internet. Under "reference", the "World Opinion Bookstore" link allows you to search for market research-related print sources. In the "index" portion of the "references" section, you can also select "research profiles" and "interviews with leading researchers" to learn more about market research companies of interest.
* World Values Survey  
  <http://wvs.isr.umich.edu/>   
  This site provides a description of the cross-national World Values Survey, summary tables of findings, and references to more in-depth country- or regional-specific papers.
* World Trade Organization - Regional Trade Associations  
  <http://www.wto.org/english/tratop_e/region_e/region_e.htm>

Standards and Academic Conduct

* The MBA/MScIB Student Handbook details the standards and regulations for the program. The following additional detail applicable to this course is provided below. Subject to Section 3.3.1:
  + **Late assignments will not be accepted** and will be awarded a failing grade.
  + Missed case exams will be awarded a failing grade.
* Assignments must be free of spelling, punctuation and grammatical errors. Grades will be lower for assignments containing such errors.
* Assignments must be submitted according to Sections 3.1 & 3.2. Assignments must not be submitted in folders.
* Ensure your understanding of Section 6: Academic Integrity and Misconduct.

### Academic Misconduct

### Academic misconduct will not be tolerated. Academic misconduct includes, but is not limited to: giving or receiving information during any quiz, test or exam; using unauthorized sources of information during any test or exam; and plagiarizing the work of another person. More details on this topic are set out in the MBA/MScIB Student Handbook 2009-2010, Section 6, of Vancouver Island University.

### No electronic devices and dictionaries will be allowed in exams / tests / quizzes. Only the following approved calculators may be used in exams / tests / quizzes.

Texas Instrument  BAII Plus, BAII, BA35

Sharp EL-733A

Hewlett Packard 10B

No other materials will be allowed apart from a pen/pencil unless specifically approved by the faculty member.

**Referencing**

The Faculty of Management requires the Harvard style of referencing for academic papers. Please visit at: <http://www.mala.ca/business/resources.asp>

See under [Quote, Unquote Referencing](http://www.mala.ca/business/pdfs/QuoteUnquoteReferencing.pdf), and a speedy guide is also available [Speedy Guide to Harvard Referencing](http://www.mala.ca/business/pdfs/SpeedyGuidetoHarvardReferencing.pdf).

Note: **Wikipedia is not an acceptable source** and must not be used.

**All references will be assessed for their quality**. It is expected that scholarly, peer reviewed journals, professional or trade journals, and text books will provide the primary sources used in student work. Consultant or personal web pages should not be used as a substitute for reading and referencing original source documents.

