

Homework Assignment Results year 2010 for

ME2028, ME2605 & ME2820 Behavioural Management Control
(also for those students that have studied the earlier courses 4D1162 and 4D1165)

ABOUT THIS REPORT

In this report, the grading for the homework assignments is presented. For each contribution, the code name of the student is given. In the discussion of the contributions, my comments may sometimes seem very negative; this is not intended, but the result of the aim of the report. The aim is to show you what have to be dealt with, in order to get a stronger contribution. Sometimes, there is also a discussion about the different strengths in the contribution. This is mainly when I have set a higher preliminary grade than what is indicated by the grading system; e.g. if the text lacks references to the theory but is so strong in the answers of the questions that it deserves a higher grade anyway.

GRADING

As stated earlier, you could use as many words and pages that you wished for the report. A guideline was it is often difficult to explain the topics with less than 5 pages, and that it often becomes boring reading with more than 12 pages. You should also think about the importance of readability (key words in italics, a good structure, easy to see the different parts), especially for a lengthy report (you do not want the teacher to fall asleep while reading...). In the report, you should also apply a statement of what you have done during the course in order to learn the content, as well as your contributions to the lectures and the seminar. The assignment was handed out on Thursday November 25th, 12 A.M., and was to be handed in on Thursday December 2nd, 6 P.M. at the latest. The first version of this report was put on the bilda homepage of the course on December 9th, 2010; the second on January 17, 2011.

A short description of the principles I used for the grading, and that was also communicated many times before and during the homework assignment, is the following:

- If you have captured the content of the course in a satisfying way, you will receive the grade E. To prove this, you need to write a well prepared report that answers the questions (in relation to the literature of the course) well. You need to prove that you can answer the questions with the help of the methods and models that were treated during the course, and that you understand the cases used during the course and the implications from them.
- If you do not only understand the content of the course in a satisfying way, but also have the ability to use this understanding by applying the tools on different situations, you will receive the grade C. To prove this, you need to connect your answers to the literature and course content by making references to relevant pages (also to the cases used during the course) where appropriate, and also to develop your answers so that they go beyond what is said in the text book directly connected to the question – e.g.

by making connections to other parts of the literature, by providing examples on how companies use the concepts, and/or by relating the discussion to your own experiences.

- If you really master the course content, and also have proven the ability to critically reflect upon this knowledge, you will receive the grade A. To prove this you need to provide outstanding references to the literature and to the cases used during the course, but also discussions focused on (at least) one relevant academic article from year 2008 or later – and to use other ways to prove an outstanding knowledge in the area. By outstanding knowledge is meant not only the ability to show it and apply it, but also to "turn it inside out", to twist it by e.g. relating it to recent landmarks in the area. Also, you have to have sent in case discussions before at least six of the classes where they have been discussed, and participated in the discussions of the cases.
- The grades B and D are middle-forms, that is, the grade B is awarded when your assignment is close to an A but has some problems, and the grade D is awarded when your contribution fulfils the requirements for an E in a distinguished way, but do not motivate the grade C.

Some of those students that contributed a lot to the discussions during the course (for cases and such), but didn't succeed to show the same knowledge at the homework assignment, were, where appropriate, given an extra grade for their contribution. This is also notified in this report where applicable.

To (finally) get a grade from the course, you also need to have a pass on the seminar work. I am not ready with the detailed reading of those yet – only with a fast reading to see if they are a pass or not. It might be that a very, very strong seminar work could influence the final grade in some rare cases, but since it is a group work and not an individual work this will, again, be very rare. More information about this will be provided when the final grade is set.

HOW CAN I PASS, OR: HOW CAN I GET A HIGHER FINAL GRADE

[This is for the earlier version] Remember that this is not the final grade; all students that participated have the option to hand in their final, reworked, assignment after this – and it is that assignment that is graded (if a new one is not handed in, the preliminary grade will also be the final grade). Now, you have a number of possibilities to further improve your grade. First: If you are not satisfied with the grading, please send me a *written* comment on the problems with it on mail no later than December 19th, 2010. Please note that it is not enough to just state that you are dissatisfied: You have to specify in what way your contribution fulfils a higher grade (according to the grading scale above) than it was granted. There are also other possibilities, as explained in the following:

1. In some cases, where the student does not pass as it is now, this is indicated by the grade F. There are also some indications about what to do to make it pass. Mainly, the solution is to correct the problems. By doing this, it is not enough to just use the answers provided in this report: You must elaborate the answers somewhat so that I can see that you understand the answers. If you succeed in this, you will get an E (or, if indicated, a higher grade). See also points 3 and 4 below.
2. For students that have an assignment that would pass as it is, and where there is one or a few problems or parts that makes the report not reaching a higher grade, there is information provided on how to reach that higher grade. That

could be e.g. to elaborate more on some questions, to hand in additional analysis of the case, and so on. If you succeed in this, your contribution will be graded one grade higher or, as is sometimes indicated, even higher than that. See also points 3 and 4 below.

