



**NEW YORK CITY COLLEGE
OF TECHNOLOGY THE
CITY UNIVERSITY OF NEW
YORK DEPARTMENT OF
BUSINESS**

**INTERNATIONAL RETAILING
SPRING 2021 ONLINE
Dr. Alyssa Dana Adomaitis**

Course: BUF 3300 (OL68) International Retailing

Prerequisites: MKT 2300 or MKT 2327

Credits: 3

Instructor: Dr. Alyssa Dana Adomaitis

Faculty Office: A-823A

Office Hours: TUES 11:30-1:30 pm /after class or by appointment only

Office Phone: (718) 260-57567

E-Mail: aadomaitis@citytech.cuny.edu

Meeting Date/Time/Room:

TH 2:30 -5 pm ONLINE VIA ZOOM CAMERA

COURSE DESCRIPTION:

Key issues affecting international retailing with consideration of the global consumer's welfare. Provides the student with a comprehensive view of retailing and an application of marketing concepts in a practical retail managerial environment.

Retailing is changing, and the successful business will know how to identify, adapt, and plan with the changes, without moving away from its core competencies.

LEARNING OUTCOMES:

Upon successful Completion of this course, students will be able to

Outcome	Assessment
Compare and contrast various international retailer's strategy and expansion patterns	Class discussion, class examinations, & <i>Regional Term Paper</i>
Assess regulatory and economic environments along with the impact they have on international retail development	Class discussion, class examinations, & <i>Regional term Paper/ Presentation</i>
Identify and describe social and cultural environments that impact shopper behavior and purchasing patterns in various global markets	Class discussion & <i>Regional term Paper/ Presentation</i>
Describe how retailers need to vary their retail structure by depending on the global market to meet the customer's textile and apparel needs	Class discussion, course readings, & <i>Regional term Paper/ Presentation</i>

Provide examples of how international retailers adapt to local conditions and market local textile and apparel brands to attract consumers	Class discussion, course readings, class examinations & <i>Regional term Paper/ Presentation</i>
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GENERAL EDUCATION LEARNING OUTCOMES

Outcome	Assessment
Apply critical thinking, creativity, and problem-solving processes to issues and concern in fashion retailing	Papers, class discussion, midterm examination & <i>Regional term Paper/ Presentation</i>
Demonstrate an understanding of the similarities and differences of other cultures, people, and place as they impact strategic planning	Class discussions, Course readings, & <i>Regional term Paper/ Presentation</i>
Understand organizations and histories underlying government in global context	Class discussion, examinations, course readings, & <i>Regional term Paper/ Presentation</i>

TECHNOLOGY ENHANCEMENT:

- ❖ In addition to using Blackboard throughout the course,
- ❖ Students will also be responsible for building a web page via *Open Lab*
- ❖ SAFEASSIGN Technology for the submission of papers
- ❖ ZOOM Camera for online class lectures

REQUIRED TEXTBOOK AND SUPPLEMENTAL MATERIALS:

- Sternquist, B. (1998). *International Retailing: 2nd Edition or 3rd Edition*. Fairchild Publications; New York, NY.

ASSESSMENT AND GRADING:

Grading and add/drop policies are in accordance with University policies. Students need to submit assignments on or before the due date.

Grades are assigned based on total points earned in the course. The total number of points a student earns is divided by the total number of possible points. The total possible points are 500. Two hundred points can be earned through examinations and one hundred points through quizzes. A student's score is converted into a percentage and a grade will be assigned using the scale listed below.

COURSE EVALUATION

Homework/Free writes	50 points
Exam 1	75 points
Exam 2	75 points
Quizzes	100 points
Regional Textile and Apparel Complex Project	100 points
Webpage or Report	100 points
Final Exam	100 points
Total	600 points

Active Participation	20%
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GRADING SCALE:

A	=	93 – 100
A-	=	90 – 92.9
B+	=	87 – 89.9
B	=	83 – 86.9
B-	=	80 – 82.9
C+	=	77 – 79.9
C	=	70 – 76.9
D	=	60 – 69.9
F	=	59.9 and below

COURSE POLICIES AND PROCEDURES:

COURSE POLICIES & PROCEDURES:

ATTENDANCE:

Class attendance is part of course participation. Although students are graded on academic achievement and performance rather than on attendance per se, there are several in class activities, assignments, and quizzes that are completed and handed in during scheduled class times. These assignments are required and contribute to the final course grade.

