Introduction

Welcome to Hodges University’s Guide to Business Writing. The document contains straight-forward, clear, and concise instructions and examples with regard to business writing. The framework of the guide is arranged as follows: guidelines, specific example, and helpful hints for each form of business writing that students will encounter. For instance, the guide establishes “Writing a Professional Business Email” as a section. Under that heading, students will see a checklist, an example, and helpful guidelines for composing an effective email. However, because this is a living document, some examples are not available at this time and will be provided in later editions. Students will find that their learning experience will be different at each level as shown in Table 1, meaning that they will face various forms of business writing throughout their college career; however, each type of writing will become more challenging as they work through each level. Finally, students will see a grammar section and a library section. Both sections should be reviewed. Doing so will help each student develop a professional voice informed by appropriate sources. As always, students are encouraged to meet or contact their business professors to address specific questions or issues with all written assignments.
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**Table 1**  
*Forms of Business Writing and their Appropriate Course Levels*

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**Types of Business Writing in Alphabetical Order**

Students in the Johnson School of Business will have a variety of written assignments. These assignments are designed specifically for each course level. The expectation of faculty is that students reach a proficient level in their written work at each course level. Please note that proficiency will be defined by the rubrics for each assignment.
Abstract

Guidelines:
An abstract is a summary of key points of a longer work in no more than 120 words. Examples of such work include, but are not limited to, a research report, a thesis, an article, or any other text that includes an in-depth analysis of a particular subject. The abstract summarizes the purpose, method, and key findings of the research project.

Example:
XYS Corporation made a $5.5 million investment in environmental cleanup and job creation. Based on comparison of similar acquisition offers from equivalent metropolitan areas firms following this strategy were not successfully acquired. Outcomes for attempted acquisitions were 95% negative.

Helpful hints:
- Focus/Scope
- Method/Technique/Organization
- Discovery/Findings
- Deduction/Decision

Checklist before Submitting Written Work:
- Do not submit the first draft of any college-level assignment
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- Read the assignment aloud
- Then, read the assignment aloud to another person and have someone else read the assignment
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- Run spell check, but do not solely rely on this tool to find grammar and spelling errors
- Check the rubric for the assignment to make sure all assignment requirements are addressed
Bill of Sale

Guidelines:
A bill of sale is a legal document created for a seller and a purchaser, normally by the seller. It reports the time, date, location, and amount or type of sale. The document is specific with regard to what the seller actually sold the purchaser. Bills of sale can be utilized for personal items or property, which the seller previously had legal ownership of. The document is used as proof to transfer of goods from the seller to the purchaser.

Example:

**General Form for Sale of Personal Property**
**From One Individual to another Individual**

For and in the consideration of $______________ cash in hand paid, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the undersigned ________________________________ [name of Seller] of ________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________________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On this _____________ day of __________________ , 20_____ , before me, the undersigned notary public, personally appeared ______________________________ [name of Seller], proved to me through satisfactory evidence of identification, which were ______________________________ , to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he/she signed it voluntarily for its stated purpose.

___________________________________   [Seal]
Notary Public [Signature]

___________________________________ My Commission Expires: ____________________
Printed Name of Notary

Helpful hints:
✓ Protect both parties
✓ Be concise and offer basic information
✓ The exchange of goods and services should be extremely detailed
✓ The document must contain a confidentiality section
✓ Follow and include all state laws

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Business Letter

Guidelines:
There are various types of business letters. For example, in business administration, students can expect to find sales letters, complaint letters, consumer letters, credit letters, and inquiry letters. Students should always start with a statement of goodwill. Ultimately, the writer of the letter is writing to a human being. With that said, the writer needs to acknowledge the person before discussing any type of business. Limit the letter to three paragraphs: purpose for writing, support of the issue, and action that needs to be taken.

Examples:

April 10, 2015

Mr. Jack Arundle, CEO
Air Conditioning On-demand
456 SW 45th Street
Orange City, Florida, 12345

Dear Mr. Arundle,

The air-conditioning unit installed by your firm on March 31 of this year was to be capable of cooling 10 apartment units to at least 70 degrees. See your invoice number XCC1237. Currently, the unit is not adequately cooling those apartments. Our tenants are complaining.

We called your service department and scheduled an appointment for April 6. Henry Jones was the technician who was sent to address the issue. He maintained the unit was functioning properly despite the fact that no tenants can get air temperature below 85 degrees. The original invoice from your company clearly states that the unit is capable of cooling the 10 units to at least 70 degrees.

We need the unit to perform as promised. Please contact us immediately to resolve the issue.

Sincerely,

[Space for handwritten signature]

Robert Smith
2015 Hodges Avenue
Orange City, FL 12345

Helpful hints:
✓ Always take the time to find out the person’s full name. Researching his or her name illustrates care and concern of the correspondence.
✓ Everything in writing provides a written record, or paper trail, so be cautious and courteous.
✓ Watch the tone of the letter; the writer is not face-to-face with the reader. The writer only has the words on the page to convey his or her message. Make sure the tone is well-mannered
✓ The writer must limit the amount of information he or she provides. Most recipients’ time is extremely valuable, so create a letter that narrows the range of ideas
✓ The body of the letter should be no longer than one page

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Business Plan

Guidelines:
A business plan is a document that defines the strategy a new firm will use to compete successfully in the marketplace. The strategy takes into account trends in the general environment that may impact the firm as well as specific weaknesses and strengths in the firm. Internal and external business plans traditionally use the following broad categories: Executive Summary, Company Description, Market Research, Product/Service Line, Marketing and Sales, and Financial Projections.

Example:
There is no example because each paper is unique; however, see required outline in Appendix A.

Helpful hints:
- Make the plan unique, focusing on the benefits of the business
- Create and identify the niche
- Product or service must be clearly defined at all times
- Explain how the business will stand out
- Always focus on the target market

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Case Study

Guidelines:
Students are required to analyze a business scenario. Students will examine proposed cases and exhibit their understanding of a specific company situation. Students will then offer a solution that is supported by data, research findings and the application of business theories. Organization is as follows: identify the issues, identify stakeholder perspectives, determine connections to theoretical and empirical research, analyze and evaluate central issues, propose a plan of action, and evaluate the consequences. For further explanation of these elements, see outline below.

Identification of Issues: This section should describe the managerial, financial, marketing, legal, ethical, economic, international, and social responsibility/sustainability issues relevant to the case. The section should also include an executive summary that provides an overview of the key issues and problems that are central to the case.

Stakeholder Perspectives: This section should identify the key stakeholders in the case, and describe and evaluate their differing perspectives and interests.

Connections to Theoretical and Empirical Research: This section should describe the ways in which theoretical and empirical research are related and can be applied to the central issues and problems in the case.

Analysis and Evaluation: This section should present an analysis of the central issues and problems in the case. This analysis should be informed by relevant theory and empirical data and should lead to a set of conclusions that are supported by appropriate evidence.

Action Plans: This section should present plans of action for dealing with the central issues and problems in the case. These action plans should flow from the previous analysis and evaluation and should be appropriately justified.

Evaluation of Consequences: This section should provide a description and analysis of the expected results from implementing the proposed plans of action as previously specified.


Example:

There is no example because each case study is unique; however, there is a required outline. Please refer to the outline above:

Helpful hints:
✓ Be clear and concise
✓ Cite sources
✓ Follow the format
✓ Do not include extraneous information
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Email

Guidelines:
Begin with a salutation (i.e. Dear ____, Hello, Dr. ____, etc...). You may also simply address the recipient by name (i.e. Mrs. Tullo). Get to the point. Tell the recipient why you are writing in the very first line. “I am writing to…” Refrain from the use of excessive CAPITALIZATION. This is typically considered rude. Refrain from the use of excessive punctuation!!!!!!! This is *always* considered rude. Be courteous. Rude emails will not be answered.

Use proper grammar. A writer's use of grammar expresses the writer's sense of professionalism; failure to express him- or herself correctly shows a lack of seriousness on the part of the writer and a lack of respect for the recipient. Writers should always proofread their work and eliminate typos and careless errors—even in e-mails; e-mails should be proofread at least three times before you hit the send button. Close with a signature. You must also use a closing (i.e. Sincerely, ____, Thanks, ____ , etc...).

Example:

Good afternoon, Mrs. Smith,
This email is a request for a face-to-face meeting regarding the executive summary sent yesterday. Time is valuable, so please respond with a request for a conference call if that is a more efficient means of communicating.

There are three main points that need to be discussed:

- Historical income statements
- Balance sheets
- Trading opportunities and challenges

The meeting is scheduled for Friday, April 10, 2015, at 2pm in the Smith Conference Room.