3. For students that are not satisfied with their preliminary grades, and that would like to aim for a higher grade, or for students indicated in points 1 and 2 that aims for an even higher grade than passed (1) or one grade higher (2), there is an additional possibility: Rework the report so that it becomes much better than before. It is not enough just to use the solution provided in this report; that is only the starting point. You also have to connect your answers to the case *Catalytic Solutions* where appropriate. Also, you have to analyse the case as such. The case (Catalytic Solutions) can be found in the course book. Identify problems to work with and use your knowledge from the course for the analysis. Your analysis of this case are then supposed to be very good, in order to reach a higher grade. See also point 4 below.
4. Students that want to use one of the three possibilities provided above have to hand in their new report in word (.doc) format no later than January 7th, 2010 at 8 AM at bilda. Even if you e.g. only rewrite some of the questions, you still have to hand in the rest of the report (the rest of the questions as well as the case). If you didn't hand in the earlier version in word-format (.doc), you should also hand in that one at bilda. What I do when I receive the report is that I compare it with your earlier version (with the use of Words "compare and merge documents" tool), and look at the parts that have been changed. You can never get a lower grade than the preliminary one, so if the report doesn't deserve a higher grade than you already have, this will not affect your current grade. Remember that to get the grade A, you also need to have handed in your contribution for six of the cases discussed during the course before each lecture.

Remember that following the instructions above is no guarantee for a higher grade: It is not enough to just answer the questions; you must also do it with quality. You have several weeks to do it, and you have as an additional source the short solutions for all questions in this report, so the requirements are much higher this time. This especially holds true for the use of references; it is very easy just to put down the references to pages suggested in this report, but that is a pre-requisite but not enough to get the desired grade. To reach this, you must also use other relevant pages as well as discussing them to prove that you can find information in the book. As earlier, this is an individual work, which means that I will try to ascertain that this is a report you have written yourself.

ANSWERS TO THE QUESTIONS

The answers to the questions are only given in a short form. More than this is needed in order to prove that you know the different subjects – and sometimes there are also alternative solutions to the questions, not covered below. At the end of each answer, references to pages in the textbook are given to refer to the discussion.

1. How can we deal with the weak access control (for friends) at Leo's four-plex theatre?
Many different answers possible, one is to discuss the problems in terms of lack of direction, lack of motivation, personal limitations (8-11) and avoidance in terms of

elimination, automation, centralization, risk sharing (12-15) – but many alternatives exist. The important is to use relevant models from the course in a good way.

2. Discuss the ability to measure controllable results in Armco, Midwestern Steel Division! *Precision, objectivity, timeliness, understandability (33-35)*
3. Give and explain examples on how Sands/Bellagio could use non-financial result controls to improve business performance? Start from an identification of the key success factors (KSF) of a casino! *KSF (218, 224) could be e.g. finance, no stealing, customer satisfaction, location, hold %. Non financial PM (435-436, 473) related to KSF is one of many on-financial results controls that could be suggested.*
4. How can Zumwald solve their problems by: *[you can answer one or both]*
 - a. improving their transfer pricing system? *Market, marginal cost, full cost, negotiated, cost plus, dual (278-283).*
 - b. using budgets instead of the transfer pricing system? *Plan, action control, feedforward, proactive, coordination, oversight, motiv (329-330).*
5. Ted and Frank made some changes in roles and controls after taking over AirTex. What were the key actions and key results they wanted department managers to focus on? *Key actions and key results (219) to suggest could be: Decentralize, max profit, cash management, accounting, task guidance.*
6. Suggest and evaluate some negative rewards that could be used in this course! *From interfere, loss of job, zero salary increase, unimportant tasks, chastisement, no promotion, demotion, public humiliation (393-394); suggestions applied to the course, and then evaluated (403-404); valued, impact, understandable, timely, durable, reversible, cost efficient.*
7. How can you solve problems in Berkshire with one of the remedies for myopia? *One of: Set of value drivers, shareholder value, preaction reviews, improve accounting measures, long time horizon, reduced pressure (472-484)*
8. How can audits be used to deal with uncontrollable factors in Beifang? *From the problems of uncontrollable (535) an audit (635), probably performance audits (637-638), could be discussed. Also discussions about avoiding hindsight and such could be enriching for the answer.*
9. Use (only) one ethical approach to discuss what happened in Lernout & Hauspie! *One of: virtue, consequentialism (utilitarianism, egoism), deontology – rights & duties (categorical imperative, contractualism, natural rights) (687-681 + class) to be discussed in relation to the case*

EVALUATION

The evaluation form was available at bilda before the course started, and was stopped after the students had handed in their first version of the homework assignment (but before the grades were set). 30 students (27 %) of 110 handed it in.

There are many positive and negative comments in the evaluation forms, these are some of them: On the positive side, the students appreciated the pedagogy of the course; cases and the discussions around them. They also felt that the organization of the course was good. The use of bilda as the platform of the course was mentioned in a positive way. Also, the students liked the textbook. Finally, there were many positive comments on the form of the examination. On the negative side, the students mentioned that the classroom was often too small. Also, they had too short time for analysing the first of the cases. Finally, some students thought that the classes were too long in time. One suggestion from the students was to use the best student cases (from the seminar work) as class material.