Please be sure to login on ZOOM with camera ability to assure student visibility for online class. Please dress professionally as not pajamas, tank tops, bathrobes, lingerie are NOT accepted as appropriate dress. In addition, lying down on beds, sleeping, watching television, while the class is in session is not appropriate for a professional setting.

Should a student be absent more than two days of a course, one must bring in documentation of the day and time of absence on official letterhead the day or the very next class session otherwise excused absence is not valid.

*Students who are not present in class on the days of assignments will **NOT** be given the opportunity to make-up these activities unless recognized by CUNY-City Tech along with professional documentation.*

It is strongly recommended that a student's personal appointments be scheduled at other than class times (this includes job interviews and medical appointments).

If you are absent when an assignment is due, you are responsible for having the assignment turned in during the class period. If you are absent from class, you are responsible for the material covered. This means you must get the missed work and you are responsible to get the material by contacting your peers.

In a case of an emergency, you may e-mail your assignment / submit assignments early but it must be prior the start time of the class to get full credit. Documentation of the emergency on professional letterhead will be expected the very day of the class period.

In addition to class attendance, it is also expected that students will complete readings and homework as assigned and participate in class discussions to the extent that it is possible in a class setting. Participation is important in this course. When students' share their thoughts and experiences, class concepts become concrete in their minds as well as in the minds of other students. It is the sharing of our experiences that helps us to learn from each other as well as about each other. Members of this classroom will practice inclusively. We will listen to one another's views with respect regardless of race, gender, sexual orientation, or disability.

ASSIGNMENTS/ PRESENTATIONS/NO LATE WORK POLICY:

- ❖ Assignments and projects are due at the **beginning** of class as scheduled.
- ❖ **NO LATE** work will be accepted after submission on BB SAFEASSIGN.
- ❖ Assignments placed under the professor's door/or sent to email will **not be accepted**.
- ❖ Do **NOT** email late assignments to the Professor's email.
- ❖ **All written** work must be **word processed/typed on standard size 8 1/2" by 11" paper in black ink in Times New Roman font**. All names must be typed on assignments to be accepted. Please plan accordingly for all your assignment due dates.

On presentation days all students are expected to arrive at class with all needed materials **on time even online. Failure to do so will result in a reduction in the student's or group's grade.**

-If a student or group fails to be present, or is unprepared to make their presentation during their designated slot, **they will not be given credit for the presentation.**

On midterm and exam days all students are expected to be in class **on time**, prepared to take the test. Students who arrive after the start of the exam will not be given additional time to complete the test, and will have points deducted from the exam grade.

ELECTRONIC DEVICES:

Accordingly, this class will adhere to the following "Digital Device Policy" prohibiting the use of such devices during all in class meetings:

- Many people in our society have not yet learned professional, considerate, behavior regarding electronic devices.
- **Turn off** all cellular telephones, beepers, wrist watch alarms, etc. before you enter class.
- If your electronic device audibly activates during class, you will be **deducted 5 points from your final grade**.
- If you are expecting a life and death announcement from an immediate family member— brother/sister/parent/spouse/child — please notify me before class of that situation.

PARTICIPATION:

Your success in this class depends on your willingness to put effort into your work. You are expected to participate in all large and small group activities, exercises and discussions. *You should initiate participation rather wait on the instructor to call you, should you want to earn participation points.* Participation will help you understand the subject matter and will be considered when determining your final grade. Participation is 20% of your final grade.

ONLINE Participation involves:

- Active Learning. Taking notes, asking questions and taking responsibility for your own learning.
- Working with others in group activities: A chain is only as strong as its weakest link.

- Don't drag your team down by refusing to get involved.
- Attending class regularly. If you aren't here, you can't learn.

GUIDELINES FOR WRITTEN ASSIGNMENTS:

All papers **MUST** be typed. A page is the equivalent of a 2.0 line-spaced 8.5 x 11-inch paper with one-inch margins using 12-point type in black ink in Times New Roman font. Follow the page length guidelines for each assignment and number each page. All work **MUST** contain the student name(s), the course name and number, the date the assignment is *submitted*, and the name of the assignment.