Sincerely,
Sally Johnson

Helpful hints:
- Stay away from being presumptuous
- Be direct about what the issue is in the first paragraph
- Know and state all the facts
- Check grammar and punctuation
- Be clear and accurate
- Think logically and problem solve; propose a solution
- Re-check all financials for timeliness
- Percentages and numbers must be accurate: sometimes they change overnight
- Use professional voice: avoid the use of *I, me, you, we, their, and theirs*
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Executive Summaries

Guidelines:
Plans will include executive summaries. These summaries can stand alone or they can be incorporated into a lengthier plan or report.

Executive Summary guidelines:
An Executive Summary is a document, which summarizes an extended version of a specific report. The main goal of an executive summary is for readers to obtain a sense of the longer report without reading the entire report. The executive summary must provide the reader with sufficient information regarding the purpose of the document and next steps required. For example, if a small business reaches out to potential investors, all vital information must be presented in the executive summary.

Example for executive summary: TBD

Helpful hints for an executive summary:
✔ Be concise and clear; there is no room for fluff in these types of documents
✔ Use professional vocabulary. For example, they obtained the financials, rather than they got the numbers
✔ State problem
✔ Examine evidence
✔ Analyze evidence
✔ Make a recommendation
✔ Be accurate

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Manual

Guidelines:
Manuals or handbooks are focused on specific workplace topics from safety issues on manufacturing floors to rules for formal correspondence. The manuals are in place to keep practices consistent across the organization while also meeting all necessary industry and legal standards of behavior and safety as well as environmental concerns and regulations.

Example: TBD

Helpful hints:
- Define the scope and purpose of the manual
- Include the company’s mission statement first and foremost

Guidelines for policies and procedures:
Policies and procedures are contained in a company’s manual of the same name. The contents include the exact methods and techniques of a company’s operational standards. It explains what a company performs and how it executes that performance. The policies and procedures manual also defines how each operation will be implemented within the company.

Example:

Helpful hints:
- Documents must be well-written in a concise professional tone
- Documents must cover all legal aspects of the company’s rules and regulations
- Manuals must be descriptive in nature, covering all possible employee and employer expectations and obligations
- It is necessary to include policies on all of the following: benefits, compensation, conduct, disabilities, discrimination, leave, safety, security, schedules, media, and technology

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Marketing Plan

Guidelines:
A marketing plan is a specific company’s written document outlining its strategy for reaching markets and segments. The strategy will define the markets, the targeting strategy, and the positioning in the market. A marketing mix is included that captures the way various facets of the marketing plan will help achieve the marketing objectives.

Example: TBD

Helpful hints:
- Only state the facts; must be exceptionally accurate
- Organize and evaluate strategic options
- Use clear and concise language
- Limit the plan to four or five paragraphs; use the space wisely

***Currently, social media is one of the more popular methods of marketing.

Guidelines for social media in the marketing plan:
Due to rising popularity in social media, it is necessary for businesses to have a social media presence. Firms grow with assistance of social networking sites, such as Facebook, LinkedIn, Instagram, Twitter, and others, for example. Larger firms have a social media manager or expert to aid in writing advertising posts and keeping up with current trends; however, this role is often outsourced to marketing firms. The key to presenting posts is to be accurate, clear, and concise. Most significantly, social media writers need to create and maintain a professional voice, which is achieved through proper word choice, spelling, and sentence structure.

Helpful hints:
- Social media deals with both consumers and professionals; therefore, professional writing and behavior should be maintained at all times.
- Consumers will often complain online; do not emotionally engage; solve the issue with tact
- Do not post personal information
- Be accurate with the information; consumers will research and confirm all information
- Posts should be short and should present the point quickly; monotonous posts will not receive the attention for which the firm is looking
- Always triple check spelling and grammar; the fastest way to lose a professional audience is to miscommunicate company ideals
- Be cautious of multiple or insufficient posts; if there are too many posts, consumers will be overwhelmed, and if there are not enough posts, consumers will think the firm is not performing well
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Meeting Minutes

Guidelines:
Meeting minutes must provide accurate information concerning a particular meeting. The minutes describe all topics that were discussed in the meeting. The person who creates the minutes must include all issues deliberated by all participants. There should be a list with each attendee’s name. All motions must be included and all votes on motions must be included. All meeting participants and committee members will receive a copy of the minutes following the meeting.

Example:

MINUTES

401k PLAN COMMITTEE

April 19, 2014

The meeting of the 401k Plan Committee convened at 2:09 p.m. in the Conference Room on Capitol Hill.
In attendance were Committee Chair, Ms. Sally Smith, and members Dr. Phil Johnson, Dr. Monica Coach, Dr. Ali Matters, and Mr. Luther Grossman.
Also attending were Mr. Kolby Richards of Richards Capital Group and Mr. James Wilson of Pension Perfection.

Old Business
1. The Department of Labor visit took place in June 2013. In January 2014, the 402k Plan Committee received the final letter in regards to the 401k plan. There were no findings or recommendations from the Department of Labor. In regards to the 403(b) plan, the Department of Labor has requested several documents from TIAA CREF in regards to loans within the retirement account and the investigation is ongoing.

2. Monthly enrollment started on January 1, 2014. Employees were previously notified via email about the enrollment change.

3. The ROTH feature was added as an option to the 403(b) effective January 1, 2014. Employees were previously notified via email about the ROTH option. Mr. Richards will talk about the ROTH feature and in-plan conversions in detail at the April Employee meetings.

New Business
1. Mr. Richards reviewed in detail the Retirement Plan’s portfolio for the 4th quarter of 2013. Mr. Richards also discussed the Retirement Plan’s performance summary and reviewed current investment. Based on Mr. Richards’ discussion, a motion was made by Mr. Grossman to place
the following funds on the watch list: American Funds American Mutual R6-RMFGX, BlackRock Equity Dividend Inst-MADVX, American Century Growth Inv-TWCGX, Goldman Sachs Mid Cap Value Instl-GSMCX, Columbia Acorn Z-ACRNX, Heartland Value Plus-HRVIX, RidgeWorth Small Cap Value Equity I-SCETX, JPMorgan Short Duration Bond Select-HLLVX, Principal High Yield Fund I Instl-PYHIX, and PIMCO Real Return D-PRRDX. The motion was seconded by Dr. Matters and unanimously approved.

Other Business
1. Dr. Matters recommended that the firm request a report from Virtual regarding the number of participants who have beneficiaries on its plan. Mr. Grossman stated that he will request the report from Virtual.

2. Ms. Smith stated that Ms. Linda Ruiz is no longer with the firm. Ms. Smith recommended that Dr. Johnson should replace Ms. Ruiz as a staff representative on the committee. As such, Ms. Smith recommended that a firm employee with knowledge in finances join the committee. Ms. Smith recommended the addition of Dr. Amy Bennett to the Retirement Plan Committee. The committee held an email vote with a majority voting for the addition of Dr. Bennett. Dr. Bennett will join the committee at the July 2014 meeting.

3. Mr. Richards discussed the Retirement Gap Analysis Reports that Richards Capital Group is offering to the firm’s employees. Mr. Richards stated that each participant can receive up to two analysis reports at no cost. The reports can be used to help employees determine the payment they should be making in order to reach their retirement goals. Mr. Richards will mention the forms at the April meetings.

There being no further business, a motion to adjourn was made by Dr. Johnson and seconded by Dr. Matters. The motion was unanimously approved and the meeting adjourned at 3:35 p.m.

Helpful hints:
✓ Minutes should follow the meeting agenda outline
✓ Always follow the template provided by the company
✓ Include all names of attendees
✓ Include date and time
✓ Be accurate
✓ Best practice in writing minutes is to make sure each agenda item is addressed in terms of who moved and seconded motions as well as the vote outcome. Items discussed should be summarized in a few brief sentences

Checklist before Submitting Written Work:
✓ Do not submit the first draft of any college-level assignment
✓ Follow the assignment guidelines, exactly; one of the main reasons students fail assignments is that they do not adhere to the exact assignment requirements
✓ Read the assignment aloud
✓ Then, read the assignment aloud to another person and have someone else read the assignment
✓ If there are confusing elements that cause readers to falter, those are the words and phrases that need to be revised, or, in some cases, omitted
✓ Run spell check, but do not solely rely on this tool to find grammar and spelling errors
✓ Check the rubric for the assignment to make sure all assignment requirements are addressed
Memo

Guidelines:
Business memos, or memorandums, are designed to communicate internally. Memos are focused on only one topic. Employees who receive a business memo are sometimes required to take action; other times memos are written to inform employees that no action is required. The purpose for business memos is to communicate within a company in order to avoid lengthy meetings. Memos are utilized both company-wide and department-wide. Memos should be filed and kept each year so that employees may refer back to the memos when resolving future company challenges.