When it comes to the grading of the course in different dimensions, they summed up as follows:

(1=Bad, 8 = Good)	1	2	3	4	5	6	7	8	#	Sum	09
Lecture 1 Introduktion HK	0	0	0	1	4	7	11	5	28	6,5	6,3
Lecture 2 Object of Control HK	0	0	0	0	3	9	11	7	30	6,7	6,1
Lecture 3 Tightness & Costs KT	0	0	1	1	3	4	14	6	29	6,6	6,0
Lecture 4 Responsibility Accounting HK	0	0	0	2	1	5	15	7	30	6,8	3,7
Lecture 5 Design & Evaluate KT	0	0	2	0	3	8	10	5	28	6,4	5,9
Lecture 6 Incentive Compensation HK	0	0	1	0	2	3	13	9	28	6,9	6,1
Lecture 7 Financial Measures & Myopia HK	0	0	0	0	4	6	8	9	27	6,8	6,1
Lecture 8 Uncontrollable Factors HK	0	0	0	0	3	4	13	6	26	6,8	6,1
Lecture 9 Ethics & Situation HK	0	0	0	1	4	7	9	6	27	6,6	6,2
Seminar	0	0	1	0	3	6	11	6	27	6,6	6,1
Literature	0	0	0	1	3	3	13	10	30	6,9	6,2
Information & administration	0	0	0	1	2	5	6	14	28	7,1	6,4
Examination	0	0	0	2	2	6	8	11	29	6,8	6,0
Overall evaluation of the course	0	0	0	0	3	4	15	7	29	6,9	6,0
Sum	0	0	5	9	40	77	157	108	396	6,8	6,2

Compared to last year, the total grade in the evaluation is 0.6 higher; 6.8 in an 8-grade scale. All the dimensions are graded higher, between 0.2 and 0.9 in change for most of them except one: Lecture 4 about responsibility accounting was graded very low (3.7) last year. We had a guest lecturing that one last year, but not this year – this was probably the reason. For the rest, we can see that the course has worked really well in these dimensions.

My evaluation is that the students performed very well this year (as they have done several years now). As always, there is a lot of disappointment from many of them when they see the preliminary grade. But they have a chance to repair them, and I feel that most of the students understand why they are graded lower than expected when they take a closer look at the grading information; in my opinion, it is followed strictly.

The following tables give information about the grading on the final report (after the changes that can be done after the preliminary grade is given). The one to the left is in number of students; the one to the right is in percentages. You can first see the grades for the 23 students from the Karolinska Institutet, then for the IMIM students (ME2065), then from the other students (ME2028), and finally for all the students. One student has been omitted; that student wrote the assignment for the course 4D1165 with another grading scale.

You can see that 94 % of the students passed. 24 % reached an A or a B, 21 % a C, and 50 % a D or an E. This is lower than earlier years. You can also see that the KI-students performed very good, with 39 % reaching an A or a B.

In numbers:

	KI	IMIM	Other	Total
A	6	3	4	13
B	3	6	4	13
C	4	9	10	23
D	3	10	18	31
E	5	5	14	24
F	1	0	2	3
-	1	0	2	3
	23	33	54	110

In percentage:

	KI	IMIM	Other	Total
A	26%	9%	7%	12%
B	13%	18%	7%	12%
C	17%	27%	19%	21%
D	13%	30%	33%	28%
E	22%	15%	26%	22%
F	4%	0%	4%	3%
-	4%	0%	4%	3%
	100%	100%	100%	100%

I agree with the student's evaluation in many parts. I think that you have performed very well, and that most of the course worked very well. There are some parts to change for the next year, and I will follow up the things you discussed in the evaluation.

STUDENT CONTRIBUTIONS

Below you can find all the contributions. The order is by code. *Please note that these are the preliminary grades; many students received a higher grade after reworking the hand-in.*

102069 F

Some of the answers (maybe 1, 7 and 9) are OK, but most aren't. You do not prove that you have understood the concepts from the course. Also; to add extra as a separate question 10 is not in line with the intent of the assignment; the intent is to prove that you can connect other sources to the concepts of the assignment questions. If you correct the problems, and also focus the text more (it is too long now), this will be a pass.

124691 F

As you are aware of, this need to be reworked for a pass

129984 F

The reason for the fail is 3, 6 and to some extent 4. Rework them, and the grade is a D instead. You use two articles (you also mention Birnbaum, but I can't see how you use that article?); in question 9 in a good way, in question 6 shortly. No examples or such besides that. If you rework this in a good way; use some more sources, this will be a C instead

139081 F

OK, you do not add anything extra to the text (sources, examples or such). But most of the answers are good, and well connected to theory. The problem that makes this a fail is 6, with that corrected you will probably pass. And if you rework 3 and 5 a little, the grade could be a D instead.

