

BA 3102 - BUSINESS, SOCIETY & ETHICS, sect. 018
Fox School of Business & Management, Temple University, Spring 2014
Mondays 5:30 pm to 8:00 pm, Alter Hall Room 0A231

INSTRUCTOR: Elvita Quiñones 102 Speakman Hall 215-204-5809 elvita@temple.edu
Office Hours: By appointment only.

COURSE

OBJECTIVES:

1. To increase your awareness of the mutual ethical responsibilities existing between the contemporary business organization and its internal and external stakeholders.
2. To expose you to some of the ethical dilemmas confronted by employees within business organizations, and to improve upon your skills in resolving these types of dilemmas.
3. To enable you to become *critical* of a powerful institution - BUSINESS - of which you are a part so that you can help to create positive change.

COURSE

FORMAT: Short lectures, discussions, films, case analyses, team debates, experiential exercises and thought papers.

READINGS:

Wicks, J. 2013. *Good Morning Beautiful Business*, White River Junction, VT: Chelsea Green Publishing. (purchase on first day of class for under \$20)

Articles & cases hyperlinked on this syllabus and Blackboard.

ATTENDANCE & PARTICIPATION:

The material in this course cannot be learned in a passive manner. This is the one course in the business school curriculum that encourages you to challenge the “bottom line” – or the profit motive – as the primary indicator of corporate and societal success. Informed and active engagement in discussion and debate during class is vital in grasping this often conflicting and/or controversial subject matter; therefore, you are strongly encouraged to share your ideas and relevant experiences in an open-minded, non-judgmental, and interactive classroom setting. To facilitate such discussion, ***readings must be done before you come to class.***

Attendance and participation will be partially assessed via a sign-in sheet at the beginning of class and ending of class. More than 3 missed classes can result in a grade of F. You will also be responsible for evaluating your own attendance & participation via the Participation Evaluation Form on p. 11 of this syllabus which you will submit at the end of the semester.

Use of laptops/PDAs/cell phones/electronics is prohibited during class.

ACADEMIC FREEDOM:

Freedom to teach and freedom to learn are inseparable facets of academic freedom. The University has adopted a policy on Student and Faculty Academic Rights and Responsibilities which can be accessed through the following link:
http://policies.temple.edu/getdoc.asp?policy_no=03.70.02

DISABILITY POLICY:

Any student who has a need for accommodation based a disability should contact me privately to discuss the specific situation as soon as possible. Contact Disability Resources and Services at 215-204-1280 in 100 Ritter Annex to coordinate reasonable accommodations for documented disabilities.

**CLASSROOM
ENVIRONMENT**

In order to make the break-out classroom environment conducive to learning for all, please observe the following:

1. A sign-in sheet will be distributed each class to take attendance. Please sign the attendance sheet when you come into class and when you leave. Under no circumstances have someone sign it for you. Failure to observe this will be considered cheating and may result in a grade of "F" for BA 3102.
2. Laptop, tablets or PDA/cell phone use is **not** permitted during class without prior permission of the instructor. One violation of this policy will result in a full grade deduction to your participation and attendance grade. A second violation will result in a grade of "F" for BA 3102.
3. Please arrive to class on time. Arriving late on an occasional basis is okay (though you may not be credited for attendance). A regular pattern of lateness disturbs the flow of the class and is a distraction to fellow students and the instructor. I may or may not remind you of this if I notice you coming in late on a regular basis. However, a regular pattern of lateness will result in a participation and attendance grade of "D" or "F".
4. If you will have to leave class early on a given day, please let me know before class begins. This is a courtesy commonly extended in real-world business meetings.
5. Do not leave class while in session and return, unless there is some sort of emergency. Again, this can be extremely distracting to the instructor and fellow students. If you know that you have something you need to attend to during class hours, it would be better to miss class entirely. At minimum, let me know before class starts that you will be leaving and then returning. Frequent coming and going without notification will result in a participation and attendance grade of "D" or "F".

Summary: If you do not think that you will be able to adhere to these guidelines, please do not take this section of BA 3102.

6. If you cheat in my class or are suspected of cheating, you will receive a grade of "F" for the course and I will report you to the University Disciplinary Committee and you can face academic dismissal from Temple University.

