



INTERNATIONAL BUSINESS

B-School Connection (BSC) Curriculum Integration

Prepared By:



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BSC CURRICULUM INTEGRATION

Purpose of this Manual

The purpose of this manual is to provide instructors, faculty, program managers, and curriculum designers with syllabus-based examples of how to integrate the B-School Connection program into the curriculum and the classroom.

BSC Program Overview

The B-School Connection (BSC) program includes a subscription to *Bloomberg Businessweek*, one of the most widely read business weekly magazines in the world, and access to the Education Resource Center, a powerful tool for higher education.

Program objectives include:

1. Provide application-based instructional content.
2. Encourage regular reading of business news.
3. Establish an expectation of better informed and more engaged students.
4. Appropriate for *any course* at *every academic level*.
5. Is a dynamic, comprehensive, and inexpensive weekly business textbook.

The BSC prepares students for success in the global economy by closing the gap between theory and application. The BSC provides a broad range of tools to enhance classroom curriculum, integrate current global news, and supplement theory with real-world application. The Education Resource Center empowers both students and faculty to get the most out of the magazine.

Student learning outcomes for the BSC program include:

1. Encouraging regular reading of business news independent of specific assignments and classroom activities.
2. Establishing an expectation that students will be better informed and more engaged.
3. Students become global thinkers, realizing the connectivity of the world and local impact.
4. Developing more career-ready graduates who are ready to contribute in the workplace with a more thorough understanding of the global business community.
5. Students can link academic theory with real-world practice and application.

The B-School Connection Resource Center (<https://resourcecenter.businessweek.com/>) includes:

- ❖ Weekly Instructor's Guides
- ❖ Reading Buckets with "greatest hits" articles and guides organized by academic disciplines/topics, economic sectors, global regions, and educational competencies
- ❖ Weekly Faculty EDGE Guides
- ❖ Additional classroom integration recommendations

For students, the program results in a competitive edge. Students broaden their business focus, and become engaged, excited, enlightened, and ready to become globally informed students of the world. The Education Resource Center allows students to find current and prior *Bloomberg Businessweek* readings for use in the classroom.

For faculty, the BSC enhances curricula by leveraging real-time, up-to-date business news, and closing the gap between theory and application. Within the Education Resource Center, course instructors have access to weekly articles and guides by disciplines/topics, sectors, regions, and competencies. Additionally, the weekly EDGE guides provide powerful, competency-based case studies based on current events.

The B-School Connection Resource Center

The B-School Connection Resource Center is arranged by 13 Disciplines/Subtopics:

1. **Accounting and Taxation** (Subtopics: Financial Accounting; Taxation)
2. **Business Fundamentals** (Subtopics: Accounting; Management; MIS; Marketing; Operations and Supply Chain Management; Finance)
3. **Business Law** (Subtopics: Securities; Banking and Financial Institutions; Healthcare; Intellectual Property; Environment; Labor and Employment; Anti-trust)
4. **Business Strategy** (Subtopics: Competitive Advantage; Innovation; Industry Structure; Leadership; Corporate Strategy)
5. **Career Readiness** (Subtopics: Discovering Your Options; Sculpting Your Value Proposition; Selling Yourself; Activating Your Plan)
6. **Economics** (Subtopics: Microeconomics; Macroeconomics; International Economics; Monetary Policy; Fiscal Policy)

7. **Entrepreneurship** (Subtopics: Startup Financing; Idea Generation and Opportunity Recognition; Entrepreneurial Characteristics)
8. **Finance** (Subtopics: Corporate Finance; Investments; Markets; Financial Institutions; International Finance; Mergers and Acquisitions; Real Estate)
9. **Information Technology** (Subtopics: E-Commerce; Social Media; Security; Internet; Mobile Apps)
10. **International Business** (Subtopics: Global Strategy; Local Adaptation; Impact of Culture; Government Regulation; Supply Chain Management)
11. **Marketing** (Subtopics: Communications & Social Media; Sustainability; Entrepreneurship; Innovation)
12. **Operations Management** (Subtopics: Supply Chain Management & Logistics; Project Management; Operations Management Leadership and Strategy; Digital Operations Management; Organizational Behavior and Best Practices)
13. **Organizational Behavior & Human Resource Management** (Subtopics: Corporate Social Responsibility; Environmental Responsibility; Reputation; Fraud; Human Resource Management; Conflict & Negotiation; Leadership; Organizational Culture)