143438 C

All the answers are very good. You connect in a good way to the models of the course, you use articles of different kinds and you also have a few examples. But; the report is not enough focused; it is too long (15 pages, and too compact text; there is a lot of text that isn't necessary for the answers). This is a problem; do you really manage to analyse the questions in a good way? Concerning the articles, you use them in a good way in 7, but not in 8 and 9. Correct the problems and this could be a B or an A instead.

146698 C

If you rework 3, and also use more resources and elaborate those that you already use even better, this could be a B or maybe an A instead. Because there is lot of quality to many of your discussions and maybe you are able to reach these higher levels when proving your knowledge. When you do this, you also need to focus more - the report is a little bit too lengthy

159086 E

If you correct 6 and 8 in a good way, the grade is D. And with more effort, the grade is a C. You have good answers most of the time, with relevant connections to theory. You also use a few other sources (even if the article is not that well used). But, in general, good answers.

174797 B

What kind of sources is it you use? You need to construct your reference list better! And; the report is a little bit too lengthy. Also, there could be more extra to draw on (e.g. examples and such). With a rework on these parts, the grade might even be an A. Because there is a lot of quality to your answers.

188236 F

The fail is for 6, correct the problem and you have a pass. If you also correct 3 and 5, you have a D. But there are many good discussions in the report, and maybe you know the subject better than at the D level. If you rework the answers even more, adding some more extra sources and examples, this might be a C instead.

190480 F

If you correct 6, you have a pass. With more effort and also by cutting away parts that are not needed (the report is too long and lacks in focus sometimes) it could be a D instead. Because you have some good discussions, you sometimes (but not always) connect to theory and the course book, and you have nothing extra (some shorter web comments)

193759 D

All the answers are at the D-level (except for the answer in 5, but it is an OK answer)

194900 F

The reason for the fail is 6. If you correct this, it will be an E instead. But; in my point of view, the report is better than that. The reason for not reaching a D is the answers in 3 and 5 (also, I do not understand what a reference "Vineet..." in that answer is), that could be better. The other parts have good answers with good connections to theory and to the text book. Rework and it could be a D instead.

199702 E

But; this is a much better work than the E suggests. Because most of it is excellent; you have very good answers, you draw on a lot of different sources (mainly articles but also examples and such) - and you prove that you can use the models and tools from the course. The problems are in 3 and 5, but also in 6 (where you evaluate but not with the tool proposed for this in the textbook). If you rework these parts in a good way, this will be an A instead.

200900 F

If you correct the mistakes in 6 and 4, this will be a pass, and if you also rework 2 and 3, it will be a D. The answers are good most of the time, and are well connected to theory. You do

have some extra, but not that much. But; in many cases you have a very good line of reasoning. If you improve the text, and also add more to it (reflections, other sources and so on), this might even be a C.

203297 F

Rework 6, and the grade is C instead. Can you reach higher? There is a lot of quality to most of your answers, but the report is a little bit too long and lacks good discussions from articles from the last years. If you correct these problems, the grade might be higher

209942 F

This is in many parts a very good report - good answers with a lot of interesting perspectives from different articles! The fail is for 2, 6 and 7, but also because the report is too long - there are a lot of discussions that do not contribute to the answers. If you correct the problems, make sure that the report is shorter, and take a look at the text in general, this could very well be an A instead. Because you have a lot of proof of knowledge here.

212381 B

A very good work! You have managed to elaborate on the answers in a very good way, using both the course literature and a variety of other sources. To get an A on this you need to rework 6 a little, and also draw on the text book in 3.

214554 D

It is a good report, but maybe it should be an E or an F due to small problems in 3 and 4. But; there is quality to the rest, and you have connected well to models from the course book. Not much extra, except an article used for a definition only.

230328 F

The fail is for 4 and 6, correct those and you have an E instead. If you also use more relevant references in your answers, and improve the answers in 3, 8 and 9, and improve the text at large, this could be a D instead

230717 F

Many of the answers need a rework before this is a pass - 2-4 and 6-8. I can't see the references usage; they should refer to theories or models used. Also; you need to specify much better what kind of sources you use. With these changes, this could be a pass.

232550 F

Sorry to say, my impression is that you were in a lot of hurry when writing this. The later parts are OK, but the rest of the answers are either a fail (1, 4 and 6) or at the E-level. Look through the text, rework it (focus on questions mentioned above depending on if you would like to aim for an E or for a D) and make sure it is more stable.

232629 D

The answers are good for all questions, with good connections to models of the course. You do not add much extra, but it is well performed at the D level

244864 F

The answers are not that good, and are seldom connected to theory in a good way. But if you correct 2, 5 and 6, you can get a pass on this

247464 C

This is a very good report! You take good use of the text book and other sources (mainly Anthony & Govindarajan). But; you do not prove that you understand and can reflect on the academic article. Use it more, in more places, and use it with discussions around the answers! Also; the text is way too long and unfocused. If you correct for these problems, it could be a B or an A. Because I believe you know this at that level.