ASSIGNMENTS:

Stakeholder Analysis (due Mon February 17)

Read a series of articles (to be posted on Blackboard) describing the predicament of a contemporary corporation and respond (~ 5-7 pages) to the following questions: 1) who are the corporation’s stakeholders and what are their stakes? 2) what attributes (power, legitimacy, urgency) do these various stakeholders hold? 3) what economic, legal, ethical and philanthropic responsibilities does the corporation have to these various stakeholders? 4) what specific actions (involve, collaborate, monitor or defend) should the corporation take? Your stakeholder analysis will be graded according to the rubric on p. 8 of this syllabus

Analysis Papers (2) (due Mon March 17 & April 28)

In the class schedule portion of the syllabus you’ll notice two times during the semester when you are required to submit an ‘analysis paper’. I will supply you with two questions (to be posted on Blackboard) to which you will respond (individually) by writing two (5-7 pages) essays. These questions require you to think about a topic as it applies to a personal experience and/or react to class readings. Your two analysis papers will be graded according to the rubric on p. 9 of this syllabus.

Team Debate Presentations (on Mon February 17, April 7 & April 21)

In breakout class each of you will be assigned to a team charged with researching one of the debate questions listed on the class schedule. Your team will be assigned to the “Yes” or “No” position. Using course readings as well as current journal and newspaper articles, your team will prepare a 10-minute presentation defending your position. In addition, your team must be prepared to offer a 5-minute rebuttal to your opponents' position. Finally, your team must be prepared to answer questions from the class during a 10-minute Q & A session. No written report is required.

FINAL GRADE:

Attendance/Participation:	15%
Assignments:	
Stakeholder Analysis	15%
Analysis Papers (2 @ 15 pts each papers):	30%
Team Debate Presentation (3 @ 6.67 pts each):	20%
Final exam:	20%

ACADEMIC

DISHONESTY:

This class will be conducted in accordance with Temple’s Plagiarism & Academic Cheating policy. Violations of this policy can result in a grade of F.

GRADING SYSTEM:

Grading will be based on the university’s 4.0 scale system. Letter grades on assignments will be recorded as scores on the 4.0 scale. For example, a grade of A = 4.00, A- = 3.67, B+ = 3.33, etc. I sometimes give “split grades,” e.g., A-/B+, which = 3.5/4.0. The cutoffs for your final grade will be your weighted average grade as follows:

A	3.67 - 4.00	D	1.00 – 1.33
A-	3.50 - 3.67	D-	0.67 – 1.00
B+	3.33 - 3.50	F	0.00 – 0.67
B	3.00 - 3.33		
B-	2.67 – 3.00		
C+	2.33 – 2.67		
C	2.00 – 2.33		
C-	1.67 – 2.00		
D+	1.33 – 1.67		

CLASS SCHEDULE

I. Business & Society

WEEK 1 – Mon January 27 - INTRODUCTION

Introductions & Discussion - Why has business gotten a bad rap?

Readings:

<http://community.mis.temple.edu/ba3102/files/2014/01/In-Life-and-Business-1112014.pdf>

"In life and business, learning to be ethical." Can Ethics Be Taught?

<http://www.gangsofamerica.com/1.html>

"How did corporations get so much power?"

http://www.nytimes.com/2012/05/13/opinion/sunday/fables-of-wealth.html?_r=1&emc=eta1

"Capitalists and other psychopaths"

<http://www.theatlantic.com/business/archive/2013/07/mcdonalds-cant-figure-out-how-its-workers-survive-on-minimum-wage/277845/>

"McDonald's can't figure out how its workers survive on minimum wage"

Video clips – "The story of Citizens United v. FEC" <http://www.storyofstuff.org/movies-all/story-of-citizens-united-v-fec/>

WEEK 2 – Mon February 3 – CORPORATIONS, SOCIETY & STAKEHOLDERS

Discussion: Do corporations have a responsibility to society?

Readings:

<http://www.reason.com/0510/fe.mf.rethinking.shtml>

"Rethinking the social responsibility of business"

http://online.wsj.com/article/SB10001424052748703338004575230112664504890.html?mod=WSJ_hpp_RIGHTTo pCarousel_2

"The case against corporate responsibility"

<http://valentemike.blogspot.com/2010/09/growing-complexity-of-corporations-in.html>

"WSJ ignores the growing complexity of corporations in society"

<http://www.commondreams.org/views07/0105-21.htm>

"In business for life"

http://www.thecro.com/files/100Best2012_List_3.8.pdf

100 Best Corporate Citizens of 2012

Video clips – "The Corporation" <http://www.thecorporation.com/>

First assignment due 2/3/14 – read syllabus and blackboard. Email me that a statement that they have read and understand your syllabus and blackboard.