Please plan accordingly for all your assignment due dates.

Effective writing helps clarify ideas and communicate those ideas to others. Be organized, clear, and succinct. Grammar, punctuation, style, and spelling count. Write in college-level American English that is appropriate to the business community.

Papers will be graded on the following criteria:

- **Clear and thorough application** of direct and database marketing concepts and principles (including material covered in the assigned reading, lectures, and discussions).
- **Demonstration of original, logical, strategic thinking** including a complete analysis of facts, logical synthesis, and persuasive conclusion/recommendation. Specific examples should support the analysis. Address the specific requirements of the assignment.
- **Quality of research** (depth, breadth, appropriateness) and proper acknowledgement of references, including complete citations using APA style in-text notes, when appropriate.
- **Appropriate language and tone**, accurate spelling, correct grammar, appropriate punctuation, and logical organization. You will not receive an A if your writing is awkward, contains grammatical or punctuation errors, or is disorganized.

EMERGENCIES:

In a case of an emergency, you may submit your assignment the following class day. For once a week courses you may e-mail your assignment/upload to BB prior the start of the class to get full credit.

Documentation on Professional Letterhead of the emergency will be expected the same day.

Coming late to class does not constitute an emergency. Please **do not talk** on cell phones/order food while in class, even online. *Please be considerate to your peers.*

ACADEMIC INTEGRITY POLICY:

The value of an institution of higher education is dependent upon its ability to maintain the integrity of its academic environment. Academic dishonesty cannot and will not be tolerated at City Tech. City Tech is committed to supporting its mission to provide an educational experience designed to develop professional competencies including developing habits of personal and professional integrity. The College expects all members of its community - - students, faculty and staff - - to act honestly in all situations.

"Academic Dishonesty is any form of cheating and plagiarism which results in students giving or receiving unauthorized assistance in an academic assignment or receiving credit for work which is not their own."

All students are expected to agree to a pledge of honesty concerning their academic work, and faculty is expected to maintain the standards of that code

Academic misconduct is defined as any act that violates the rights of another student with respect to academic work or involves misrepresentation of a student’s own work. Academic misconduct includes but is not limited to: cheating on assignments, quizzes, or examinations, plagiarizing pieces of work, depriving others of necessary course work, and sabotaging another’s work.

Academic dishonesty on exams, quizzes, or any other graded assignment will result in a zero for that graded activity or assignment.

Academic dishonesty includes use of any unauthorized assistance in taking quizzes, tests, or exams; dependence upon the aid of sources beyond those authorized by the instructor, or the acquisition of tests or other material belonging to a faculty member.

Plagiarism includes the paraphrase or direct quotation of published or unpublished works without full and clear acknowledgment of the author/source.

Academic dishonesty will bring about disciplinary action, which may include expulsion from the university. This is explained in the College’s online handbook.

"Academic dishonesty (is any) form of cheating and plagiarism which result in students giving or receiving unauthorized assistance in an academic exercise or receiving credit for work which is not their own. "(Kibler et. al. (1988), Academic integrity and student development: Legal issues and policy perspectives, Ashville, NC: College Administration Publications, Inc., p. 1.) All students are expected to agree to a pledge of honesty concerning their academic work, and faculty are expected to maintain the standards of that pledge.

INFORMATION (TECHNOLOGY) LITERACY STATEMENT

Information Literacy is a valuable set of skills that empowers students to become agile information seekers who adapt to changing modes of information delivery and are selective, critical, ethical users of information in all formats. These skills are embedded within course work throughout academic programs. This skill will be reflected in your research papers.

SCHEDULE OF TOPICS:

Note: readings listed are tentative, and may be changed based on specific course focus.