248202 D

The answers are generally good, with no problems at all in them. You also connect to theory and models in a good way. One problem is that the report is so long (16 pages), there is a lot you could take away from it to make it more focused. If you do that, and also add more extra (the only thing you have now is your discussion about an internship), this could be a C instead.

250917 C

But most of the report (except 2-4 and 6) is very good and have a lot of quality in it. You use many interesting sources in a good way. You elaborate the material in a good way. But; in order to reach higher, you also need an article from the most recent years. With these changes, the grade could be higher.

252614 F

If you rework 6 and 3, this is a C. Because the answers are good, and you use some extra sources (a lot of older articles) to draw on.

271337 D

This report is too long (18 pages) and unfocused. The answers are good, most of them at the D level, but some of them at the C level. Rework questions 1, 2, 6-8 and also shorten the report (make it more focused) and this could be a C instead.

276132 E

You answer in a good way, and connect to the text book. You do not add anything extra. All this makes a D, except for problems i 3 and, to a smaller extent, in 5 and 7. If you correct those, this could well be a D instead.

290180 E

All the answers are in fact at the D-level (good answers, well connected to the theory with references, nothing extra except a book in question 9), except the answers in 4 and 5, that are between fail and E. Correct the problems in those, and look through the rest a little, and this will be a D instead.

290380 C

This is, in many aspects, a very good report. You also have an article that you use in a good way, and also a few other sources. There are good connections to relevant theories and models from the course, and you take good use of the textbook. The problems are in 3, 5 and 7, and to get a higher grade you need to rework these and also to use some more sources, and reflect more in your answers; prove your knowledge on a higher level to me.

302718 F

If you correct the problems in 4-6, this is a pass. And if you also rework 1 and 8, and take a new look at the rest of the text, this could be a D instead. Because the answers are sometimes connected to theory, and the rest of them are at the D level.

313763 E

The answers are satisfying, with some not-as-good answers 3, 4 and 7. You have a few examples, nothing more. If you correct the problems in the report it could be a D instead

318849 D

The answers are all at the D level. Nothing extra and no problems at all in the answers. You also connect to theories and models from the course.

320454 F

1, 5, 7, and 8 are OK, but the rest have problems. If you correct these, it will be a pass. You do not add anything extra, and you do not refer to the text book. How can I, then, be sure that you know this topic?

334523 D

Despite the problem that this report is way too long (19 pages!) and lacks enough focus, it deserves the grade D. The answers are good in many ways, with some exceptions in 4 and 7. And; some parts are so good that I believe that you know the subject at a higher level. If you rework, and also take use of some other sources while at the same time make the report shorter, this might be a C instead

349744 F

21 pages is way too much - the text is much too unfocused. Change this, and also change 6 and 7 in a good way, and it will be a C. For this, you also need to specify your sources better; what are they?

361604 F

There are too many problems in the answers (mainly in 3-7) to make this a pass. Often, you do not answer to the question as such, or do not apply models from the course to it. You do not add much extra (except for some www sources). If you improve your answers this will be pass; with quality, and also with improved answers in 8, this could be a D.

375043 E

Most of the answers are good; you refer to the textbook in a good way in most cases. The only extra is a resource for definition in 3. If you correct 5, 7 and 9, and go through the text in large, this could easily be a C instead

392367 C

But; I feel that you could do better than this, and since you contributed during the lectures in a good way this is probably so. All the answers are good, but you need to draw on more examples and such, you need to take more use of the article (which is good in 2 but you need to elaborate it more in more places), and you need to focus the text more (it is too long, with too many parts that are not that relevant for the answers). If you do this, it could be a B or an A instead, depending on how well you do it.

393436 F

As you know yourself, this is an F. Rework, and if that is done in a very, very good way, this will be a pass

401784 F

Correct 6 and rework 3, 5, 7 a little and you have the grade D. This is the level where most of the answers are; they are correct, take use of the course book, and so on. There is some extra quality to some of your discussions, so if you also add some further reflections (examples and such) it could be a C with a lot of effort in it.

406345 F

The fail is for 4, 6, 7 and 9 - correct the problems and you can reach D. But; there is a quality to a lot of the text. You draw on a lot of sources (even if the academic article is not well used), so with a revamp of the text this could be a little bit higher graded.

420170 F

The fail is for 4 and 5, those need a rework, but the rest is at the D level; well answered in connection to theory, with appropriate references, nothing extra. If you correct the answers, this could easily be a D instead. But; are you really registered to the course? Make sure you are, I couldn't see you in my course list - and without registration, you are not allowed to participate in the examination!

425173 F

The fail is for 3-6. The rest of the answers are good, but not more - you do not use anything extra at all. If you rework the report it could be a pass, maybe even a D with a very good rework.

451585 C

Very good (a lot of interesting discussions, and good use of the sources), but too lengthy! Shorten it, and rework the weaker parts of the report a little and you could very well have an A instead.