WEEK 3 – Mon February 10 – PRIORITIZING STAKEHOLDERS

Discussion – How can business prioritize among its stakeholders?

Readings:

"The Wal-Mart effect and business, ethics, and society" (attached on BB)

<http://www.businessweek.com/articles/2013-01-15/wal-mart-tries-to-improve-its-battered-image>

"Wal-mart tries to improve its battered image"

<http://www.nytimes.com/2011/05/15/business/15shelf.html>

"Behind the greening of Wal-Mart"

<http://www.businessweek.com/articles/2013-06-06/costco-ceo-craig-jelinek-leads-the-cheapest-happiest-company-in-the-world#r=read>

"Costco CEO Craig Jelinek leads the cheapest, happiest company in the world"

Video clips – "The High Cost of Low Price" <http://www.walmartmovie.com/> or

<http://www.youtube.com/watch?v=Jazb24Q2s94> or <https://vimeo.com/52359213>

II. YOU as a Stakeholder

WEEK 4 – Mon February 17 - MAKING ETHICAL DECISIONS: CAPITALISM & VALUES

Discussion – How does our economic system shape the values that inform our behaviors and decisions in the workplace?

Readings:

"Some costs of American corporate capitalism" (attached on BB)

<http://www.globalethics.org/newsline/2009/05/04/must-capitalism-be-moral/>

"Must capitalism be moral?"

<http://m.theatlantic.com/business/archive/2013/06/rip-american-dream-why-its-so-hard-for-the-poor-to-get-ahead-today/276943/>

"RIP, American Dream? Why it's so hard for the poor to get ahead today"

<http://news.columbia.edu/stiglitz>

"Nobel Laureate Stiglitz on the price of inequality"

<http://www.theatlantic.com/business/archive/2012/08/americans-want-to-live-in-a-much-more-equal-country-they-just-dont-realize-it/260639/>

"Americans want to live in a much more equal country (they just don't realize it)"

Debate #1 – It is possible for any American to become part of the 1% today.

Due: Stakeholder Analysis

WEEK 5 – Mon February 24 - MAKING ETHICAL DECISIONS: PERSONAL PRINCIPLES

Discussion – What are some of the guidelines for "doing the right thing" in the business world?

Readings:

"Theoretical bases for analyzing the ethics of a decision" (attached on BB)

<http://www.givingvoicetovaluethethebook.com/excerpt/>

"Giving voice to values – excerpt"

<http://www.nytimes.com/2012/03/14/opinion/why-i-am-leaving-goldman-sachs.html?pagewanted=all>

"Why I am leaving Goldman Sachs"

http://www.huffingtonpost.com/robert-reich/greg-smith-goldman-sachs_b_1354345.html

"Why Greg Smith's critique is way too narrow"

Video clips – Justin Paperny, white-collar criminal & former investment executive, *Bear Stearns & UBS*

<http://www.acfe.com/vid.aspx?id=4294975514>

WEEK 6 – Mon March 3 – Sprink Break – No Class – Enjoy!

WEEK 7 – Mon March 10 – WHY GOOD PEOPLE DO BAD THINGS

Discussion – Is "doing the right thing" possible in the business world, arguably a corrupt system?

<http://www.nytimes.com/2012/07/11/business/economy/the-spreading-scourge-of-corporate-corruption.html>

"The spreading scourge of corporate corruption"

<http://www.apa.org/monitor/oct04/goodbad.html>

"What makes good people do bad things?"

<http://www.businessinsider.com/27-psychological-reasons-why-good-people-do-bad-things-2012-8?op=1>

"27 psychological reasons why good people do bad things"

http://blogs.hbr.org/hbr/hbreditors/2012/10/when_good_people_work_for_bad.html?cm_mmc=email-

[newsletter- -weekly_hotlist- -](#)

[hotlist102212&referral=00202&utm_source=newsletter_weekly_hotlist&utm_medium=email&utm_campaign=hotlist102212](#)

"When good people work for bad companies"

Video clips – "The Human Behavior Experiments 2006" <http://www.youtube.com/watch?v=4YUMxsj6rI4>

III. Internal & External Stakeholders

WEEK 8 – Mon March 17 – THE OWNER AS A STAKEHOLDER

Discussion – How can corporations be better governed?