The Resource Center is also organized by nine economic Sectors:

1. Consumer Goods and Services
2. Energy
3. Financial Services
4. Government
5. Healthcare
6. Manufacturing
7. Sports and Entertainment
8. Technology
9. Transportation

Geographically, the B-School Connection content is organized into six world regions with country-specific search capabilities:

1. Africa
2. Asia/Oceania
3. Europe
4. Latin America
5. North America

6. The Middle East

The Resource Center is also arranged by seven academic competencies:

1. Communication
2. Critical Thinking/Decision-Making
3. Ethics
4. Global Awareness
5. Innovation/Entrepreneurship
6. Leadership
7. Sustainability

Article reviews and associated instructional tools are categorized based on one or more discipline/topic, economic sector, global region/country, and/or academic competency.

Weekly Instructional Tools

Instructor Guides are produced weekly and distributed via e-mail to course faculty. The Guides are written by the BSC Advisory Board, terminally degreed faculty from leading business schools. The Guides provide course instructors with real-time, multi-disciplinary tools to enhance their curriculum. The Guides are archived after 18 months, allowing great flexibility in future lesson planning, while also providing current, relevant, and accurate business news to instructors and students.

EDGE guides (Executive Development Guide and Extract) is a B-School Connection Resource Center tool that turns selected weekly articles into powerful academic content for student development. The EDGE is competency-based, relates to accreditation goals for B-Schools, and provides faculty with mini-case studies that address real-world situations. The competencies are based on the outcomes that faculty, business schools, accreditation agencies, and downstream employers want to see in successful graduates of business programs.

Types of Curriculum Integration

BSC can be integrated into the curriculum using a variety of instructional methods:

1. Discussion Board Posts
2. Short Papers
3. Student Presentations

4. Student Team Projects
5. Case Studies
6. Assessment Activities (Quizzes and Course Exams)

Broadly, each integration method can employ one of two styles of student activities: *continuous* or *issue-specific*.

Continuous syllabus activities are not time-bound as the same activity can be used for several academic terms without modification. Such content can be included in the Learning Management System (LMS) and remain largely unchanged for several terms. The activities direct the students to use the current or past edition of *Bloomberg Businessweek* and the ERC to answer the question(s) or activities as required by the assignment.

Issue-specific syllabus activities are time-bound and relate to specific articles. Although the assignment can be relatively generic, the course instructor does update the assignment to direct the students towards a specific issue of *Bloomberg Businessweek*.

Rubrics are also presented for Discussion Board Responses, PowerPoint Presentations, Written Assignments, and Oral Presentations to help instructors assess how well students meet the criteria for each activity or assignment. Instructors may use more than one rubric for a particular activity or assignment (for example with the Team Project) to assess different aspects of the students work.

The following pages provide examples of syllabus-based activities and assignments that are either continuous or issue-specific.

CURRICULUM INTEGRATION IDEAS

Joe S. Anderson, Northern Arizona University

I have been using *Bloomberg Businessweek* for quite a few years now, in several different undergraduate classes. Recently I have used it in International Management and in Leadership. I have also used it in our Capstone Strategic Management course and a few others. My courses have been structured (usually over the last few years) so that the first meeting of the week is dedicated to textbook chapter content, including a possible quiz on the readings, then review and discussion question and a mini-case analysis. The second class meeting of the week (or the third, if I'm doing 3 x a week) is dedicated to BBW article review and analysis. The students are given an assignment

sheet earlier in the week which gives them a list of 4-8 BBW articles from the most recent issue. They must choose 2 or 3 to write on in a one-page memo, and the assignment is to relate the articles to course and textbook topics. This gives them the opportunity to choose their own articles from the list, and to relate them to any course/text topics that they think are salient. The variety of the results of the memos provides a rich resource for class discussion that covers the current topics from the articles, as well as reinforcing the course topics from earlier in the week and earlier in the semester.