452726 E

It is like you feel "the more articles I refer to, the better". But as you use the articles (except for in 4) they are more small examples that add a little, not that much. When I read the answers, I feel you know the subject better than this. If you rework the not-that-good answers (2, 3 and, especially, 6, which is more an F) this will be a C. And if you also take better use of some of the articles - really read them and really use them - this could be a B or an A instead. But to reach that, you need to make a really good rework, and also focus it better - it is too long now.

469158 D

The answers are good in all questions, except for 3 and maybe 5. You connect to the models of the course book and text in a good way, but you do not add anything extra. So, despite the problems in 3 and 5, I think this is a D

471645 D

First of all; on the D-level, there are no problems whatsoever. Clear answers, interesting discussions, and so on. But; you do not have much extra; some articles which you hardly use

at all. But I believe that you could perform at the C-level at least. Rework by drawing on more sources to get to that level.

478187 D

Not much to say; A clear D, with a not-as-good answer in 3. Nothing extra, but references to the text book and good answers.

489260 F

The answers are not good enough for a pass, mainly because of 5, 6 and 8, but also to some extent because of 2 and 4. There is nothing extra, and very seldom you take use of theory in connection to the textbook. Rework where the problems are and this can be a pass.

490835 D

Most of the answers, except 3, 4 and 9 that are very good, are at the D-level. You take use of some interesting sources. Rework the other part of the report, and this could be a C grade instead - because of the quality in some parts.

504109 C

The answers are very good, and they draw on different sources as well as on the theories and models of the course. But you could use the articles more (prove that you understand them in relation to the answers), and answers 6 and 3 are not that good. Rework and the grade will be higher if done with quality

515792 F

If you rework the answer in 6, this could be a D instead. But you could also reach a C; the answers are in most parts very good, with good connections to theory and to the course book. But the problem is that you do not draw on that many extra sources, do not provide many examples and such. So; rework, and it might be worth a C instead.

519880 F

This is the only report I chose not to read. The reason is that you have chosen a line of references that would take me hours to use in my reading. As I glance through it, I see that it might be a very good report. But I do not have that time; you need to be a little bit kind to me. Therefore, you have to rework it: 1) refer in the ordinary way (continuously in text or at the bottom of each page), make the corrections you think are appropriate when going through the suggested solutions, and make sure that you use page numbers for references! As I can see that the text probably is good, this can be used for ANY grade in your case.

520056 F

It is a pity that you do not connect to the course book at all, and that you do not use the sources that you refer to at the end of the report - because most of your answers are not bad at all. Correct the problems in 6 and, to a less extent a problem, in 4, and this will be a pass.

526678 D

Not so much to say; Good answers to all the questions except 5, nothing extra except a definition from a webpage, references and use of theory and models from the course, makes this a D

530853 F

The first two questions are answered in a very good way. It is a pity that you didn't use the same approach for the rest of the answers. There are weaknesses in most of the other answers. If you correct the problems in 6, you will probably reach the pass level, and if you also rework 3, 5, 7 and 8, and also go through the rest of the text (many of the references to pages seems to be irrelevant for the theory), this could be a C instead. Because, there is quality to the other parts, and I believe that there could be other reasons but a lack of knowledge to the problems in the report. The article is not used; only a sentence draws from it.

534549 F

No, you have to put more effort into this, and you need to use the course book and its models and tools to get a pass on this

540958 F

Your answers are often OK (with the exception of 5), and are weak in 3, 4, 6, 7. You never refer to the course book, and you do not add anything extra, which makes it impossible for me to know if these are your answers or not. If you correct the problems in a good way, this could be a pass.

543240 F

If you rework 7 and 3 in a good way, you have a D, and if you also rework 3 and 6, and reflect more (e.g. with the help of articles and/or examples) this could be a C instead. Because the answers are good and well connected to theory and to the models used in the course.

544788 F

Why haven't you put more effort into this? Rework everything to get a pass. Also, to use some kind of systematic approach (put the answers in the correct order, number them) is necessary

546518 F

The fail is for answer 2, the rest of the report is between E and D since you have many correct answers, but also some weaker ones (3 and 4). You have some older articles that you use. If you correct 2, this will be a D, with further improvements it could be a C

551421 D

Good answers in most parts, if you rework 3 a little and also use more examples, sources or such in the report it could reach a C. Because you take good use of theory and of the textbook. You take use of two articles, but they do not contribute much.

553564 F

The fail is for 2 and 6, correct these and you have a D instead. This is a difficult report to grade. The reason is that you have good answers to many of the questions, and you also have some extra like older and newer articles, some web pages and such. But I am confused, because seldom do these sources contribute that to your answers. If you rework the text, make sure that you prove that you can reflect on the models with the help of these types of sources, it could be a C instead.

554752 F

The problems are mainly in 3-7, but also the answers in 1 and 8 are a little bit weak. You do not refer often to the models in the course book. The only extra is in question 7, with a short

use of a book. If you correct the problems in 3-7, this will pass, with extra effort on the whole of the report it could well be a D

591585 F

The fail is for 2 and 6, rework and you have a D. Most answers are at the D level. This might be surprising, because you have a lot of sources (articles, books, examples and such), but you do not always have that quality in your text; my impression is that you were short of time when writing it. If you go through the text once more, it could be a C instead.