SESSION	TOPIC of DISCUSSION VIA ZOOM	ASSIGNMENT
1 Aug 26	Course introduction What is meant by the global textile and apparel complex?	-Course syllabus -Get your text book -Read preface, overview and chapter 1
2 Sept 2	Internalization of Retailing <i>Online Class</i>	Chapt1

Sept 3-8	<i>Labor Day; Rosh Hashanah</i>	<i>College Closed</i>
3 Sept 9	<i>Global patterns of development: Are they sustainable?</i>	Chapt 2
4 Sept 15 & 16	<i>Yam Kippur</i>	<i>College Closed</i>
5 Sept 23	Center for Strategic and International Studies, <i>What is globalization?</i> Form groups for team project Location factors	Chapter 3 - ABSTRACT PROPOSAL FOR TEAM PROJECT DUE
6 Sept 30	High and Low Context Cultures	Chapt 4 <i>Movie: Kite Runner</i> -Study for MIDTERM EXAM
7 Oct 7	Global patterns of textile and apparel employment; International culture and human behavior	-Read chapter 5
Oct 11	<i>College Closed</i>	<i>Columbus Day</i>
8 Oct 14	Retailing in developing countries	-Traditional retailing systems writing Film: <i>Kissengani</i> -Read chapter 6
9 Oct 21	MIDTERM EXAM <i>Timed</i>	

10 Oct 28	Licensing, franchising, strategic alliances	-Licensing and franchising assignment
	Research Projects Drafts via Open Lab	<i>Online Assignment due Open Lab</i>
11/12 Nov 4-11	Discussion of Research Project Drafts APA writing, In-text citation, references	-Continue working on group regions project. -Read chapter 7
13 Nov 18	Retailing in multinational markets	
14 Nov 25	<i>College Closed</i>	<i>Thanksgiving Holiday</i>
	Characteristics of various international countries <i>Regionalization and internationalization of retailing</i>	Chapt 21
14 Dec 2, 9	Student presentations Final Exam Review	- International WEBPAGE; Open Lab Online Web presentations Via Zoom Camera
15 Dec. 16	Final Exam	ONLINE 2:30-5pm

BIBLIOGRAPHY:

Benbow-Pfalzgraf and Richard Martin, eds. Contemporary Fashion. 2nd Ed. Detroit: St. James Press, 2002. (BGN/ GMT/ MDL/ NYC/ NWK/ WST/ REF 746.9 CON)

Gigi Ekstrom, Margaret. Fashion Marketing. New York: McGraw Hill/Glencoe,

2006. Goworek, Helen. Careers in Fashion and Textiles. Ames, IA: Blackwell

Pub., 2006.

Mauro, Lucia and Kathy Siebel. Careers for Fashion Plates & Other Trendsetters. Blacklick, OH: McGraw Hill, 2002.

Rosenau, Jeremy A. and David Wilson. Apparel Merchandising: The Line Starts Here. New York: Fairchild Publications, 2001. (GMT 687 ROS)

SAMPLE TERM PROJECT: Regional Presentation

Students will work in teams of four; each team will provide a rationale for investigating the apparel and textile complex in one of the following regions of the world.

MEGAREGION	REGION	COUNTRIES in REGION
<i>The Americas:</i>	<i>North America:</i>	Bermuda, Canada, Greenland, Saint Pierre-et-Miquelon, United States of America
	<i>Central America:</i>	Belize, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama
	<i>The Caribbean Basin:</i>	Anguilla, Antigua and Barbuda, Aruba, Bahamas, Barbados, British Virgin Islands, Cayman Islands, Cuba, Dominica, Dominican Republic, Grenada, Guadeloupe, Haiti, Jamaica, Martinique, Montserrat, Netherlands Antilles, Puerto Rico, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Trinidad and Tobago, Turks and Caicos Islands, U. S. Virgin Islands
	<i>South America:</i>	Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Falkland Islands, French Guiana, Guyana, Paraguay, Peru, Suriname, Uruguay, Venezuela
<i>Europe:</i>	<i>North Europe:</i>	Channel Islands, Denmark, Estonia, Faeroe Islands, Finland, Iceland, Ireland, Isle of Man, Latvia, Lithuania, Norway, Sweden, United Kingdom of Great Britain (incl. England, Scotland and Wales) and Northern Ireland
	<i>West Europe:</i>	Austria, Belgium, France, Germany, Liechtenstein, Luxembourg, Monaco, Netherlands, Switzerland
	<i>East Europe:</i>	Belarus, Bulgaria, Czech Republic, Hungary, Moldova, Poland, Romania, Russian Federation, Slovakia, Ukraine
	<i>South Europe:</i>	Albania, Andorra, Bosnia-Herzegovina, Croatia, Gibraltar, Greece, Holy See, Italy, Macedonia, Malta, Portugal, San Marino, Slovenia, Spain, Yugoslavia
<i>Asia:</i>	<i>East Asia:</i>	China; China-Hong Kong; China-Macao (Taiwan); Democratic People's Republic of Korea (North Korea), Japan, Mongolia, Republic of Korea (South Korea)
	<i>West Asia:</i>	Armenia, Azerbaijan, Bahrain, Cyprus, Georgia, Iraq, Israel, Jordan, Kuwait, Lebanon, Oman, Palestinian Territory, Qatar, Saudi Arabia, Syria, Turkey, United Arab Emirates, Yemen
	<i>South-central Asia:</i>	Afghanistan, Bangladesh, Bhutan, India, Iran, Kazakhstan, Kyrgyzstan, Maldives, Nepal, Pakistan, Sri Lanka, Tajikistan, Turkmenistan, Uzbekistan
	<i>Southeast Asia:</i>	Brunei Darussalam, Cambodia, East Timor, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam
<i>Africa:</i>	<i>North Africa:</i>	Algeria, Egypt, Libyan Arab Jamahiriya, Morocco, Sudan, Tunisia, Western Sahara
	<i>West Africa:</i>	Benin, Burkina Faso, Cape Verde, Cote D'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone, St. Helena, Togo