Readings:

<http://dealbook.blogs.nytimes.com/2010/07/26/study-boards-use-peers-to-inflate-executive-pay/?scp=6&sq=corporate%20governance&st=cse>

"Study: Boards use peers to inflate executive pay"

http://www.nytimes.com/2012/04/08/business/in-chief-executives-pay-a-rich-game-of-thrones.html?_r=1&hp

"In chief executives' pay, a rich game of thrones"

<http://go.bloomberg.com/multimedia/ceo-pay-ratio/>

"Top CEO pay ratios"

http://www.usatoday.com/money/industries/energy/2006-01-23-enron-chronology_x.htm

An Enron Chronology

http://www.pillsburylaw.com/siteFiles/Publications/TimelineExec_Comp_Corp_Gov.pdf

Dodd-Frank Wall Street Reform and Consumer Protection Act - a summary

Video clips – "Enron: The Smartest Guys in the Room" <http://www.enronmovie.com/>

Due: Analysis Paper #1

WEEK 9 – Mon March 24 – THE EMPLOYEE AS A STAKEHOLDER

Discussion – Should corporations be expected to look out for employees' needs beyond salary?

Readings:

<http://roomfordebate.blogs.nytimes.com/2009/12/21/your-boss-and-your-blackberry/>

"Your boss and your Blackberry"

<http://www.forbes.com/sites/hbsworkingknowledge/2013/01/20/the-case-against-racial-colorblindness-in-the-workplace/>

"The case against racial colorblindness in the workplace"

<http://www.phillymag.com/articles/the-sorry-lives-and-confusing-times-of-today-s-young-men/>

"The sorry lives and confusing times of today's young men"

<http://www.theatlantic.com/magazine/archive/2012/07/why-women-still-can-8217-t-have-it-all/9020/>

"Why women still can't have it all"

<http://www.theatlantic.com/business/archive/2012/01/the-23-best-countries-for-work-life-balance-we-are-number-23/250830/>

"The 23 best countries for work-life balance"

<http://www.fastcompany.com/3004953/how-sas-became-worlds-best-place-work>

"How SAS became the world's best place to work"

Video clips – "Sheryl Sandberg Pushes Women to Lean In" <http://www.cbsnews.com/video/watch/?id=50149975n>
and "Working the Good Life (at SAS Institute)" <http://www.youtube.com/watch?v=N-ebIGpZlWI>

WEEK 10 – Mon March 31 - THE GOVERNMENT AS A STAKEHOLDER

Discussion – Has corporate power eroded our democracy?

Readings:

http://www.thechicagocouncil.org/UserFiles/File/Events/FY08%20Events/11_November%2007%20Events/111407%20Reich%20Article.pdf

"How capitalism is killing democracy"

<http://dealbook.nytimes.com/2013/07/15/on-wall-st-a-culture-of-greed-wont-let-go/?ref=business>

"On Wall Street a culture of greed won't let go"

<http://www.rollingstone.com/politics/news/why-isnt-wall-street-in-jail-20110216?print=true>

"Why isn't Wall Street in jail?"

<http://online.wsj.com/article/SB10001424052748704250104575238562718885050.html>

"The Gulf Spill and the revolving door"

Video clips – "Inside Job" <http://www.sonyclassics.com/insidejob/>

WEEK 11 – Mon April 7 - THE CONSUMER AS A STAKEHOLDER

Discussion – What does business owe consumers, and what do consumers owe business?

Readings:

<http://www.nytimes.com/2007/01/28/magazine/28nutritionism.t.html?pagewanted=all>

"Unhappy meals"

<http://www.nytimes.com/2013/02/24/magazine/the-extraordinary-science-of-junk-food.html?src=me&ref=general&r=0>

"The extraordinary science of addictive junk food"

<http://thinkprogress.org/justice/2013/06/20/2189061/even-small-businesses-cant-shake-mega-corporations-chokehold-on-access-to-the-courts/>

"In major blow to consumers, Supreme Court protects mega-corporations from liability"

<http://www.theatlanticcities.com/jobs-and-economy/2013/03/share-everything-why-way-we-consume-has-changed-forever/4815/>

"Share everything: Why the way we consume has changed forever"

Debate #2 – Corporations are responsible for our unhealthy relationship with food.

Video clips - "Food, Inc." <http://www.foodincmovie.com/>

WEEK 12 – Mon April 14 – THE COMMUNITY AS A STAKEHOLDER

Discussion – What should be the relationship between businesses and the communities in which they inhabit?