592825 D

This is the clearest D this time: All answers are at that level, nothing extra and no problems, always connected to theory.

593932 F

The fail is for 6, correct that and you have a C. But; I believe you know the subject much better than that. Because most of the answers are very good, with a few weaker ones, and you have a lot of sources of different kinds. The problem with the sources is that you do not always prove that you master them; you do not use them that much in relation to the answers. Do that, and this will be a B or maybe an A instead.

630173 F

The fail is for 6, if you rework that you have the grade C. But I believe that you know the subject better than that; because many of the answers are good (but a little bit too unfocused, the report is too long). You draw on a lot of articles, but you do not go into details in any of them; it is impossible to judge if you really understand any of them. To get a B or even an A; rework it even more (use more relevant references in 3-6, analyse at least one of the articles more in depth and connected to some questions) to get it better and to make it have a more focused approach.

634491 E

The answers are at the D-level; You connect your answers to the course book and to relevant models. You have an article in the reference list, but as far as I can see you do not use it - and you also do not have anything extra besides of this. The problem is 3; that answer is not good enough. Make it better, and your grade will be a D instead.

664347 F

A too lengthy report - 18 pages, a lot of text - you need to focus more! But there is a lot of quality in this. What it lacks is also an academic article from the recent years. Correct the problem in 6, and the grade is C. With further improvements, this could be a B or an A. Because, again, your discussions are often at that level.

665253 F

The 16 pages feel like a very lengthy report, too lengthy. You need to focus more. Also, there are problems in 6 and, to a less extent, in 3. Correct the problems, and you have a pass. If you also shorten the text and improve the answers in 4 and 5, this could be a D instead.

677509 F

My impression is that you haven't put enough effort on this, sorry if I am not correct here. Anyway, there are too many weak parts (mainly 3-9) to make this a pass. You do not draw on the models of the course; you mainly discuss the topics as such, come with some conclusions

that sometimes are, sometimes aren't connected with the models of the course. Rework to get a pass

678113 F

As you know yourself, this is an F. Rework, and if that is done in a very, very good way, this will be a pass

698087 F

Correct 6 and 9, and you have a pass. The answers are in the rest of the report at the D level (except for 2 and 5): Good answers, connected most of the time to relevant theory, nothing extra but OK answers. Rework even more, especially 2 and 5, and this might be a D instead.

706905 B

This is a very good report! You have good answers, connect them in a good way to theory and models of the course, and also draw on a lot of different sources in relation to the answers. To get an A, you need to rework 2 and 6 - answers that could be improved.

725009 D

Except for an answer i 3 that doesn't use the text book as a source, all the answers are at the D level; correct, drawing on the models of the course, nothing extra to them.

725377 F

If you correct 2 and 4, this is an E. It is a too lengthy report, and the answers on the first six questions have some problems, smaller or larger, on them. But there are some good answers, and a few reflections. If you make the answers much better, this could well be a D instead

736037 D

I believe that your knowledge is a little bit higher than proved in this assignment. The answers are generally good (except for some minor problems in 3-7 and 9). You have some reflections an, some articles (one newer, which you do not elaborate) which increase the value of your report. If you improve your answers in 3-7 and 9 further, this could be a C, maybe with more improvements in the use of articles and such it could even reach higher.

739375 F

The fail is only for 3 and 4 - if you correct those, you will get a D. The rest of the answers are good, in varying degrees. You also take use of an article, but not much more extra is used. Also, there is often a lack of relevant references to theory. If you give the report a good rework in these aspects, this could be a C instead.

758573 C

What an interesting report to read this is! You really take use of different sources, and also prove that you understand the tools from the course. So, why is it a C? Because of 6 and, to some extent, 5. Rework those, take a look at the rest as well, and then the grade could be an A instead.

791550 F

First; in the report, you say that I didn't answer your mail. I looked at it, and saw that I did! But; as the rest of the students, you have to ask the question at bilda, and that was my answer to you. Now; you didn't ask it there. Concerning the report: If you correct the answers in 1 and 2, you receive an E. But you have more quality than that to most of your answers (even if

you do not add anything extra), so if you also improve the answers in 4 and 5, this might be a D instead.

793404 C

This is a very good report; good answers, you use a variety of different sources, you connect to models and theories from the course book. It is 16 pages, but those pages are interesting to read and focused. The only problem is that you do not take that much use of the academic articles that you refer to (in 2 and 9, the one in 9 is better used). Prove that you understand them and can connect them to the questions, and this could be a B or an A instead. Because it feels like if you understand the content of the course in a good way.

808398 A

A fantastic report! Not much to say; you really prove your knowledge in the field.

816047 F

If you correct 6, 9, and, maybe, 7, you receive a C. But; I believe that you know the subject better than that. Your answers are mostly good, well connected to theory and (sometimes, not always) to the text book. You have a lot of extra sources, but you do not prove that you can use the academic articles in connection to the text - they are just mentioned in short parts. If you correct the problems, this might be a B or even an A instead.