From the perspective of the students: It has been quite common for me to have positive responses about BBW in the end-of-semester open-ended comments on our student evaluations of teaching. Students enjoy seeing how the course topics are illustrated by real-world companies in real-world situations. They frequently comment that they would not otherwise be keeping up on business news at all. Several of my students, who I have talked to years after they had been in my class, have made similar comments to one from one of my Management for Non-Business Students. She said, three years after she had my class: "Guess what, Dr. Anderson? I STILL have a subscription to BBW! I still love it." I can't think of a better recommendation than that for using the magazine in my classes.

DISCUSSION BOARD POSTS

A discussion board post activity that integrates the B-School Connection program can be article-specific or topically generic. A discussion board post stimulates student engagement and demonstrates application of the concepts within the global context.

There are two (2) types of Discussion Board Posts:

1. **Continuous Syllabus Activities.** These activities pose a question or questions that require the students to perform research and to then synthesize, analyze, and reflect on the question prior to writing their response.
2. **Issue-Specific Syllabus Activities.** These activities require that the student read a specific article responding to the questions posed in the review at the end of the article.

Grading and Assessment: To assist in assessing the student’s responses, many faculty use a rubric specifically designed for Discussion Board Posts.

Discussion Board Rubric

Expectations:

- Posts and replies submitted by the deadlines.
- Writing style professional and NOT in text or Instant Messaging style.
- Content and tone professional and respectful.
- Contribution to a conversation by:
 - asking good questions
 - making insightful observations
 - avoiding duplication of previous posts
 - adding to what a classmate has said

Criteria	Outstanding	Proficient	Basic	Below expectation (failing grade)
Completeness	Fully meets all assignment requirements as detailed in assignment description.	All required elements completed.	Most required elements completed.	Only satisfies some of the required elements.
Critical Thinking	Rich in content; full of thought, insight, and analysis.	Substantial information thought, insight, and analysis has taken place.	Generally competent information is thin and commonplace.	Rudimentary and superficial no analysis or insight is displayed.
Connections	Clear connections to previous or current content and to real-life situations.	Connections are made, but not really clear or too obvious.	Limited, if any, connections; vague generalities.	No connections are made; off topic.
Uniqueness	New ideas and new connections made with depth and detail.	New ideas or connections lack depth and/or detail.	Few, if any new ideas or connections; rehash or just summarized other postings.	No new ideas, "I agree with ..." statements.
Style and Grammar	Few grammatical or stylistic errors.	Several grammatical or stylistic errors.	Obvious grammatical or stylistic errors which interfere with content.	Obvious grammatical or stylistic errors which make understanding difficult.

Continuous Syllabus Activities

Activity 1: Current Issues in International Business

XX Points

What are the major issues in international business today? What do you think are some of the current challenges, opportunities, and areas of specific interest regarding international business? Consider both your local environment, as well as the global context as you consider these questions. Take a few minutes to strategically explore and consider your local community, region, and the global environment relative to international business.

Specific to this activity:

- Visit the *Bloomberg Businessweek* B-School Connection Education Resource Center (<http://resourcecenter.businessweek.com>) and read a few current articles related to international business. Read articles that apply to your specific region, as well as those outside of your region to broaden your frame of reference.
- Compose a discussion board post that provides your opinion regarding international business issues today. Specifically, compose a post that addresses two foundational questions: (1) What are the major issues in international business today? (2) What do you think are some of the current challenges, opportunities, and areas of specific interest regarding international business? The discussion board post should be between 250 and 500 words.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

Continuous Syllabus Activities

Activity 2: Global Strategy

XX Points

Global strategy refers to an organizations overall plan for determining their market presence in the different countries of the world. Why would a company seek to sell products or services globally? What are some of the main issues concerning the implementation of a global strategy? Provide examples of specific companies that have implemented a global strategy.

