

Semester Case Grading Rubric –MGT4340

Name:				
Grading Dimension	Score Range			Points
EXTERNAL ENVIRONMENTAL ANALYSES (20%)	Poor 1	Average 2	Excellent 3	Points
Analysis of General Environment and driving forces	Case does not demonstrate clear understanding of the driving forces causing the industry to change	All the driving forces are identified and their linkages to change are presented	Complete analysis of the driving forces that will cause the industry to change	
Industry Identification	The industry is poorly defined and might be mistaken for another. The level of aggregation may be inappropriate or its rationale weakly presented	The industry is defined adequately well. It will not be mistaken for any other. The level of aggregation may not clearly fit the context or its rationale may lack clarity	Complete and concise description of the industry under analysis with its boundaries very clearly defined	
Analysis of industry economic characteristics	The section communicates a superficial grasp of the economics of the industry	The economics of the industry are identified but may not be clearly described or depth may be lacking	Complete description of the economic features of the industry demonstrating a solid grasp of the context	
Industry Profitability Analysis (five-forces)	Superficial application of the model without exposition of its nuances. The section fails to demonstrate mastery of the tool.	Complete analysis of the competitive nature of the industry using the five-forces model	Complete analysis of the competitive nature of the industry using the five-forces model	
Analysis of strategic position of firms in the industry	The section is missing or extremely superficial. Firms may be missing or analysis may be poor	The analysis contains some sense of the value propositions of most relevant competitors. Relative strengths and weaknesses of some are incomplete or missing.	The analysis contains insights into value propositions of all relevant competitors along with relative strengths and weaknesses of each.	
Analysis of potential strategic moves of competitors	The section communicates a superficial grasp of the likely future actions of competitors or provides few insights into a single or small group of competitor(s).	A prediction of what some relevant competitors are likely to do in the future is presented. Links to their objectives, capabilities, intentions and beliefs about the industry may be scant	A solid prediction of what all relevant competitors are likely to do in the future based on their objectives, capabilities, intentions and beliefs about the industry	

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Identification of industry key success factors	The KSF's are poorly defined and might be mistaken for one another. The depth may be inappropriate or the rationale for selection may be weakly presented	The KSFs may be properly identified and defined but the clarity of linkages to economic or competitive success may be lacking. Perhaps the list of KSF's is incomplete	Thoroughly identifies and describes the factors that are the major determinants of financial & competitive success in the industry and explains why this is so	
INTERNAL SITUATION ANALYSES: (35%)	Poor 1	Average 2	Excellent 3	Points
Analysis of mission and vision	The firm's mission and vision are poorly defined or important aspects may be missing. The mission statement may be poorly written.	The firm's mission and vision are adequately defined although some aspects may be missing. The mission statement is adequately written.	The firm's mission and vision is well defined and concise; all important aspects are included. The mission statement is very well written	
Strategy analysis and evaluation	The firm's strategy is poorly defined or important aspects may be missing. The description may be poorly written	The firm's strategy is adequately defined although some aspects may be missing. The description is adequately written.	The firm's strategy is well defined and concise; all important aspects are included. The description is very well written	
An evaluation of the firm's current structure	May oversimplify, confuse or misidentify the structure or its efficacy or fail to evaluate its adequacy given its context or timing	Identifies the current structure and makes an evaluation on at least several dimensions. May include some insights into sustainability, competitive advantage, and position.	Explains, decomposes and evaluates the quality of the firm's structure in terms of sustainability, competitive advantage, position and distinctive competences.	
Analysis of firm's culture and leadership	The culture and leadership may be poorly evaluated or may be evaluated along fewer dimensions than may be needed. The discussion may be poorly written	The culture and leadership may be adequately evaluated or may be evaluated along a minimal set of dimensions. The discussion may be only adequately written	The culture and leadership are clearly evaluated along all important dimensions and the evaluation is very well written	