Readings:

<http://www.ft.com/intl/cms/s/0/067a0a38-ef39-11e0-918b-00144feab49a.html#axzz1iz2C1WVw>

"US shale gas bonanza: New wells to draw on"

http://www.nytimes.com/2011/12/15/us/towns-fighting-to-stand-ground-against-gas-drillers.html?_r=1&hpw

"As gas drilling spreads, towns stand ground over control"

<http://www.triplepundit.com/2011/12/corporate-philanthropy-dead-long-live-corporate-philanthropy/>

"Current do-good business climate breathes new life into corporate philanthropy"

<http://blogs.wsj.com/wealth/2008/05/13/the-perils-of-philanthrocapitalism/>

"The perils of philanthrocapitalism"

Video clips – "Shale Gas Drilling: Pros and Cons" <http://www.cbsnews.com/video/watch/?id=7054210n> and "The Sky is Pink" <http://vimeo.com/44367635>

WEEK 13 – Mon April 21 – THE NATURAL ENVIRONMENT AS A STAKEHOLDER

Discussion – How do corporations contribute to - and how can they help to solve - issues of environmental degradation?

Readings:

<http://www.nytimes.com/2010/04/11/magazine/11Economy-t.html?hp>

"Building a green economy"

"The sustainable economy" (attached on BB)

<http://www.rollingstone.com/politics/lists/whos-to-blame-12-politicians-and-execs-blocking-progress-on-global-warming-20110119>

"Who's to blame: 12 politicians and executives blocking progress on global warming"

<http://www.guardian.co.uk/environment/georgemonbiot/2013/apr/12/escalating-consumption>

"Let's stop hiding behind recycling and be honest about consumption"

Debate #3 - Stricter environmental regulations should be placed on the coal, oil and natural gas industries.

Video clips – "Story of Stuff" <http://www.storyofstuff.org/movies-all/story-of-stuff/> and "Ending the Silence on Climate Change" <http://billmoyers.com/episode/full-show-ending-the-silence-on-climate-change/>

WEEK 14 – Mon April 28 – THE GLOBAL VILLAGE AS A STAKEHOLDER

Discussion - Is what's good for American business good for the world?

Readings:

<http://www.theglobalist.com/storyid.aspx?storyid=9788>

"The real winners and losers of globalization"

<http://www.alternet.org/story/45833/>

"Globalization has increased the wealth gap"

<http://inspiredeconomist.com/2008/10/16/gdp-vs-gpi-which-measures-the-economy-best/>

"GDP versus GPI: Which measures the economy best?"

http://www.businessweek.com/debateroom/archives/2007/06/overseas_sweatshops_are_a_us_responsibility_1.html

"Overseas sweatshops are a US responsibility"

http://www.nytimes.com/2012/12/27/business/signs-of-changes-taking-hold-in-electronics-factories-in-china.html?hp&_r=0

"Signs of changes taking hold in electronics factories in China"

http://articles.philly.com/2012-03-11/business/31145490_1_shoes-china-giant-distribution-center

"Dansko stepping up its US footprint"

Video clips – “Behind the Swoosh” <http://www.youtube.com/watch?v=M5uYCWVfuPQ>

Due: Analysis Paper #2

WEEK 15 – Mon May 5 – STAKEHOLDER MODEL FOR CHANGE

Discussion –

Readings:

<http://www.entrepreneur.com/blog/223762>

“B Corps: The next generation of company?”

http://www.huffingtonpost.com/2012/10/23/ben-and-jerrys-b-corp-impact-investing_n_2005315.html

“Ben & Jerry’s becomes B-corp certified”

<https://www.globalreporting.org/information/about-gri/what-is-GRI/Pages/default.aspx>

“What is GRI?”

<http://business-ethics.com/2011/05/12/does-corporate-social-responsibility-increase-profits/>

“Does corporate social responsibility increase profits?”