Example:

Memorandum

To: Shift Supervisor for Frames
From: Jill Kharagheusian
CC: Accounting Manager
DATE: July 7, 2015
SUBJECT: New Finish Training

The new stains that will be used in finishing the All-Gogh line of frames arrived in the factory today. A training session on how best to apply the finishes will be offered on Thursday, 9 July from 10 AM to 12 PM for all members of the morning shifts, including supervisors.

Attendance is mandatory. We will apply the finishes on July 13 during the first shift.

Your support in identifying these finishes and pre-testing them for our line is appreciated. I know everyone is excited to get started. We are on our way!

Helpful hints:
✓ Follow the exact memo format set forth by the company’s standards
✓ Use the space widely; every memo should quickly get to the point
✓ Always include an action for the recipients
✓ The voice and tone should be professional

Checklist before Submitting Written Work:
✓ Do not submit the first draft of any college-level assignment
✓ Follow the assignment guidelines, exactly; one of the main reasons students fail assignments is that they do not adhere to the exact assignment requirements
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✓ Check the rubric for the assignment to make sure all assignment requirements are addressed

Revised August 2015
Performance Analysis

Guidelines:
Performance analysis can be used for financial portfolios, employees, specific projects, and the company overall. The purpose of performance analysis is to clarify why a particular performance varies from the standard set forth by the company. Questions and concerns regarding active management and operational benchmarks are explored.

Example: TBD

Helpful hints:
- Be accurate
- Follow the exact guidelines and template set forth by the company
- These documents are signed and reviewed by upper management; therefore, the writer must maintain a professional voice and employ effective word choice

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- Check the rubric for the assignment to make sure all assignment requirements are addressed
Presentation

Guidelines:
The purpose of business presentations is to inform or persuade. For example, a manager or human resource specialist may need to present and explain new policies. Using a PowerPoint presentation provides the means to cover the material. In today’s online world, the full oral presentation as well as related written material may be archived, thereby allowing firm members long-term access to training materials linked to specific issues or guidelines. The related written material as well as the written portion of the presentation must be clear, concise and error free. Some presentations may deal with confidential material and, thus, require added security as to access. Student presenters are encouraged to follow the Hodges University Oral Presentation Rubric, located in Appendix B, to structure presentations. Students are graded on Content, Organization, Presentation Skills, Vocal Delivery and Visual Aids.

Example: Business plan presentation sample.pptx

Helpful hints:
✓ Condense and simplify information to just a few bullet points
✓ Do not read from the slide show
✓ Make eye contact with the audience
✓ Use graphs, tables, images, audio and video to add interest and communicate more effectively
✓ Do not plagiarize in a PowerPoint presentation
✓ Cite and include references
✓ If the student borrows images, he/she needs to provide the source (Not all images online can be borrowed or copied)
✓ Use notes and details
✓ Avoid being verbose
✓ Use attention-grabbing pictures to visually express your ideas
✓ Have a clear introduction that expresses what you will be covering
✓ Summarize main points in conclusion
✓ Anticipate questions from the audience
✓ Practice, practice, practice: use a friend and/or the mirror

Checklist before Submitting a Final Draft:
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✓ Run spell check, but do not solely rely on this tool to find grammar and spelling errors
✓ Check the rubric for the assignment to make sure all assignment requirements are addressed
Resume, Cover Letter, Job Description

Guidelines for resume:
A resume is a one to two page document of a person’s previous and current education, along with relevant experience, and descriptions of qualifications. It should be well-organized and free of all errors and misleading statements.

Resume Example: [from Hodges University Office of Career Development]

Your full name
Mailing Address
City, State Zip
Telephone
E-Mail

Objective: Explain what type of position you are seeking or field you would like to get into. You can also use a career summary here.

Education (List most recent first)
School’s Name- City, State
Degree-Year Completed

School’s Name- City, State
Degree-Year Completed

Relevant Course Work: List two or three courses that would impress an employer (Good idea if you are a recent graduate with not a lot of experience)

Skills
Name the first skill needed for the position you are seeking
• Give an example of how you used the skill in one of your jobs
• Give another example
• Give another example

Name the second skill needed for the position you are seeking
• Give an example of how you used it in one of your jobs
• Give another example

Name the third skill needed for the position you are seeking
• Give an example of how you used it in one of your jobs
• Give another example
• Give another example
Work Experience (List present to past)

<table>
<thead>
<tr>
<th>Your title</th>
<th>Company’s Name</th>
<th>City-State</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your title</td>
<td>Company’s Name</td>
<td>City-State</td>
<td>Dates</td>
</tr>
<tr>
<td>Your title</td>
<td>Company’s Name</td>
<td>City-State</td>
<td>Dates</td>
</tr>
</tbody>
</table>

Professional certifications or licenses:
Specific certifications span many types of career fields. Students should research their specific fields to determine which certifications apply.

Guidelines for a cover letter:
A cover letter is a one page document that presents the highlights of a person’s relevant credentials with regard to the job he or she is seeking. It should be approximately three paragraphs. The first paragraph should include the reason he or she is writing the cover letter, i.e. the candidate should introduce him or herself and include the position for which he or she is applying. The second paragraph should present the highlights of his or her career thus far, especially relevant experience that may place the candidate at the top of the pool. The third and final paragraph should present an explanation of the candidate’s experience and how his or her experiences will correspond with the firm’s needs and expectations.

Example cover letter: [from Hodges University Office of Career Development]

Stephen Student  
222 E. Main Street  
Ft. Myers, FL  33905  
239-493-8712  
Stephen_Student@mail.hodges.edu  

October 15, 20xx  

Ms. Jackie O’Brian  
Hiring Manager  
Rental Vehicle  
333 Winkler Avenue  
Fort Myers, FL  33906  

Dear Ms. O’Brian:  

I believe I am an excellent candidate for the position of Management Trainee currently available in your company. Please accept the enclosed resume as application for the position. Highlights from my background include:

- Bachelor in Science Degree with a major in Business Administration  
- Experience in customer relations, as well as, sales and marketing  
- Hardworking, dependable, honest, and willing to take initiative  
- Computer proficiency in Microsoft Office Suite
Thank you for taking the time to review my resume. I look forward to hearing from you at your convenience to discuss this opportunity. I may be reached at (239) 555-1212.

Sincerely,

Stephen Student

Enclosure

Guidelines for job description:
Job candidates will need to pay special attention to the job description in order to confirm that he/she qualifies for the job. Employers have a short amount of time to scan the document for relevant experience and education; therefore, the candidate must make sure he/she does not waste the employer’s time. Additionally, all business administration, human resource personnel must be able to write a concise job description.

Example job description:
Local manufacturer looking for a degreed business professional with financial and technical expertise to oversee general operations and improve performance. Minimum of a BS in Business Administration required. Prior experience in a fast-paced manufacturing environment is required. Ability to speak Spanish and English preferred. Please submit resume, references and contact information to:

Human Resources
Gulf Coast Mechanics Inc.
222 East Highway
Fort Myers, Florida 33966

Helpful hints:
✓ Do not use generic cover letters.
✓ It is better to write a cover letter that is specific for the job and the company.
✓ Create a linked-in account to network with other people in the business administration field
✓ Revise and update resumes or CV’s when a change has occurred
✓ Obtain revision and editing assistance from a peer

Checklist before Submitting Written Work:
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Revised August 2015
Research and Report

Guidelines:
Research
There are various types of research in every discipline. Within the realm of business administration, research consists of gathering significant data to produce and establish factual reports. The researcher is required to collect primary or secondary data from either scholarly or popular reliable sources. Students are not required to purchase websites or databases in order to complete any research assignments at Hodges University. Additional sources are gathered through the Hodges University Library website and through appropriate and credible websites and databases.

Report
Reports for a firm include internal operational and financial data released to the members of the board of directors and senior managers, who facilitate decisions within the organization. Operational and financial reports are not limited to internal use. Many reports are created by internal or external auditors and are used to report on industry compliance.

Example: TBD

Research Paper: This will likely be different than any other "research" papers you have completed in your academic career. Rather than summarize information on a topic of your choice, you will review the 4 topics and surveys provided and come up with a question you want to study related to those areas. After reviewing the scholarly literature and writing the first drafts of the introduction and literature review sections of your paper, you will give the survey to a group of at least 30 people to gather information to help you answer your research questions. The survey and results make up the rest of the paper.