**Schedule of Activities, Topics, Assignments and Readings**

|  |  |  |
| --- | --- | --- |
| **Week beginning:** | **Activities/Topics/Assignments:** | **Required**  **Reading:** |
| **Week 1:**  Jan 7 | Orientation   * Review of course objectives, outcomes, content and assignments. Organize teams. * Overview of international marketing and review of basic marketing principles * Review of case analysis approach | Chapter 1 |
| **Week 2:**  Jan 14 | The Dynamic Environment of International Trade   * Case team #1 –Case 1-1 Starbucks – Going Global Fast * Seminar Case – Case 1-2 Nestle: The Infant formula Company | Chapter 2 |
| **Week 3:**  Jan 21 | Cultural Dynamics of in Assessing Global Markets  Cultural, Management Style, and Business Systems   * Case team #2 – Case 1-3 Coke and Pepsi Learn to Compete in India * Seminar case - Case 2-1 The Not-So-Wonderful World of EuroDisney | Chapter 4 & 5 |
| **Week 4:**  Jan 28 | The Political and International Legal Environments   * Case team # 3 – Case 1-4 Marketing Microwave Ovens to a New Market Segment * Seminar case – Case 2-3 Starnes-Brenner machine tool Company: to Bribe or Not to Bribe? | Chapters 6 & 7 |
| **Week 5:**  Feb 4 | Products and Services for Consumers & Businesses  **Individual Seminar Assignment:** Interview foreign student. Identify product adaptations for a product required for a successful market entry to their country and report to class.   * Case team #4 - Case 3-1 International Marketing research at the Mayo Clinic * Seminar Discussion: see seminar assignment. * Project team #1 -- Marketing Environment Analysis | Chapter 13 & 14 |
| **Week 6:**  Feb 11 | **FAMILY DAY-HOLIDAY – UNIVERSITY CLOSED** | Chapter 16 |
| **Week 7:**  Feb 18 | **Seminar Assignment:** Team presentation after reading Chapters 9-11 you will be tasked with providing a class presentation for a particular region and culture. (Handout to be provided in class Jan. 28th)  Project team # 3 -- The SWOT Analysis and Objectives | Chapters 9-11 |
| **Week 8:**  Feb 25 | **Study Days – no classes held** |  |
| **Week 9:**  Mar 4 | Integrated Marketing Communication and International Advertising   * Case team #5 -- Case 3-2 – Swifter, Higher, Stronger, Dearer * Project team #2 – Nature, Extent of Demand and Product Life Cycle * Project team #4 – Marketing Strategy Analysis (STP and Entry) | Chapter 16 |
| **Week 10:**  Mar 11 | International Market Channels   * Case team #6: Continued Growth for Zara and Inditex   Pricing for International Markets   * Project team #5 Marketing Mix Strategy | Chapter 15 & 18 |
| **Week 11:**  Mar 18 | * Peer Review IMP plans (**rough drafts due - bring 4 hard copies to class**) * Review and Feedback/Discussion * Project Team # 6 Entry Strategy, Implementation & Control | **IMP Rough Draft Due** |
| **Week 12:**  Mar 25 | **Case Study MidTerm (individual)** | **Case Study MidTerm** |
| **Week 13:**  Apr 1 | **Easter Monday – no classes held** |  |
| **Week 14:**  Apr 8 | Feedback on IMP plans and working session to complete final IMP plans.  **NOTE:** Final International Marketing Plan **Due FRIDAY April 12: Email to instructor to be received prior to 4:00 p.m**. (one day early is good, one second late is past due). | **Assignment Due** |

## IMP Written Report Peer Assessment Form

In order to encourage fair participation among team members in your team work, each team member will complete and hand in this Peer Assessment Form. This evaluation will assess the relative contribution of each team member in relation to the team’s over-all performance. Please use the format indicated below.

**Instructions:**

1. Calculate total number of group points: 100 points per member including yourself. (e.g. 4 x 100 = 400 points)
2. Allocate the total number of points among each team member **including yourself**
3. Each person’s average score will be calculated. This will be used to adjust your individual score. Please note that the maximum any student’s grade **can be adjusted up or down is 30%**.

Example: Lazy John!

1. John’s team score is 70%.

2. John receives peer assessments of 80, 70, 100, 80. Average peer score is 80+70+100+80 = 330/4= 82.5. His individual peer index is therefore 82.5/100 = 0.825.

3. John’s team score is multiplied by his peer index: 🡪 70% x 0.825 = 58% 🡪 a failing grade!!.

Example: Hardworking Sally (she got stuck working with John)!

1. Sally’s team score is 70%.

2. Sally receives peer assessments of 115, 120, 110, 110. Average peer score is 110+120+110+110 = 455/4= 113.75. Her individual peer index is therefore 113.75/100 = 1.1375.

3. Sally’s team score is multiplied by her peer index: 🡪 70% x 1.1375 = 80% 🡪 an A- !!.

|  |  |
| --- | --- |
| **Student names, including yourself** | **Allocation of points for written project** |
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|  | **\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_** |
| Total points (100 x # in team) |  |

In completing this form please consider each person’s:

1. Contribution to the effort of the group
2. Conduct in coming to group meetings prepared to solve the requirements of the project.
3. Capacity to solve group problems.
4. Willingness to cooperate with others (if not at meetings then cooperation would be difficult)
5. Willingness to listen to others.
6. Attendance at group meetings.
7. Attitude towards project.
8. Individual effort in getting things done as assigned.
9. Being on time for meetings.
10. Ease of being contacted with relevant others on a regular basis.

After the team assignment is handed in, please email this form to me. **All peer assessments are kept confidential.**