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Evaluation of the firm's financial performance	The financial analysis may be incomplete, missing absolute or relative measures of the firm's performance. May take only an historical perspective	Performs financial analysis that measures of the firm's key financial statements from a limited point of view. May take a limited perspective or not clearly reflect all the implications	Performs a complete financial analysis that includes the implications of absolute and relative measures of the all firm's financial statements from an historical and prospective point of view.	
An evaluation of the firm's prices and costs using value chain approach	Demonstrates either an incomplete or superficial understanding of either the technique or the value proposition of the firm	Demonstrates adequate understanding of both the technique and the value proposition of the firm. Identifies major activities undertaken to deliver value to the customer. May omit one or more minor components of the factors constituting an excellent analytical product	Explains, decomposes and evaluates the value creating activities of the firm, identifying all major activities undertaken to deliver value to the customer and considering what might be done to add the greatest value and whether changes are advisable	
SWOT Analysis (10%)	Superficial or incomplete narrative description of SWOTS of the situation. May be missing supporting linkages or overlook key factors.	The SWOTS may be properly identified with limited linkages to the context. May overlook minor dimensions	Accurately and clearly explains, decomposes and evaluates the quality of the SWOTs in terms that are applicable to the situation. Absolute and relative measures are included.	
STRATEGIC FIT ANALYSIS: (5%)				
An evaluation of the firm's competitive position	The section is missing or extremely superficial. The analysis may be poor	The analysis contains some sense of the value propositions of the firm. Relative position may be incomplete or missing.	The analysis contains insights into the value proposition of the firm and its position relative to all key competitors.	
Analysis of fit between external challenges and internal capabilities	Some strategic issues are defined, but the descriptions may be scant, poorly articulated or not clearly linked to other parts of the report.	Strategic issues are defined; the descriptions are well written, but perhaps not clearly linked to other parts of the report.	Concise, complete and well written analysis of the current strategic issues facing the firm and firm capabilities to deal with these issues	
RECOMMENDATIONS (20%)	Poor 1	Average 2	Excellent 3	Points

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Recommendations that address the identified strategic issues	The described recommendations may be vague, not provide enough detail or inadequate to address the strategic issues identified.	The recommendations are fitted to issues but may not be clearly and concisely described. There may be some ambiguity that could inhibit their evaluation and implementation	The recommendations are fitted to specific identified issues are clearly and concisely described lending themselves to evaluation and implementation	
A description of how recommendations will solve the strategic issues	Recommendations are neither well linked to strategic issues nor supported by logical arguments. The section may be poorly written	Specific logical arguments are provided along with a description of how recommendations will solve each of the strategic issues. The arguments are concise and well written.	Specific logical arguments are provided along with a description of how recommendations will solve each of the strategic issues. The arguments are concise and well written.	
A description of the firm's ability to implement the recommended strategies	Description is scant or missing. Not all KSAs are considered. Significant resources or competencies are overlooked	Description of the firm's ability to implement the strategies is included but the evaluation section is characterized by some gaps. The description may lack clarity or miss minor elements.	Complete description of the firm's ability to implement the strategies supported by an evaluation of the firm's skills, abilities, knowledge, competencies, and resources in a concise form.	
Pro forma financial statements and key measures	Section contains superficial coverage, pro forma statements may be missing or may omit key measures of success. Performance metrics are poorly conceived or described. Narrative is weak or missing	Pro forma statements are included along with some performance measures. Narrative is generally satisfactory but may lack depth. Some measures may be omitted.	Complete pro forma financial statements are provided as well as a well-written supporting narrative, including all relevant financials and key strategic measures	
Stakeholder analyses	Section is missing, is poorly written, omits important stakeholders or analyzes them only superficially.	Most stakeholders are included as are most long term implications. Section is mostly balanced but may have gaps.	Complete evaluation of the long-term consequences of the recommended strategies supported by a stakeholder analyses	
WRITTEN COMMUNICATION (10%)	Poor 1	Average 2	Excellent 3	Points
Citations and sources	Citations are sketchy, incomplete, a list of sources if provided is not complete	Proper citations have been used and report includes a list of sources (if needed)	Citations have been used and report to support all sections requiring their use and the report includes a list of sources	

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Sentence structure, grammar, etc.	A distracting number of errors exist in sentence structure, grammar, or spelling	A small number of errors exist in sentence structure, grammar, or spelling	Proper sentence structure, grammar, and spelling have been used.	
Graphics, tables, and figures	Graphics, tables, and figures are omitted in cases where they might add to the case, or are of poor quality and detract from the case	Graphics, tables, and figures used are of average quality and add somewhat to the team's analysis. The graphics may be fair to good.	Graphics, tables, and figures are very well used and are high quality and add to overall understanding of the team's analysis	
Report Appearance (cover paper, table of contents, executive summary, page number, subheadings and labels)	The report is makes a poor appearance or is generally	The report is unremarkable although it may be a well formatted document	Overall, the report is a professional-looking document that would maker an outstanding impression	