	<i>East Africa:</i>	Burundi, Comoros, Djibouti, Eritrea, Ethiopia, Kenya, Madagascar, Malawi, Mauritius, Mayotte, Mozambique, Reunion, Rwanda, Seychelles, Somalia, Tanzania, Uganda, Zambia, Zimbabwe
	<i>Middle Africa:</i>	Angola, Cameroon, Central African Republic, Chad, Congo, Democratic Republic of Congo, Equatorial Guinea, Gabon, Sao Tome and Principe
	<i>South Africa:</i>	Botswana, Lesotho, Namibia, South Africa, Swaziland
<i>Oceania</i>	<i>Australia/New Zealand:</i>	Australia, New Zealand
	<i>Melanesia:</i>	Fiji, New Caledonia, Papua-New Guinea, Solomon Islands, Vanuatu
	<i>Micronesia:</i>	Federated States of Micronesia, Guam, Kiribati, Marshall Islands, Nauru, Northern Mariana Islands, Palau
	<i>Polynesia:</i>	American Samoa, Cook Islands, French Polynesia, Niue, Pitcairn, Samoa, Tokelau, Tonga, Tuvalu, Wallis and Futuna Islands

Step ONE:

Your team will submit a proposal selection of a region for each team will be based on the submitted rationales. The region will be assigned to only one team of students, i.e., no duplicate region assignments is permitted. This is to insure access to library resources.

Step TWO:

Your team will begin by using both the Internet and the Library to obtain information about the region for an oral presentation. Students will gather supporting data and qualitative information. Each **team of students then will synthesize the data and information and prepare a detailed written outline**, reference list, and a comprehensive, integrative presentation on the textile and apparel complex for the selected region. **This means focusing on the interrelationships and interdependence among the countries** in the region, and between the region and other regions of the world, and among such factors as geography; climate; natural resources; **population and demographics; technology; culture; the economy; labor and employment practices; fiber, fabric and apparel production, distribution and consumption; and import/export trade policies and practices.** Students will also analyze issues facing the population and soft goods industry of the region with **respect to ecological sustainability by reference to class readings.** Students will attempt **to show the strengths and weaknesses of the region within the global textile complex.** For guidance in the types of relationships that could be addressed, refer to the following link on Blackboard: Course Documents: Regional Presentation.

The reference list of the sources of all data and information gathered must include complete citations for all books, articles, and government documents, including URL addresses for electronic sources, following the citation format most frequently used by professionals in the field of apparel and textiles.

This format is in the *Publication Manual of the American Psychological Association (6th edition), 2001.* For additional links related to APA style, go to Blackboard xx and then Course Documents : Links .

Step THREE:

The oral presentation should be 20 minutes in length, with each team member taking part in the presentation. A detailed outline (at least three levels) and complete list of references used in the presentation must be submitted to the instructor in typed format at the beginning of the presentation. The typed outline and reference list must have one inch margins (top, bottom, left, right) and double line spacing. Work must be submitted in a professional manner in a clean, neat binder or folder. Teams are expected to use visuals (such as PowerPoint presentation, transparencies, artifacts, maps, figures, tables, and the Internet, including the Web page developed by the team) to support the presentation.