Specific to this activity:

- Visit the *Bloomberg Businessweek* B-School Connection Education Resource Center (<http://resourcecenter.businessweek.com>) and read a few current articles related to global strategy. Read articles that apply to your specific region, as well as those outside of your region to broaden your frame of reference.
- Compose a discussion board post that provides your opinion regarding e-commerce issues today. Specifically, compose a post that addresses two foundational questions: (1) Why would a company seek to sell products or services globally? (2) What are some of the main issues concerning the implementation of a global strategy? Provide examples of specific companies that have implemented a global strategy. The discussion board post should be between 250 and 500 words.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

Issue-Specific Syllabus Activities

Activity: Local Adaption

XX Points

Read the following article review: [URL or Name/Location of the Article]. You may also want to read the full article.

Specific to this activity:

- Post your response to the discussion questions included with the article review to the Course Discussion Board. Your post should be between 150 and 200 words.
- Comment on another student's discussion board post. Your comment should be more than just agree/disagree and should provide additional analysis or insights to the other student's post. Your comments should be at least 50 words.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

SHORT PAPERS

A short paper student activity combines both B-School Connection article reviews and *Bloomberg Businessweek* articles with journal articles and books to link theory with practice and promote critical thinking and analysis skill development.

There are two (2) types of Short Papers:

1. **Continuous Syllabus Activities.** These activities pose a question or questions that require the students to perform research and to then synthesize, analyze, and reflect on the question prior to writing their response.
2. **Issue-Specific Syllabus Activities.** These activities require that the student read a specific article responding to the questions posed in the review at the end of the article.

Grading and Assessment: To assist in assessing the student’s responses, many faculty use a rubric specifically designed for Short Papers.

Writing Rubric

Expectations:

- Submit correctly and on time.
- Adhere to requirements regarding nature of content, length, and format.
- Consistent with APA/academic writing style.

Criteria	Outstanding	Proficient	Basic	Below expectation (failing grade)
Completeness	Fully meets all assignment requirements as detailed in assignment description.	All required elements completed.	Most required elements completed.	Only satisfies some of the required elements.
Style including Structure, Flow, Grammar, and Spelling	Highly professional, excellent clarity, and easy to follow from opening to closing paragraphs. Excellent sentence structure, transitions and flow. Close adherence to APA writing style requirements. Very few or no grammar and spelling errors.	Sound structure and flow. Generally easy to follow with good adherence to APA style requirements. Minimal grammar and spelling errors.	Basic structural elements exist, however flow and logically sequencing of content often disjointed. Frequent non-adherence to elements of APA writing style. Frequent grammar and spelling errors.	Structure/Flow difficult to follow. Numerous grammar/spelling/tense errors. Awkward/not engaging writing style.
Content	Rich in both subject matter and critical thinking. Insightful. Compelling arguments supported using a variety of sound resources.	Good depth and breadth of content displaying thought, insight and analysis of subject matter. Arguments well supported.	Treatment of subject matter somewhat thin/lacking depth. Arguments often not strongly/logically supported.	Rudimentary or superficial treatment of subject matter with little evidence of critical thinking and analysis. Arguments poorly framed or supported.

Continuous Syllabus Activities

Activity 1: Impact of Culture

XX Points

Cultures are defined as a group of people within society as a whole who share a common set of beliefs, practices and customs. Culture is often a critical factor when two people or organizations interact. And as famous Management guru Peter Drucker said, 'Culture Eats Strategy for Breakfast'. As you read the articles for this activity, for the assignment, think of the impact culture has on doing business internationally.

Specific to this activity:

- Read at least five article reviews and perhaps the full articles related to culture found on the BSC Education Resource Center.
- Write a 1000-1300-word paper based on your readings that includes a discussion on the following concepts: morality, laws, customs, society, beliefs, knowledge, habits, strategy. Use the BSC articles as a basis for the discussions of these concepts.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

Continuous Syllabus Activities

Activity 2: Government Regulation

XX Points

Michael Porter, the famous strategy professor at Harvard Business School wrote about the competition between countries. Each nation has a need to look out for its own interests, and in doing so will use its ability to regulate the flow of capital and commerce in and out of the country depending on many factors. As you read the articles for this activity, for the assignment, think of the role governments play in regulating international business.