The format for the research paper is the same format that is used for most scholarly research papers. If you look at any academic journal, you will see a very similar format. This format helps you look at the research logically. It is divided into six chapters and we will discuss each chapter so that you have a thorough comprehension of what exactly goes into each chapter. Not every research project / paper has all six chapters; sometimes they are combined or specific kinds of research may be written up differently. For those of you who anticipate furthering your education beyond the master’s degree, this format should prove to be very beneficial. For those of you only looking at completing this project as a requirement for this degree/course, this format will provide the structure that is needed to be successful. Recognizing and applying this format will also allow you to read and comprehend other scholarly articles at a heightened intellectual level efficiently. Some basic information about all six chapters follows:

Chapter One: Introduction - This chapter tells the reader why the research is important. It contains a statement of the problem/hypothesis(es).

Chapter Two: Review of the Literature - This is the history of what important research has been done in the past on the subject. It allows you to place yourself in an intellectual context.
Chapter Three: Methodology - This chapter tells how you are going about the inquiry. What steps as a researcher are you going to take to study your topic? The first three chapters set the stage for the research paper/project.

Chapter Four: Findings/Results- This chapter is comprised of your research findings. It tells what you have learned from your study. The data never changes; it always remains the same.

Chapter Five: Discussion/Conclusion - This chapter is where you discuss and analyze what you have found. You interpret the findings. Different people will interpret the data differently depending on their perspective. This is where you go beyond the data and make educated inferences about the meaning of the findings. You draw conclusions based on the results of the data collected.

Chapter Six: Recommendations, Future Research and Limitations- This chapter contains a summary of the possible important implications and policy recommendations -if any- from your research as well as future research and limitations.

Appendix: Anything else you would like to include such as a copy of the survey questions.

Each section is specific and independent and should have a clear introduction/beginning, middle, and end/conclusion/summary. However, each section relates to the others and to the paper/project as a whole. You will feel comfortable with this process once you get started.

Helpful hints for research:

✓ Stay organized; keep a journal or a research log
✓ Maintain all original statistical information
✓ Research writing is only effective if the writer retrieves the best information
✓ Topics should be researched for optimal results; last minute research will not generate successful results

Helpful hints for a report:

✓ Be extremely clear about the purpose of the report
✓ Writers should start writing immediately, researching as they go
✓ Focus on only one topic, keeping the scope controlled
✓ Writers need to research and be aware of all audiences
✓ Use professional voice and extremely accurate information
✓ The report is often scanned by the reader, and not read in full, so utilize bullet points as often as possible

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Strategic Plan

Guidelines:
Writing a strategic plan requires documentation of a company’s organizational and operational procedures. Strategic plans define a company’s strategy, with regard to its distribution of capital, income, possessions, and properties. Strategic plans define how a firm will use its resources to reach a goal. The operations, assets, markets and competitors are evaluated as are the shaping and driving forces in the broader environment. The plan presents the organization’s approach to reaching the goals of the plan. The strategic planning process can require multiple contributors whose research and findings are integrated into the plan.

Example:
Strategic plans are addressed in several courses, but the outlines in the courses are not identical.

Helpful hints:
- Always include the financial and market data that will serve as the basis for the plan
- Always focus on the vision
- Start with an outline
- Define in detail all goals and methods
- Confirm the firm’s mission statement
- Emphasize successful implementation of the plan
- Rank and prioritize the development of the plan

Checklist before Submitting Written Work:
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- Run spell check, but do not solely rely on this tool to find grammar and spelling errors
- Check the rubric for the assignment to make sure all assignment requirements are addressed
Synopsis

Guidelines:
A synopsis provides the key points presented in a longer report. The purpose of the synopsis is to save the reader time and orient the reader to key parts of a longer report or document. Synopses must be precise because often times the reader is counting on the writer to save him or her time in viewing the larger manuscript.

Example: TBD

Helpful hints:
✓ Do not include opinions
✓ Maintain the main idea of the longer report
✓ The text should be short
✓ Writer must use original words; they are not to simply rewrite text from the original
✓ Answer the following: who, what, when, where, why, and so what

Checklist before Submitting Written Work:
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Academic Honesty

Academic Honesty Policy (rev. 2013).pdf
## Grammar and Word Choice

The fastest, most effective way to reach a large audience is to communicate with the written word. Think about how many people businesses can reach with just a simple, well-written pamphlet, email, or web page. Consequently, students must adhere to a professional voice when effectively communicating to business peers. One of the quickest ways to confuse the audience is to confuse readers with inaccurate word choice, awkward sentence structure, and/or misspelled words. Below, students will find more clear and concise ways to communicate professionalism.

<table>
<thead>
<tr>
<th>Non-professional Voice</th>
<th>Professional Voice</th>
</tr>
</thead>
<tbody>
<tr>
<td>I got the information.</td>
<td>I received data from the report.</td>
</tr>
<tr>
<td>This is important.</td>
<td>Please read the document carefully; we have made significant changes.</td>
</tr>
<tr>
<td>I got the job.</td>
<td>I obtained the position with the firm.</td>
</tr>
<tr>
<td>Get back to me ASAP.</td>
<td>Please respond within a week. This issue is time sensitive.</td>
</tr>
<tr>
<td>The meeting went good.</td>
<td>The meeting was productive; we are grateful for the positive energy displayed by all participants.</td>
</tr>
<tr>
<td>We need help on this.</td>
<td>The company needs everyone’s ideas to make this project a success.</td>
</tr>
</tbody>
</table>
The Writing Process

During the writing process, there are several steps which a writer needs to follow. First, no matter what the discipline, whether it is business or philosophy, the writer must plan. Best practices for composition include brainstorming, outlining, revising, editing and proofreading. Students must realize that the first draft is going to be rough. Do not try to write the rough draft perfectly. Put the thoughts on the page.

**Brainstorming**
Brainstorming requires an approach to a topic that is informed by the assignment instructions and the rubric. Brainstorming should focus on developing the themes, issues, or types of analyses required in the assignment guidelines and rubric. One way to approach brainstorming is to think about what you already know and gauge how far apart that knowledge is from what needs to be demonstrated. That gap needs to be covered before you can move forward.

**Outlining**
List the most important points that must be made and the types of the references and/or data that will be needed to support the points. Organize the points in logical order, making sure that all the points defined in the assignment instructions and measured in the rubric are met.

**Drafting**
Business students often develop headings first and, then, use bullet points to rough out the key points under each heading. They also integrate citations and references to support key points realizing at the same time that some of the points and support materials may change. The result is a rough draft. Then, walk away. Students can come back to the draft to check it for completeness and logic in a few hours. Do not submit the first draft of a college-level assignment.

**Revising**
In the revising stage, the student will repeat this process of organizing headings and key points several times before editing. Revising can involve changing citations and references. Students should check that all requirements for the assignment are met and the work will meet the requirements of the rubric.

**Editing**
The last stage is the editing stage. Students need to read their assignment aloud if students stumble upon words or phrases, then those words or phrases need to be revised. After reading the assignment aloud, the student should then read the assignment aloud to someone else. Students may utilize the Hodges University librarians and the Saturday Writing Tutor in this capacity. Successful writers consider recommendations and suggestions from other readers and write numerous drafts of the same assignment. Successful writers also make sure that the citations and references are accurate, complete and formatted in APA style. Please note that every author is responsible for meeting academic honesty standards.
Checklist before Submitting a Final Draft:

- Do not submit the first draft of any college-level assignment
- Follow the assignment guidelines, exactly; one of the main reasons students fail assignments is that they do not adhere to the exact assignment requirements
- Read the assignment aloud
- Then, read the assignment aloud to another person and have someone else read the assignment
- If there are confusing elements that cause readers to falter, those are the words and phrases that need to be revised, or, in some cases, omitted
- Run spell check, but do not solely rely on this tool to find grammar and spelling errors
- Check the rubric for the assignment to make sure all assignment requirements are addressed

Check for These Common Errors:

1. Does every sentence have a subject, a verb, and a complete thought?
2. Have fragments and/or run-ons been revised?
3. Are there commas after intro phrases? For example, “In this report, …”
4. Are there commas missing from compound sentences? For example, “The information provided will conclude the assessment process, and the data will depict areas for improvement.”
5. Is the assignment free of tense shifts? All verbs should either be past or present. Right: “We revised and edited the assignment.” Wrong: “We are revising and edited the assignment.”
6. Do not use passive voice. Right: I obtained the data. Wrong: I have obtained the data.
7. Does every “it” and “this” [if used as a pronoun] have an antecedent?
8. Have overgeneralizations and clichés been edited from the paper? For example, “All of society…” and/or “Since the beginning of time…” are phrases that should never be used in a college-level writing assignment because it, simply, is not true, and you want to produce original work, not something that has been said before.
9. Is the quoted material connected to one of YOUR sentences? For example, “According to Dr. Smith, who teaches Business Administration at Harvard University…”
10. Material placed in direct quotes indicates that information is from a source other than the author of the paper. All direct quotes require citations and references.
11. Material that is paraphrased or summarized does not require quotation marks, but it should cite and reference the original source of the ideas.
12. Are there zero contractions? [can’t, won’t, isn’t]

***Finally, before you submit, ask yourself the following questions: Have I done the best possible job I can do? Am I ready for a grade?***
Appendix A: Business Plan Outline

BUSINESS PLAN

My Company

Name of Owner, Owner

July 15, 2015
1. EXECUTIVE SUMMARY

1.1 Product

Describe your product or service. Briefly make the case for why your product will be successful. How does it fill a customer need? What comparative advantage, if any, does your product/service have?