817092 C

This is in some ways a strange report! First of all, you have the parts needed for a D level - you have good answers, well connected to theory, in most parts. And you have some of what it takes for the A level (you use an article in a good way, not in 2 but in 5). But the middle level is not there at all. So; how am I to see that this is your report? Rework it, draw on other sources, examples and such, and this could be a higher grade than C.

817322 D

17 pages is way too long, since the content is not that extraordinary. It is too unfocused. But; the answers cover the questions in an acceptable way, with some minor problems in 3-5. Anyway, I have chosen to grade it a D, since it is closer to D than to E in my opinion.

820441 F

Correct 2, 4, 6 and you have a D, this is the level of most of the text. You have relevant references for most of your answers, you also have some other material and so on, and if you draw on this material even more and look through the material (it is too long and unfocused), this might be a C instead

832854 E

Most parts are at the D level, so if you rework 3, 5 and 6, D is the grade for this report. You connect in a good way to the models and theories in the text book, but you do not add anything extra (examples or such)

834025 D

There is a lot of quality to most parts of this report; I believe that you know this subject on a higher level. You have good answers, you use some (but not that many) sources, most of them in a good way. But there are some problems; if you rework 3 and 6 (the evaluation part) it could be a C, and if you draw on more resources and also use the articles a little bit more this could be graded even higher.

837695 F

Correct the problems in 6 and 7, and you have an E, with corrections of 4 and 5 you have a D, and with a more general improvement of the text, you might reach a C. Because despite the problems, there is a lot of quality and extra sources/reflections to most of it.

854456 F

What are the sources that you use? You need to specify better than you do. Make sure that you understand how a reference list should be constructed. If you correct 6 and 3, you will get a C. The answers are very good on the rest of the questions. You also use a lot of sources, but as I said I do not know much about them. Specify them, and elaborate more on them, and this might be a higher grade than C.

864454 A

This is, preliminary, an A level work. Well performed! Take a look at it, and hand in a new version, and the grade will most certainly be an A

875167 D

Some of the answers are very good, some are not that good - but always enough for the D-level. If you improve the text, it might be a C. And if you improve your use of the article, and shorten and focus the text, this could be even higher than that. Because I believe that you know the subject even better than at the C level.

875383 F

First of all; to put ones name on a report should be a minimum requirement. The report as such do have some answers that are OK, but the answers in 2, 6 and 9 have to be reworked. If you do that you will get a pass, if you do it with a high quality it could be a D instead.

896097 F

The fail is for 6 only, rework that and you have a C. You answer in a good way, and you use some sources such as examples, a book, and the course literature.

904779 C

A good work, that is a little bit up and down; some answers are very good, other answers are just good. And the report is a little bit too long and unfocused, and could have more reflections in it. With a rework, it could get a higher grade

906746 F

Some answers are at the C-level, but there are also problems. If you correct the problems in 3, 6 and 9, you have a pass, and if you correct question 5, you have a D. With more sources and with more perspectives on more of the answers, this might even be a C.

920206 F

The fail is for 1, 4, and 6 - rework these and it will be an E, if you also rework 3 and 5 and look through the rest of the text, it will probably be a D instead. Because the rest of the answers are at that level; good answers, use of relevant models, nothing extra but stable.

921169 F

If you rework 4, 6 and, to some extent, 3, this will be a D. Because the rest is good; you answer the questions in a good way, and you draw on theory from the course.

930240 F

The fail is for 6. If you rework that one, you have a C. Actually; the rest of the report is at the D-level (good answers, connected to theory, but nothing extra). But; you contributed a lot in class, and I think you learnt a lot from that. Therefore the C

952117 F

Correct 4-6 for an E. You do not add anything extra, you do not refer to the text book, but most of the answers are correct

956644 F

Rework 6 for a pass, and 1, 3 and 8 for a D. Those are the weak parts; the rest is good at the D level (good connections to theory and to the models and cases used in the course)

970732 C

Maybe 4 could make this a fail, but the problem there is not that large. Most answers are at the D level, but you have some discussions that are reflective and good. I do not know what the source in 3 (Epstein) is; it is, however, not used that much. This was difficult to grade, maybe it should be a D, but I believe that C is more appropriate.

972992 C

But with a little rework, you could reach B or A instead. All answers are good, a little weaker in 5, and you do not draw enough on the articles - only a few sentences. If you rework the text, shorten it some, and also take more use of the articles (prove that you have understood them, and that you can use them on relevant parts of the answers) you can reach a higher grade.

992451 F

The fail is for 6, if you change that you will reach a D. And since there is a lot of quality to many of the other answers, you can reach a C if you rework 5, 7 and 8 - but then you have to draw on more extra material (e.g. books, examples and such)

994292 F

Even though you use some references like an article and a web link, there is not much extra in this report. And; you do not refer to appropriate pages in the text book. The questions in 2, 4, and 6-8 are not correctly answered. It is 8 pages, but it is very short in the text; you do not go into details in your answers. Rework in a very good way, and this will be a pass.