Specific to this activity:

- Read at least three article reviews and perhaps the full articles related to international business found on the BSC Education Resource Center.
- Write a 1000-1300-word paper based on your readings that includes a discussion on the following concepts and how they are used and why they are important to organizations today: regulations, government, FDI, geopolitics, exchange rates, trade agreements, balance of trade, tariffs. Use the BSC articles as a basis for the discussions of these concepts.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

Continuous Syllabus Activities

Activity 3: Supply Chain Management

XX Points

Global Supply Chain Management refers to how a company manages the flow of goods and services from raw materials, to work-in-process inventory to finished goods ready for consumption leveraging global resources. Today's global supply chains are enabled through trade, and supported by the rapid flow on information and finances. What are the main advantages of a global supply chain? What factors go into determining where to source raw materials or finished goods from? Choosing one example, explain how one company uses its global supply chain to the benefit of its stakeholders.

Specific to this activity:

- Visit the *Bloomberg Businessweek* B-School Connection Education Resource Center (<http://resourcecenter.businessweek.com>) and read at least 3 current articles related to Global Supply Chains. Read articles that apply to your specific region, as well as those outside of your region to broaden your frame of reference.
- Compose a discussion board post that provides your opinion regarding Global Supply Chains. Specifically, compose a post that addresses the following questions: (1) What are the main advantages of a global supply chain? (2) What factors go into determining where to source raw materials or finished goods from? (3) Choosing one example, explain how one company uses its global supply chain to the benefit of its stakeholders. The discussion board post should be between 250 and 500 words.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

Issue-Specific Syllabus Activities

Activity: Global Strategy

XX Points

Read the following article review: [URL or Name/Location of the Article]. You may also want to read the full article.

Specific to this activity:

- Write a 1000-1300-word paper that summarizes the article (about a third of the paper), answers the discussion questions included with the article review (about the third of the paper), and offer your own conclusions and reflections regarding the article and its implications in business (about the third of the paper)
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

STUDENT PRESENTATIONS

Using the B-School Connection Education Resource Center, course instructors can require students to develop a presentation based on specific problem-solving questions that integrate both the textbook materials with current events to demonstrate practical application of the concepts.

There are two (2) types of Student Presentations:

1. **Continuous Syllabus Activities.** These activities pose a question or questions that require the students to perform research and to then synthesize, analyze, and reflect on the question prior to presenting their response.
2. **Issue-Specific Syllabus Activities.** These activities require that the student read a specific article responding to the questions posed in the review at the end of the article.

Grading and Assessment: To assist in assessing the student’s responses, many faculty use a rubric specifically designed for PowerPoint Presentations.

PowerPoint Presentation Rubric

Criteria	Exceeds Standards	Meets Standards	Fails to Meet Standards
Background	Background does not detract from text or other graphics. Choice of background is appropriate for this project.	Background does not detract from text or other graphics. Choice of background could have been better suited for the project.	Background makes it difficult to see text or competes with other graphics on the page.
Text: Font Choice & Formatting	Font formats (e.g. color, bold, italic) have been carefully planned to enhance readability and content.	Font formatting has been carefully planned to complement the content. It may be a little hard to read.	Font formatting makes it very difficult to read the material.
Spelling & Grammar	Presentation has no misspellings or grammatical errors.	Presentation has 1-2 misspellings and/or grammatical errors.	Presentation has more than 2 grammatical and/or spelling errors.
Use of Graphics	All graphics are attractive (size and colors) and support the theme/content of the presentation.	All graphics are attractive but a few do not seem to support the theme/content of the presentation.	Several graphics are unattractive and detract from the content of the presentation.
Effectiveness	Project includes all material needed to gain a comfortable understanding of the topic.	Project includes most material needed to gain a comfortable understanding of the topic.	Project is lacking several key elements and has inaccuracies.

Continuous Syllabus Activities

Activity 1: Local Adaptation

XX Points

Local adaptation in the business context concerns companies developing products for specific markets that may either be unique or share common characteristics with other products or services but with some differences based on local preferences. What are the benefits to a company of local adaptation? Why would a company NOT develop local adaptations of its products or services? Can you identify a company that does adapt products for local markets and one that does not? Analyze why this is the case for each company identified.