1.2 Customers

Describe your targeted customer group and why your product or service will be valuable to them.

1.3 What Drives Us

Summarize your mission statement.

Make an educated projection for where you would like to take your company (including new products, cash flow position, market share, or other goals).
2. COMPANY DESCRIPTION

2.1 Mission Statement

Your mission statement is an expression of your company's guiding philosophy, a high-level corporate objective or a set of values that led you to go into business.

2.2 Principal Members

Include relevant information about your company's management team, their credentials, and how tasks and responsibilities are distributed throughout your businesses managers and staff.

2.3 Legal Structure

Provide information about the legal structure of your business. The different legal business structures are as follows:

- **Sole Proprietorship** – A business, owned by one owner, that makes no legal distinction between the individual owner and the business itself for tax purposes. The owner is fully liable for any legal actions brought against the company.

- **General Partnership** – A business, owned by multiple owners, that makes no legal distinction between the individual owners and the business itself for tax purposes. Owners are fully liable for any legal actions brought against the company.

- **Limited Liability Partnership** – A business, owned by general partners and limited partners, that makes no legal distinction between the General Partners and the business itself for tax purposes. General Partners are also fully liable for any legal actions brought against the company while Limited Partners have limited liability.

- **C-Corporation** – A business, owned by owners and an unlimited number of shareholders, that is a separate legal entity from its owners and shareholders for tax purposes. Owners of a C-Corporation are taxed twice: once as owners and once as shareholders. Owners and shareholders are not legally liable for any legal actions brought against the company.

- **S-Corporation** – A business, owned one owner and a limited number of shareholders, that is a separate legal entity from the owner and the shareholders. The owner of a S-Corporation only gets taxed once, must be a U.S. citizen, and is not liable for any legal actions brought against the company. Shareholders are not liable for any legal actions brought against the company.

- **Limited Liability Corporation (LLC)** – A business, owned by one owner and an unlimited number of shareholders, that is a separate legal entity from the owner and the shareholders. LLCs need at least two
people to be created. The owner of a LLC only gets taxed once and is not legally liable for any legal actions brought against the company. Shareholders are not liable for any legal actions brought against the company.
3. MARKET RESEARCH

3.1 Industry

In this section, you should provide more detail about the characteristics of your industry and the particular market segments you will be targeting. It may also be helpful to reference your or an expert's analysis of growth trends or changes in your broader industry and how your business is prepared for those changes.

Industry Description and Outlook – Describe your industry, including its current size and historic growth rate as well as other trends and characteristics (e.g., life cycle stage, projected growth rate). Next, list the major customer groups within your industry.

3.2 Customers

This section allows you to give a profile of your targeted customer groups and connect their needs to your product's value proposition. Explaining your strategy for pursuing a particular customer group will help your market research come across as well-reasoned.

Information About Your Target Market – Narrow your target market to a manageable size. Many businesses make the mistake of trying to appeal to too many target markets. Research and include the following information about your market:

Distinguishing characteristics – What are the critical needs of your potential customers? Are those needs being met? What are the demographics of the group and where are they located? Are there any seasonal or cyclical purchasing trends that may impact your business?

Size of the primary target market – In addition to the size of your market, what data can you include about the annual purchases your market makes in your industry? What is the forecasted market growth for this group? For more information, see our market research guide for tips and free government resources that can help you build a market profile.

How much market share can you gain? – What is the market share percentage and number of customers you expect to obtain in a defined geographic area? Explain the logic behind your calculation.

Pricing and gross margin targets – Define your pricing structure, gross margin levels, and any discount that you plan to use.

When you include information about any of the market tests or research studies you have completed, be sure to focus only on the results of these tests. Any other details should be included in the appendix.
3.3 Competitors

This section allows you to provide a profile of your competitors. Who are your direct and indirect competitors?

Competitive Analysis – Your competitive analysis should identify your competition by product line or service and market segment. Assess the following characteristics of the competitive landscape:

· Market share

· Strengths and weaknesses

· How important is your target market to your competitors?

· Are there any barriers that may hinder you as you enter the market?

· What is your window of opportunity to enter the market?

· Are there any indirect or secondary competitors who may impact your success?

· What barriers to market are there (e.g., changing technology, high investment cost, lack of quality personnel)?

3.4 Competitive Advantage

After you identified your competitors, you are now identifying what advantages you have over your competitors.

3.5 Regulation

Cite any customer or government regulatory requirements affecting your business, and how you will comply. It will also be helpful to cite any operational or cost impact the compliance process will have on your business.

Regulatory Restrictions – Include any customer or governmental regulatory requirements affecting your business, and how you will comply. Also, cite any operational or cost impact the compliance process will have on your business.
4. PRODUCT/SERVICE LINE

4.1 Product or Service

A Description of Your Product / Service

Include information about the specific benefits of your product or service – from your customers' perspective. You should also talk about your product or service's ability to meet consumer needs, any advantages your product has over that of the competition, and the current development stage your product is in (e.g., idea, prototype).

4.2 Pricing Structure

Describe your pricing structure of your product or service.

4.3 Product/Service Life Cycle

Details about Your Product’s Life Cycle

Be sure to include information about where your product or service is in its life cycle, as well as any factors that may influence its cycle in the future.

4.4 Intellectual Property Rights

Intellectual Property

If you have any existing, pending, or any anticipated copyright or patent filings, list them here. Also disclose whether any key aspects of a product may be classified as trade secrets. Last, include any information pertaining to existing legal agreements, such as nondisclosure or non-compete agreements.

4.5 Research & Development

Research and Development (R&D) Activities

Outline any R&D activities that you are involved in or are planning. What results of future R&D activities do you expect? Be sure to analyze the R&D efforts of not only your own business, but also of others in your industry.
5. MARKETING & SALES

5.1 Growth Strategy

In this section, describe your overall strategy for expanding your business and increasing sales. Depending on your business, a growth strategy could include franchising, acquisitions, or new product development.

List how your business will distribute its products or services to customers. Questions to consider: Will you operate in a supply chain with manufacturers, distributors or retailers? What are your dependencies to get your product on the market? Do you have an internal sales team? Note that distribution channels will vary greatly depending on your product.

5.2 Communication

This section is your opportunity to articulate a communications strategy for your business. Depending on your target customer group, you may choose to focus communication strategy on any of the following: print advertising; strategic partnerships and sponsorships; social media; search engine optimization, or word-of-mouth promotion. Most solid communication strategies include a mix of these and other promotion methods. Be sure to consider your customer group and the ways in which they consume information.