Presentation and Submission Policy:

The regional presentation must be given orally on the date assigned for the team's presentation. Failure to do so will result in a zero (0.0) for the assignment for any team member who is absent or late. In the event of an unpredictable medical or family emergency, the student must contact both the team and the professor by phone or in person *within one day* of the due date and present any documentation that is required by the professor. If such an unlikely event as this occurs, the student, other team members, and the instructor will address the problem and arrive at an appropriate solution. The detailed outline, reference list and URL for the web page must also be submitted during class on the date of the presentation. Failure to submit these on the same date as the presentation will result in a 0.0 for all team members for the presentation. Each team should maintain a backup copy of the outline, reference list, and web page to prevent loss due to computer problems.

Step FOUR:

Your team may choose either:

1. Develop a **Web page via Open Lab** for the region for publication on the course page and for referral during the presentation. The types of links on the web page should reflect the topics as described on the following link: Blackboard: Course documents: Regional Presentation. A list of references consulted must also be supplied following format specified in the *Publication Manual of the American Psychological Association (5th edition), 2001*

OR

2. A **written report** (approx. 10-15 pages) covering the region A list of references consulted must also be supplied following format specified in the *Publication Manual of the American Psychological Association (5th edition), 2001*. For additional links related to APA style, go to the course page then course links Blackboard: Course documents: Regional Presentation

Participation will be assessed as follows:

	Exemplary (90-100%)	Proficient (80-90%)	Developing (70-80%)	Unacceptable (>70%)
Frequency of Participation on Class	Student initiates contributions more than once in each recitation.	Student initiates contributions more than once in each recitation.	Student initiates contributions more than once in each recitation.	Student does not initiate contribution & needs instructor to solicit input.
Quality of Comments	Comments always insightful & constructive; uses appropriate terminology. Comments balanced between general impressions, opinions & specific, thoughtful criticisms or contributions	Comments always insightful & constructive; uses appropriate terminology. Comments balanced between general impressions, opinions & specific, thoughtful criticisms or contributions	Comments are sometimes constructive, with occasional signs of insight. Student does not use appropriate terminology; comments not always relevant to the discussion.	Comments are sometimes constructive, with occasional signs of insight. Student does not use appropriate terminology; comments not always relevant to the discussion.
Listening Skills	Student listens attentively when others present materials, perspectives, as indicated by comments that build on others' remarks, i.e., student hears what others say & contributes to the dialogue.	Student listens attentively when others present materials, perspectives, as indicated by comments that build on others' remarks, i.e., student hears what others say & contributes to the dialogue.	Student listens attentively when others present materials, perspectives, as indicated by comments that build on others' remarks, i.e., student hears what others say & contributes to the dialogue.	Student listens attentively when others present materials, perspectives, as indicated by comments that build on others' remarks, i.e., student hears what others say & contributes to the dialogue.

GRADING RUBRIC

	Excellent	Good	Poor
Clarity of Concept/Initiative	Trend / Concept is clearly articulated in all aspects of the work.	Trend / Concept is articulated in some aspects of the work.	Trend /Concept is not articulated.
Thoroughness	Aesthetic is clearly expressed, and the project details strongly support the aesthetic	Aesthetic is expressed, and the project details somewhat support the aesthetic	Aesthetic is not expressed, and the project details do not support the aesthetic
Accuracy	Concepts and all statements are factually accurate and demonstrate clear understanding of the material and the ability to apply the material to additional use-case scenarios	Concepts and all statements are factually accurate and demonstrate a working understanding of the material	Concepts and all statements are factually inaccurate and do not demonstrate a working understanding of the material or are not present at all.
Professionalism/ Technique and Skill	Presentation conforms to the parameters of the assignment <i>and</i> is executed with a high level of neatness and technical skill.	Presentation conforms to the parameters of the assignment <i>but is not</i> executed with a high level of neatness and technical skill.	Presentation fails to conform to the parameters of the assignment and is not executed with a high level of neatness and technical skill.