Specific to this activity:

- Read at least five article reviews and perhaps the full articles related to the international business, subtopic local adaptation found on the BSC Resource Center (<http://resourcecenter.businessweek.com>).
- Prepare a presentation focused on local adaptation of products. Your presentation should answer the following questions: (1) What are the benefits to a company of local adaptation? (2) Why would a company NOT develop local adaptations of its products or services? (3) Can you identify a company that does adapt products for local markets and one that does not? Analyze why this is the case for each company identified. (Slide Count?)
- Presentations will normally use either Times New Roman or Ariel font. Students should consider their audience using an appropriate balance between text, graphics, and images and should normally include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

Continuous Syllabus Activities

Activity 2: Culture Eats Strategy for Breakfast

XX Points

The phrase “Culture Eats Strategy for Breakfast” reportedly hangs in the executive board room at Ford Motor Company’s headquarters. It has been attributed to famous management guru Peter Drucker. How do you interpret this phrase? What examples can you find where this seems to apply? What recommendations would you make to companies to help them succeed despite cultural issues?

Specific to this activity:

- Read at least five article reviews and perhaps the full articles related to Culture, found on the BSC Resource Center (<http://resourcecenter.businessweek.com>).
- Prepare a presentation that answers the following questions: (1) How do you interpret this phrase? (2) What examples can you find where this seems to apply? (3) What recommendations would you make to companies to help them succeed despite cultural issues? (Slide Count?)
- Presentations will normally use either Times New Roman or Ariel font. Students should consider their audience using an appropriate balance between text, graphics, and images and should normally include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

Issue-Specific Syllabus Activities

Activity: Ethics and International Business

XX Points

Read the following article review: [URL or Name/Location of the Article]. You may also want to read the full article.

Specific to this activity:

- Prepare a presentation that summarizes the key points of the article and answers the discussion questions included with the article review. Your presentation should include at least 10 slides.
- Presentations will normally use either Times New Roman or Ariel font. Students should consider their audience using an appropriate balance between text, graphics, and images and should normally include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

STUDENT TEAM PROJECTS

Teams of students can develop oral and/or written presentations based on the current week's *Bloomberg Businessweek* articles. Student teams can also use the Education Resource Center to research a specific topic and present 2-4 related articles in order to demonstrate application and relevance.

There are two (2) types of Student Team Projects:

1. **Continuous Syllabus Activities.** These activities pose a question or questions that require the students to perform research and to then synthesize, analyze, and reflect on the question prior to writing and presenting their response.
2. **Issue-Specific Syllabus Activities.** These activities require that the student read a specific article responding to the questions posed in the review at the end of the article.

Grading and Assessment: To assist in assessing the student’s responses, many faculty use a rubric specifically designed for Oral Presentations.

Oral Presentation Rubric

Criteria	Exceeds Expectations	Meets Expectations	Does not meet Expectations
Speaking and Volume	Clear and audible at all times.	Clear and audible most of the time; a few sentences trailing away or not clear.	Not clear and not audible almost throughout.
Speaking versus Reading	Speaks extemporaneously.	Refers to notes but does not read from text.	Reads or relies too heavily on notes.
Mannerisms	No distracting mannerisms.	Few distracting mannerisms.	Fidgets, hands in pockets, excessive nervousness.
Connecting with Audience	Engaging with eye contact, body language, and enthusiasm.	Generally maintains eye contact; shows interest in topic.	No eye contact; shows little or no enthusiasm.
Introduction	Purpose explained along with an attention-getter; self-introduced.	Topic and self-introduced but purpose not clear.	Fails to introduce topic and self; purpose not clear.
Subject Coverage	Fully covered; no factual errors; demonstrates clear understanding of topic.	Covered with reasonable depth with few factual errors; demonstrates good understanding of topic.	Topic not fully covered; inaccuracies; fails to demonstrate understanding of topic.
Conclusion	Main points reinforced; take-away messages re-stated; purposeful conclusion; appropriate referencing.	General summary or wrap up; incomplete referencing; take-away message lacks clarity.	Abrupt ending; no summary or wrap-up; failure to provide references.