5.3 Prospects

Discuss your sales prospects, your strategy for increasing sales leads and your time spent on developing leads.
6. FINANCIAL PROJECTIONS

6.1 Profit & Loss

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>$105,000</td>
<td>$155,000</td>
<td>$255,000</td>
</tr>
<tr>
<td><strong>Costs/Goods Sold</strong></td>
<td>$5,000</td>
<td>$8,000</td>
<td>$10,000</td>
</tr>
<tr>
<td><strong>GROSS PROFIT</strong></td>
<td>$100,000</td>
<td>$147,000</td>
<td>$245,000</td>
</tr>
</tbody>
</table>

**OPERATING EXPENSES**

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary (Office &amp; Overhead)</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$2,000</td>
</tr>
<tr>
<td>Payroll (taxes, etc.)</td>
<td>$700</td>
<td>$700</td>
<td>$700</td>
</tr>
<tr>
<td>Outside Services</td>
<td>$100</td>
<td>$100</td>
<td>$150</td>
</tr>
<tr>
<td>Supplies (office &amp; operation)</td>
<td>$100</td>
<td>$150</td>
<td>$150</td>
</tr>
<tr>
<td>Repairs &amp; Maintenance</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Advertising</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
</tr>
<tr>
<td>Car, delivery &amp; travel</td>
<td>$0</td>
<td>$100</td>
<td>$150</td>
</tr>
<tr>
<td>Accounting &amp; legal</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$200</td>
</tr>
<tr>
<td>Rent</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
</tr>
<tr>
<td>Telephone</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
</tr>
<tr>
<td>Utilities</td>
<td>$1,500</td>
<td>$1,500</td>
<td>$1,500</td>
</tr>
<tr>
<td>Insurance</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
</tr>
<tr>
<td>Taxes (real estate, etc.)</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
</tr>
<tr>
<td>Interest</td>
<td>$200</td>
<td>$200</td>
<td>$200</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Other expenses</td>
<td>$100</td>
<td>$100</td>
<td>$100</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$11,700</td>
<td>$11,850</td>
<td>$10,150</td>
</tr>
</tbody>
</table>

**NET PROFIT BEFORE TAXES**

| Income Taxes                     | $5,000 | $5,000 | $9,000 |

**NET PROFIT AFTER TAX**

| Owner Draw/Dividends             | $35,000 | $40,000 | $40,000 |
| **ADJUSTED TO RETAINED**         | $48,300 | $90,150 | $185,850 |
### 6.2 Cash Flow (03/01/2015 to 3/1/2018)

<table>
<thead>
<tr>
<th></th>
<th>Pre-Startup EST</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Total Item EST</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash on hand</strong></td>
<td>$10,000</td>
<td>-$37,500</td>
<td>$33,500</td>
<td>$220,500</td>
<td>$226,500</td>
</tr>
<tr>
<td><strong>CASH RECEIPTS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash Sales</td>
<td>$100,000</td>
<td>$150,000</td>
<td>$250,000</td>
<td>$300,000</td>
<td>$800,000</td>
</tr>
<tr>
<td>Collections from CR</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$10,000</td>
</tr>
<tr>
<td>Accounts</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loan/Cash Injection</td>
<td>$100,000</td>
<td>$0</td>
<td>$0</td>
<td>$50,000</td>
<td>$150,000</td>
</tr>
<tr>
<td><strong>TOTAL CASH RECEIPTS</strong></td>
<td>$202,500</td>
<td>$152,500</td>
<td>$252,500</td>
<td>$352,500</td>
<td>$960,000</td>
</tr>
<tr>
<td><strong>TOTAL CASH AVAILABLE</strong></td>
<td>$212,500</td>
<td>$115,000</td>
<td>$286,000</td>
<td>$573,000</td>
<td>$1,186,500</td>
</tr>
<tr>
<td><strong>CASH PAID OUT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchases</td>
<td>$90,000</td>
<td>$20,000</td>
<td>$0</td>
<td>$50,000</td>
<td>$160,000</td>
</tr>
<tr>
<td>Gross Wages</td>
<td>$45,000</td>
<td>$45,000</td>
<td>$45,000</td>
<td>$45,000</td>
<td>$180,000</td>
</tr>
<tr>
<td>Outside Services</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$8,000</td>
</tr>
<tr>
<td>Supplies</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$100</td>
<td>$3,100</td>
</tr>
<tr>
<td>Repairs &amp; Maintenance</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$1,500</td>
<td>$1,500</td>
</tr>
<tr>
<td>Advertising</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$8,000</td>
</tr>
<tr>
<td>Car, delivery &amp; travel</td>
<td>$0</td>
<td>$0</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$2,000</td>
</tr>
<tr>
<td>Accounting &amp; legal</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$8,000</td>
</tr>
<tr>
<td>Rent</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$4,000</td>
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<tr>
<td>Telephone</td>
<td>$1,000</td>
<td>$500</td>
<td>$500</td>
<td>$500</td>
<td>$2,500</td>
</tr>
<tr>
<td>Utilities</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$4,000</td>
</tr>
<tr>
<td>Insurance</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$4,000</td>
</tr>
<tr>
<td>Taxes (real estate, etc.)</td>
<td>$0</td>
<td>$2,000</td>
<td>$5,000</td>
<td>$8,000</td>
<td>$15,000</td>
</tr>
<tr>
<td>Interest</td>
<td>$0</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$2,000</td>
<td>$4,000</td>
</tr>
<tr>
<td>Other expenses</td>
<td>$1,000</td>
<td>$500</td>
<td>$500</td>
<td>$500</td>
<td>$2,500</td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong></td>
<td>$147,000</td>
<td>$79,000</td>
<td>$63,000</td>
<td>$117,600</td>
<td>$406,600</td>
</tr>
<tr>
<td>Loan principal payment</td>
<td>$0</td>
<td>$1,500</td>
<td>$1,500</td>
<td>$3,000</td>
<td>$6,000</td>
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<tr>
<td>Capital purchase</td>
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<td>$0</td>
<td>$0</td>
<td>$15,000</td>
<td>$115,000</td>
</tr>
<tr>
<td>Other startup costs</td>
<td>$2,000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$2,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>Reserve and/or Escrow</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$1,000</td>
<td>$4,000</td>
</tr>
<tr>
<td>Others withdrawal</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$2,000</td>
<td>$2,000</td>
</tr>
<tr>
<td><strong>TOTAL CASH PAID OUT</strong></td>
<td>$250,000</td>
<td>$81,500</td>
<td>$65,500</td>
<td>$138,600</td>
<td>$535,600</td>
</tr>
<tr>
<td><strong>CASH POSITION</strong></td>
<td>-$37,500</td>
<td>$33,500</td>
<td>$220,500</td>
<td>$434,400</td>
<td>$650,900</td>
</tr>
</tbody>
</table>
6.3 Balance Sheet

### Assets

#### Start Date: 06/01/2015  End Date: 06/30/2018

<table>
<thead>
<tr>
<th>CURRENT ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash in bank</td>
<td>$1,000</td>
<td>$434,400</td>
</tr>
<tr>
<td>Accounts Receivable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inventory</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL CURRENT ASSETS</strong></td>
<td>$1,000</td>
<td>$434,400</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FIXED ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Machinery &amp; Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Furniture &amp; Fixtures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaseholder improvements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land &amp; Buildings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other fixed assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL FIXED ASSETS</strong></td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>(net of depreciation)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OTHER ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Intangibles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deposits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL OTHER ASSETS</strong></td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$1,000</td>
<td>$434,400</td>
</tr>
</tbody>
</table>
Liabilities & Equity

CURRENT LIABILITIES

<table>
<thead>
<tr>
<th>Accounts Payable</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest Payable</td>
<td></td>
</tr>
<tr>
<td>Taxes Payable</td>
<td></td>
</tr>
<tr>
<td>Notes, short term (due in 12 months)</td>
<td></td>
</tr>
<tr>
<td>Current part, long-term debt</td>
<td>$1,000</td>
</tr>
</tbody>
</table>

**TOTAL CURRENT LIABILITIES**

<table>
<thead>
<tr>
<th></th>
<th>$1,000</th>
<th>$434,400</th>
</tr>
</thead>
</table>

LONG TERM DEBT

<table>
<thead>
<tr>
<th>Bank loans payable</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Notes payable to stockholders</td>
<td></td>
</tr>
<tr>
<td>LESS: short-term portion</td>
<td></td>
</tr>
<tr>
<td>Other long-term debt</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL LONG-TERM DEBT**

<table>
<thead>
<tr>
<th></th>
<th>$0</th>
<th>$0</th>
</tr>
</thead>
</table>

**TOTAL LIABILITIES**

<table>
<thead>
<tr>
<th></th>
<th>$1,000</th>
<th>$434,400</th>
</tr>
</thead>
</table>

OWNER'S EQUITY

<table>
<thead>
<tr>
<th>Invested Capital</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Retained Earnings</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL OWNERS EQUITY**

<table>
<thead>
<tr>
<th></th>
<th>$0</th>
<th>$0</th>
</tr>
</thead>
</table>

**TOTAL LIABILITIES & EQUITY**

<table>
<thead>
<tr>
<th></th>
<th>$1,000</th>
<th>$434,400</th>
</tr>
</thead>
</table>
### 6.4 Break-Even Analysis