<http://www.forbes.com/sites/feeonlyplanner/2013/04/24/socially-responsible-investing-what-you-need-to-know/>

“Socially responsible investing: What you need to know”

<http://www.inc.com/magazine/20110501/how-a-business-can-change-the-world.html>

“How a business can change the world”

Video clips – B Corporations <http://www.bcorporation.net/news-media/videos> and Michael Porter’s TedGlobal talk

“Got Social Problems? Business Can Help” <http://sharedvalue.org/michael-porter-tedglobal2013>

May 12 , 5:45 to 7:45 PM- FINAL EXAM – to be announced

DUE today: Submit your participate evaluation form

BA 3102: Business, Society and Ethics
Rubric for Stakeholder Analyses

Criteria	Unsatisfactory = 0-1 / Satisfactory = 2 / Excellent = 3				
	Level 0 = 0pts.	Level 1 = 1pt.	Level 2 = 2pts.	Level 3 = 3pts.	Total
Identifies Stakeholders	Identification of relevant stakeholders is sparse or missing.	Identifies some of the relevant stakeholders in a given problem/case. Some important stakeholders are missing.	Identifies most of the relevant stakeholders in a given problem/case. Most important stakeholders are identified.	Completely and thoughtfully identifies all relevant and important stakeholders in a given problem/case.	
Supports Arguments	Inconsistent or lacking in articulation of why identified stakeholders are relevant to the problem.	Some important points are missing and/or support for inclusion of stakeholders lacks substantial explanation.	Able to support inclusion of stakeholders with adequate explanation and few logical fallacies.	Able to support a inclusion of stakeholders with a substantial amount of explanation and no logical fallacies.	
Integrates Course Concepts	Very few course concepts integrated.	Integrates some course concepts, however, with some inaccuracies.	Integrates course concepts fairly well, with few inaccuracies.	Integrates course concepts consistently and accurately.	
Connects Analysis to Recommended Actions	Analysis doesn't inform or lead to recommended actions.		Analysis somewhat informs recommended actions, but linkages are not always clear.	Analysis directly informs and leads to recommended actions.	
Structure & Language	Errors are so numerous that they obscure meaning.		Occasional errors in writing, but they don't represent a major distraction.	Writing is free or almost free of errors.	
Comments:				Total Score	

**BA 3102: Business, Society and Ethics
Rubric for Analysis Papers**

Criteria	Unsatisfactory = 0-1 / Satisfactory = 2 / Excellent = 3				Total
	Level 0 = 0pts.	Level 1 = 1pt.	Level 2 = 2pts.	Level 3 = 3pts.	
Identification of Issues	Identification of ethical /social concerns is sparse or missing.	Identifies some of the ethical/social concerns in a given problem/case. Some important points are missing.	Identifies most of the ethical/social concerns in a given problem/case. Most significant points are identified.	Completely and thoughtfully identifies all ethical/social concerns in a given problem/case.	
Supports Arguments	Inconsistent in articulation of position and/or offers little or no supporting evidence.	Most points are supported with adequate information. Some important points are missing and/or support for positions lacks substantial explanation.	Able to support a position with adequate information and few logical fallacies.	Able to support a position with a substantial amount of information, little or no bias, and valid arguments.	
Integration of Course Concepts	Very few course concepts integrated.	Integrates some course concepts, however, with some inaccuracies.	Integrates course concepts fairly well, with few inaccuracies.	Integrates course concepts consistently and accurately.	
Structure	Paper is disorganized; little flow; vague; difficult to understand.		Presentation flows smoothly with occasional confusion or rough patches between ideas.	Presentation is smooth, polished and organized; flows well.	
Language	Errors are so numerous that they obscure meaning.		Occasional errors in writing, but they don't represent a major distraction.	Writing is free or almost free of errors.	
Comments:				Total Score	

PARTICIPATION EVALUATION FORM – BA 3102

Name _____

Please evaluate yourself on quality of participation, frequency of participation, and class attendance by circling the appropriate number. *The professor reserves the right to revise your participation evaluation based on attendance records. Remember that this is an ethics course and you should provide an honest and accurate assessment of your participation.*

Quality of Participation

- 5 Always prepared for class, offered high quality and insightful input to class discussions, successfully challenged others, and clarified points that others did not understand.
- 4 Almost always prepared for class, offered relevant and interesting input to class discussions, answered questions, and demonstrated ability to apply course material.
- 3 Usually prepared for class, offered input from personal experiences to class discussions, and clearly and concisely answered questions.
- 2 Usually prepared for class, but offered little to class discussion.
- 1 Did not contribute anything to class discussion.

Frequency of Participation

- 5 Participated very actively in every class.
- 4 Participated at least twice in every class.
- 3 Participated about once in every class.
- 2 Participated about ten times during the semester.
- 1 Participated very little this semester.

Class Attendance

- 5 Perfect attendance or only one absence this semester.
- 4 Missed two classes this semester.
- 3 Missed three classes this semester.
- 2 Missed four classes this semester.
- 1 Missed five or more classes this semester.