Note to instructors: For Team Projects, you may use the Written, Power Point, and Oral Presentation Rubrics to fully assess the project and student participation.

Continuous Syllabus Activities

Activity 1: Innovation/Entrepreneurship and International Business XX Points

The B-School Connection Education Resource Center

(<http://resourcecenter.businessweek.com>) includes several articles related to Innovation/Entrepreneurship and International Business. In teams of 2-3 students, select three article reviews from within the past 60 days pertaining to the topic of innovation/entrepreneurship within the discipline of international business.

Specific to this activity:

- Each team member should read all three of the selected articles. As a team, decide who will have primary responsibility for a specific article.
- Each team member will prepare written responses to the discussion questions included with the article review.
- As a team, determine the implications of this article on current management.
- As a team, determine which of you will present your results to the rest of the class during a 10-minute classroom presentation.
- Submit both your written summaries and presentation to your course instructor after the presentation.
- Presentations will normally use either Times New Roman or Ariel font. Students should consider their audience using an appropriate balance between text, graphics, and images and should normally include a proper introduction and summary or conclusion.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

Issue-Specific Syllabus Activities

Activity: Global Strategy and International Business

XX Points

In teams as assigned by the course instructor, read the following article reviews found on the B-School Connection Education Resource Center

(<http://resourcecenter.businessweek.com>):

1. [URL or Name/Location of the Article]
2. [URL or Name/Location of the Article]
3. [URL or Name/Location of the Article]

Specific to this activity:

- Each team member should read all three of the selected articles. As a team, decide who will have primary responsibility for a specific article.
- Each team member will prepare written responses to the discussion questions included with the article review.
- As a team, determine the implications of this article on current management.
- As a team, determine which of you will present your results to the rest of the class during a 10-minute classroom presentation.
- Submit both your written summaries and presentation to your course instructor after the presentation.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Presentations will normally use either Times New Roman or Ariel font. Students should consider their audience using an appropriate balance between text, graphics, and images and should normally include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

CASE STUDIES

Course instructors use the short case studies included with the weekly Edge Guide to promote critical thinking skills. The Edge Guide is fully searchable by Sector, Competency, Region/Country, and Discipline.

There are two (2) types of Case Studies:

1. **Continuous Syllabus Activities.** These activities pose a question or questions that require the students to perform research and to then synthesize, analyze, and reflect on the question prior to writing and presenting their response.
2. **Issue-Specific Syllabus Activities.** These activities require that the student read a specific article responding to the questions posed in the review at the end of the article.

Grading and Assessment: To assist in assessing the student’s responses, many faculty use a rubric specifically designed for **Case Studies**.

Case Study Rubric

Expectations:

- Submit correctly and on time.
- Adhere to requirements regarding nature of content, length, and format.
- Consistent with APA/academic writing style.

Criteria	Outstanding	Proficient	Basic	Below expectation (failing grade)
Style including Structure, Flow, Grammar, and Spelling	Highly professional, excellent clarity, and easy to follow from opening to closing paragraphs. Excellent sentence structure, transitions and flow. Close adherence to APA writing style requirements. Very few or no grammar and spelling errors.	Sound structure and flow. Generally easy to follow with good adherence to APA style requirements. Minimal grammar and spelling errors.	Basic structural elements exist, however flow and logically sequencing of content often disjointed. Frequent non-adherence to elements of APA writing style. Frequent grammar and spelling errors.	Structure/Flow difficult to follow. Numerous grammar/spelling/tense errors. Awkward/not engaging writing style.
Identification of Main Issues	Identifies and shows understanding of the main issues in the case.	Identifies and shows understanding of <i>most</i> of the issues in the case.	Identifies and shows <i>some</i> understanding of the issues in the case.	Identifies and shows <i>very little or no</i> understanding of the issues in the case.
Analysis of Issues	Presents a thorough analysis of identified issues including necessary calculations and supporting evaluation.	Presents a thorough analysis of identified issues; missing some necessary calculations or supporting evaluation.	Presents an incomplete analysis of identified issues; missing some necessary calculations or supporting evaluation.	Presents an incomplete analysis of identified issues; missing all necessary calculations or supporting evaluation.
Recommendations	Provides a sound recommendation based on strong arguments and well documented evidence; presents a balanced view with a reasonable interpretation.	Provides a recommendation based on limited arguments and some evidence; presents a somewhat biased view with some interpretation.	Provides a recommendation based on weak arguments and limited evidence; presents a biased view with very little to no interpretation.	Presents poorly formed recommendation or no recommendation at all with very little or no support.