<table>
<thead>
<tr>
<th>DIRECT COSTS</th>
<th>Fixed Costs ($)</th>
<th>Variable Costs (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Goods Sold</td>
<td>$5,000</td>
<td>10%</td>
</tr>
<tr>
<td>Inventory</td>
<td>$4,000</td>
<td>10%</td>
</tr>
<tr>
<td>Raw Materials</td>
<td>$2,000</td>
<td>5%</td>
</tr>
<tr>
<td>Direct Labor</td>
<td>$500</td>
<td>10%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INDIRECT COSTS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$35,000</td>
<td>5%</td>
</tr>
<tr>
<td>Supplies</td>
<td>$500</td>
<td>5%</td>
</tr>
<tr>
<td>Repairs &amp; Maintenance</td>
<td>$2,500</td>
<td>5%</td>
</tr>
<tr>
<td>Advertising</td>
<td>$500</td>
<td>4%</td>
</tr>
<tr>
<td>Car, delivery &amp; travel</td>
<td>$400</td>
<td>5%</td>
</tr>
<tr>
<td>Rent</td>
<td>$3,000</td>
<td>1%</td>
</tr>
<tr>
<td>Telephone</td>
<td>$250</td>
<td>3%</td>
</tr>
<tr>
<td>Utilities</td>
<td>$1,000</td>
<td>5%</td>
</tr>
<tr>
<td>Insurance</td>
<td>$3,000</td>
<td>7%</td>
</tr>
<tr>
<td>Taxes</td>
<td>$2,000</td>
<td>9%</td>
</tr>
<tr>
<td>Interest</td>
<td>$2,000</td>
<td>2%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>$1,000</td>
<td>4%</td>
</tr>
<tr>
<td>Other Costs</td>
<td>$400</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total Fixed Costs</strong></td>
<td><strong>$11,500</strong></td>
<td><strong>35%</strong></td>
</tr>
<tr>
<td><strong>Total Variable Costs</strong></td>
<td><strong>$63,050</strong></td>
<td><strong>91%</strong></td>
</tr>
</tbody>
</table>

**BREAK-EVEN SALES LEVEL:**

*bcf_cash_position*
6.5 Financial Assumptions

6.5.1 Assumptions for Profit and Loss Projections

This summarizes your revenues, costs and expenses incurred during a specific period of time. It shows the ability of your business to generate profits by increasing revenue and reducing costs. Some cells will automatically calculate as you enter financial information.

6.5.2 Assumptions for Cash Flow Analysis

The Cash Flow spreadsheet shows how money will come in and go out of your business. This will indicate when your expenses are too high and help you determine if you should arrange short term investments to deal with cash flow surpluses. It will also highlight how much capital investment your business will need.

6.5.3 Assumptions for Balance Sheet

A projected balance sheet indicates the future financial health of your business. Using your profit and loss and cash flow spreadsheets, you can project what your balance sheet will look at the end of your first year. Enter the amounts for each section of the balance sheet (assets, liabilities, and equity) below.

6.5.4 Assumptions for Break-Even Analysis

A breakeven analysis indicates when your business will be able to cover all of its expenses and begin making a profit. Fill out the cells below and your breakeven point will automatically be calculated for you.
Appendix B: Oral Communication Rubric

Hodges University
Oral Communication Assessment/Grading Rubric

Student Name: ______________________________________ Term: _______ Course: ______________________________

Presentation Title/Instructions: ____________________________________________________________________________

<table>
<thead>
<tr>
<th>Sugg. Weights</th>
<th>3</th>
<th>2</th>
<th>1</th>
<th>0</th>
<th>Score/Avg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>15%</td>
<td>□ Content is substantive, free of inaccuracies, and fully developed consistent with the assignment requirements. Concrete examples or credible sources are used throughout to support claims or main ideas. The presenter is convincing as an authoritative source of information, and/or in making a case for a particular point of view.</td>
<td>□ Content is primarily substantive, consistent with assignment requirements. Generalities or unsupported ideas or claims are infrequent. The presenter mostly succeeds at relaying information and/or making a case for a particular point of view. One or two points may not have been fully supported.</td>
<td>□ Content has some substance, consistent with assignment requirements. However, it is not well-developed. There are more generalizations than there are examples or credible sources supporting claims or main ideas. The presenter provides little information, and/or makes a weak case for a particular point of view.</td>
<td>□ Content is weak and without substance. It consists primarily of generalizations, inaccuracies, and/or unsubstantiated claims. The requirements of the assignment are not met. The presenter does not inform and/or make a case for a particular point of view.</td>
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<tr>
<td>5%</td>
<td>The speaker verbally identifies credible sources at all appropriate points within the presentation.</td>
<td>The speaker verbally identifies a non-credible source or fails to identify a source at one point when indicated.</td>
<td>The speaker verbally identifies more than one non-credible source or fails to identify a source at more than one point when indicated.</td>
<td>The speaker does not verbally identify any type of source.</td>
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<tr>
<td>Language</td>
<td>Language is concise, precise, and descriptive. The speaker does not use unnecessary jargon, or offensive or derogatory comments.</td>
<td>Language is mostly specific and descriptive, but occasionally vague, imprecise, or overly wordy; and/or the speaker rarely uses unnecessary jargon, or offensive or derogatory comments.</td>
<td>Language is sometimes concise or precise, but often vague or overly general; and/or unnecessary jargon, or offensive or derogatory comments are used frequently.</td>
<td>Language is entirely vague or imprecise; and/or unnecessary jargon, or offensive or derogatory comments are used throughout.</td>
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<tr>
<td>10%</td>
<td>Spoken grammar and syntax are entirely consistent with conventions of Standard English.</td>
<td>There are infrequent errors in grammar and syntax.</td>
<td>There are several errors in grammar and syntax.</td>
<td>There are errors in grammar and syntax throughout the presentation.</td>
<td></td>
</tr>
<tr>
<td>Organization</td>
<td>Introduction is strong and presented with confidence; captures the audience’s attention with a “hook”.</td>
<td>Introduction is discernible and appropriate; captures attention of the audience.</td>
<td>Introduction weak, but discernible; presented without confidence and/or does not capture the audience’s attention.</td>
<td>There is no discernible introduction to the presentation.</td>
<td></td>
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</tbody>
</table>

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<table>
<thead>
<tr>
<th>10%</th>
<th>Ideas are presented in a way that flows logically and coherently. The audience has no difficulty following the speaker’s train of thought.</th>
<th>There is minor disjointedness in the flow of ideas. The audience may have trouble following the speaker’s train of thought on occasion.</th>
<th>The flow of ideas is somewhat disjointed. The audience may have frequent trouble following the speaker’s train of thought.</th>
<th>There is no logical flow to the presentation of ideas. The audience is unable to follow the speaker’s train of thought.</th>
</tr>
</thead>
<tbody>
<tr>
<td>10%</td>
<td>Conclusion is compelling. Speaker finishes decisively and confidently.</td>
<td>Conclusion is clearly identifiable. Closing statement is definitive but not compelling.</td>
<td>Conclusion is identifiable but not definitive.</td>
<td>Presentation ends with no identifiable conclusion.</td>
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<tr>
<td><strong>Presentation Skills</strong></td>
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<tr>
<td>5%</td>
<td>Consistently uses eye contact to maintain rapport with audience and/or camera. Gestures, facial expressions, and posture are consistently natural and enhance the verbal message.</td>
<td>Maintains eye contact through majority of presentation, but occasionally looks down or away from audience and/or camera. Gestures, facial expressions, and posture are occasionally stilted, but support the verbal message.</td>
<td>Eye contact is sporadic. Gestures, facial expressions, and posture are frequently stilted, but are not inconsistent with the verbal message. Online student makes sporadic eye contact with camera.</td>
<td>No eye contact with audience or camera. Gestures, facial expressions, and posture create separation from audience, and/or are contrary to the verbal message.</td>
</tr>
<tr>
<td>5%</td>
<td>□ Speaking pace is effective. Volume is neither too loud or too soft. Tone is appropriate to topic and purpose – e.g., upbeat, somber, informal, or formal. Words are pronounced correctly and clearly enunciated, without mumbling. There are no “ums” or other verbal fillers.</td>
<td>□ Speaking pace is infrequently too fast or slow. Volume is occasionally too loud or too soft. Tone is mostly appropriate to topic and purpose. Errors in pronunciation, mumbling, and/or use of “ums” or other verbal fillers are infrequent.</td>
<td>□ Periods of pacing that are too fast or slow (e.g., slow start, rush to finish). Volume is often too loud or too soft. Tone is occasionally inappropriate. Presentation is somewhat disrupted by errors in pronunciation, mumbling, and/or use of “ums” and other verbal fillers.</td>
<td>□ Rate of speech too fast or slow throughout; volume consistently too loud or too soft. Tone is inappropriate for topic or purpose, or monotone throughout. Most or all of the presentation was mumbled or poorly enunciated; and/or words are mispronounced throughout. “Ums” or other verbal fillers completely detract from the presentation.</td>
</tr>
<tr>
<td>5%</td>
<td>□ The presentation was within time requirements while still fully achieving purpose and maintaining even pacing.</td>
<td>□ The presentation was slightly under or over time requirements.</td>
<td>□ The presentation was moderately under or over time requirements.</td>
<td>□ The presentation was significantly under or over time requirements.</td>
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</table>