Continuous Syllabus Activities

Activity 1: Leadership and International Business Case Study XX Points

The EDGE GUIDES of the B-School Connection Resource Center (<https://resourcecenter.businessweek.com/edge-guides/page/1>) include short cases based on Leadership and International Business (from the Search Edge Guides dropdown menu select 'Case Study', then from the Learning Outcome dropdown menu select 'Leadership', and fill in the Keyword Search with 'International Business'). Read one of the cases.

Then, specific to this activity:

- Read and reflect upon the key learning points associated with this case.
- Read the case summary (Abstract).
- Read the full article associated with this case. (Link is next to the Reviewer's name.)
- Search the B-School Connection Resource Center for other articles that may be related to this case.
- Read and conduct the activities listed with the case (including Discussion Questions) and prepare a written response for each activity.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

Continuous Syllabus Activities

Activity 2: Ethics and International Business Case Study

XX Points

The EDGE GUIDES of the B-School Connection Resource Center (<https://resourcecenter.businessweek.com/edge-guides/page/1>) include short cases based on Ethics and International Business (from the Search Edge Guides dropdown menu select 'Case Study', then from the Learning Outcome dropdown menu select 'Ethics', and fill in the Keyword Search with 'International Business'). Read one of the cases.

Then, specific to this activity:

- Read and reflect upon the key learning points associated with this case.
- Read the case summary (Abstract).
- Read the full article associated with this case. (Link is next to the Reviewer's name.)
- Search the B-School Connection Resource Center for other articles that may be related to this case.
- Read and conduct the activities listed with the case (including Discussion Questions) and prepare a written response for each activity.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

Issue-Specific Syllabus Activities

Activity: Critical Thinking/Decision Making and International Business XX Points

Read the following Edge Guide case: [\[URL or Name/Location of the Case\]](#)

Then, specific to this activity:

- Read and reflect upon the key learning points associated with this case.
- Read the case summary (Abstract).
- Read the full article associated with this case. (Link is next to the Reviewer's name.)
- Search the B-School Connection Resource Center for other articles that may be related to this case.
- Read and conduct the activities listed with the case (including Discussion Questions) and prepare a written response for each activity.
- Written assignments will normally use either Times New Roman or Ariel size 12 font. Assignments should be double spaced, and should include a proper introduction and summary or conclusion.
- Cite any sources used using the format required by your institution (example APA, MLA, CMS, Harvard, etc.).

ASSESSMENT

Weekly Quizzes

Course instructors can create weekly quizzes (multiple choice and/or short answer) based on the current week's *Bloomberg Businessweek* articles that cover a variety of topics and/or quizzes that span multiple issues for a specific topic. Each article review has 2-4 Discussion Questions that can be used for essay responses and 2-4 multiple choice/true or false questions.

Instructors can prepare a quiz based on one or more article reviews for a specific edition of *Bloomberg Businessweek* or that cover multiple editions of the magazine. The quiz can be administered in the Learning Management System (LMS) or as a paper, in-class quiz.

Course Exams

A course exam activity with either/both multiple-choice and essay questions can also be developed using the question test banks found within the B-School Connection Education Resource Center associated with the article reviews.

Faculty can use the Advanced Search fields to locate articles based on specific key words, economic sectors, academic disciplines, and/or learning outcomes (competencies). Based on this search, exam questions are extracted from the editions of *Bloomberg Businessweek* that covered the academic term to create a course-level exam that is specific to the course's learning outcomes. The exam can be administered in the Learning Management System or as a paper, in-class exam.