**Presentation Aids**

| 15% | □ Presentation aids added significantly to the interest and impact of the presentation, and were appropriate for the content. | □ The presentation aids added marginally to the interest and impact of the presentation without being distracting, and were appropriate for the content. | □ The presentation aids did not add to the interest and impact of the presentation. They were somewhat distracting at times, or not relevant to the content. | □ No presentation aids were used. |
## Optional/Course-Specific Components

<table>
<thead>
<tr>
<th>Competent 3</th>
<th>Developing 2</th>
<th>Beginning 1</th>
<th>Lacking 0</th>
<th>Score/Avg.</th>
</tr>
</thead>
</table>

### Computer-Generated Slides/Digital Aids (e.g., PowerPoint)

- **Competent**
  - The fonts are easy-to-read and point size varies appropriately for headings and text. Italics, boldface, or underline are used sparingly (if at all) and appropriately for emphasis. Text is appropriate in length for the target audience and to the point. The background and font colors enhance the readability of text.

- **Developing**
  - Fonts are mostly easy-to-read, with only one or two slides displaying disproportionate font size. Italics boldface, or underline are occasionally used to excess. Text is occasionally excessive. The background and font colors are neutral or complimentary.

- **Beginning**
  - Fonts are sometimes difficult to read because of sizing or spacing. Italics boldface, or underline are sometimes overused, giving cluttered appearance. Text is sometimes excessive. The background and font colors lack sufficient contrast for readability.

- **Lacking**
  - Fonts are often difficult to read because of sizing or spacing. Italics boldface, or underline are often overused, giving cluttered appearance. Text is often excessive. The background and font colors lack sufficient contrast for readability, or are jarring to the eye.

- **All graphics are attractive (size and colors) and support the topic of the presentation. Sizing and placement of graphics are proportionate to text.**

- **A few graphics are not attractive but all support the topic of the presentation. A few graphics are sized or placed out of proportion to text.**

- **All or most graphics are attractive, but several do not support the topic of the presentation.**

- **Several graphics are unattractive AND detract from the content of the presentation.**
<table>
<thead>
<tr>
<th>The layout is visually pleasing and contributes to the overall message with appropriate use of headings, subheadings and white space. The theme used (background/template) supports the content.</th>
<th>The layout uses horizontal and vertical white space appropriately. It is visually nondescript or neutral. The theme used is appropriate for the content.</th>
<th>The layout has some structure but also some uneven spacing or placement. In places it appears cluttered or has large gaps. There are inconsistencies in the theme used.</th>
<th>The layout is chaotic, with unnecessary inconsistencies in spacing or alignment. The theme used is discordant with the content, or too busy, or unattractive.</th>
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**Other Course-Specific Components**

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### Appendix C: Hodges University Professional Writing GenEd/QEP Rubric

<table>
<thead>
<tr>
<th>Points</th>
<th>Accomplished - 3</th>
<th>Proficient - 2</th>
<th>Developing - 1</th>
<th>Beginning - 0</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Focus</strong></td>
<td>The main idea is clear and appropriate to the assignment. All parts of the document are clearly related to the main purpose. Thesis or topic sentences and forecasting statements identify what lies ahead in the main body of the document.</td>
<td>The document is controlled by one main idea. The main idea is appropriate to the assignment.</td>
<td>The document is not controlled by one main idea, or the main idea suggested by the content is at odds with the document’s stated or assigned purpose. Significant portions of content do not fit the assignment.</td>
<td>The document does not have a clear main idea or does something other than the assigned task.</td>
</tr>
<tr>
<td><strong>Development</strong></td>
<td>Evidence, reasoning, and/or examples are richly developed to support claims and fulfill the main purpose of the assignment. Any source material used is seamlessly integrated into the document. All assignment requirements are fully addressed.</td>
<td>Evidence and reasoning are adequate to support claims and fulfill the main purpose of the assignment. Any source material used is related to the purpose or main idea of the document. The assignment is complete.</td>
<td>Claims are supported in a superficial manner, or there is inaccurate reasoning used to support some claims. Parts of the assignment are underdeveloped. Source material, if used, sometimes substitutes for the writer’s own ideas.</td>
<td>The assignment is incomplete or the document shows little or no attempt to support claims, and/or attempts to support claims are inappropriate to the main idea.</td>
</tr>
<tr>
<td>Organization</td>
<td>Ideas are grouped into paragraphs, and paragraph breaks are used to indicate shifts in focus. The sequence of ideas is logical. The document has both an identifiable introduction and identifiable conclusion (if applicable). In addition, transitional words, phrases, or sentences such as “in addition to”, “for example”, or “consequently” are used to cue the reader that the subject is changing.</td>
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<tr>
<td>References</td>
<td>All sources are cited, and the list of references, if required, is complete. Citations and references are nearly free or completely free of errors in required formatting. Direct quotations are used minimally and effectively. Attribution phrases such as “according to ____” or “as _______ concluded” are used effectively. All sources are cited although occasional errors in required formatting may have occurred. If a list of sources is required, it is complete and matches up with citations and has only occasional errors in required formatting. Direct quotations are used minimally and effectively. At least one source is not acknowledged and/or cited, or there are consistent errors in the citation formatting, or direct quotations are overused. If a list of sources is required, it does not completely match up with citations, and/or it contains frequent errors in required formatting.</td>
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<td></td>
<td>The logical sequence of ideas is sometimes interrupted, and/or paragraph breaks are not used consistently to transition from one idea to the next. There is an introduction but no conclusion or a conclusion but no introduction (if applicable). The sequence of ideas is apparently random and difficult to follow, showing no clear pattern. There is no identifiable introduction or conclusion (if applicable).</td>
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<tr>
<td></td>
<td>The document consistently fails to acknowledge and cite sources, sources are acknowledged but not cited, or direct quotations dominate the document. If a list of sources is required, it is missing or incomplete.</td>
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</tr>
<tr>
<td>Style</td>
<td>The tone of the writing is consistent with the purpose and assignment – the writing is appropriately formal or informal, objective or subjective, logical or emotional, technical or nontechnical, and concise or expressive. The tone is consistent throughout. The wording is precise, and vocabulary is used to enhance meaning. Clichés and slang are not used. Meaning is conveyed with impact.</td>
<td>The tone of the writing is mostly consistent with the purpose and assignment – the writing is appropriately formal or informal, objective or subjective, logical or emotional, technical or nontechnical, and concise or expressive. The tone is consistent throughout. The wording is specific rather than vague. Clichés and slang expressions are not used. Meaning is conveyed clearly, and vocabulary is adequate.</td>
<td>The tone of the writing is at times inconsistent with the purpose and assignment – the writing is sometimes inappropriately formal or informal, objective or subjective, logical or emotional, technical or nontechnical, and concise or expressive. Wording is sometimes vague, and clichés and/or slang expressions are used. Vocabulary is adequate, but meaning is at times unclear.</td>
<td>The tone of the writing is entirely inconsistent with the purpose and assignment – the writing is inappropriately formal or informal, objective or subjective, logical or emotional, technical or nontechnical, and concise or expressive. Wording is vague, and clichés and/or slang expressions are used. Vocabulary is limited. Meaning is unclear.</td>
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<tr>
<td>Editing</td>
<td>The document is nearly free or entirely free of errors of spelling, grammar, punctuation, word choice, and formatting.</td>
<td>Errors of spelling, grammar, punctuation, and/or word choice are minimally present but are not intrusive.</td>
<td>Errors of spelling, grammar, punctuation, word order, and/or word choice are present and noticeable, but some sections of the document are free of such errors.</td>
<td>Errors of spelling, grammar, punctuation, word order, and/or word choice are found in nearly every sentence of the document and are intrusive.</td>
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<table>
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<tr>
<th>Overall average score</th>
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Revised August 2015