

Integration Rubric: Ability to Analyze Complex Business Situations

PAPER CODE:	ASSESSMENT DATE: ____/____/____			
REVIEWER:	OFFICE CODE:			
INSTRUCTIONS: Rate the student paper on each Key Characteristic.				
KEY CHARACTERISTICS	DEVELOPED 3	DEVELOPING 2	UNDERDEVELOPED 1	SCORE
ANALYSIS OF THE EXTERNAL ENVIRONMENT AND INDUSTRY	<ul style="list-style-type: none"> ✓ Original and insightful analysis ✓ Provides data and support for analysis. ✓ Use of charts and graphs. 	<ul style="list-style-type: none"> ✓ Analysis of the societal and task environment as well as the industry and key competitors. ✓ Identifies key opportunities and threats ✓ Identifies interests of key stakeholders 	<ul style="list-style-type: none"> ✓ Incomplete or superficial analysis. ✓ Recounts facts with little analysis. 	
ANALYSIS OF THE INTERNAL ENVIRONMENT OF THE ORGANIZATION	<ul style="list-style-type: none"> ✓ Original and insightful analysis. Provides data and support for organizational analysis. ✓ Use of charts and graphs. 	<ul style="list-style-type: none"> ✓ Evaluates the organization’s key resources. ✓ Displays understanding of the organization’s culture structure and corporate governance ✓ Identifies key strengths and weaknesses ✓ Evaluates key competitive advantages and core and distinctive competencies. 	<ul style="list-style-type: none"> ✓ Superficial analysis of the organization’s structure, culture and/or resources. ✓ Fails to identify key strengths and weakness ✓ Recounts facts with little analysis 	
PROBLEM IDENTIFICATION	<ul style="list-style-type: none"> ✓ Develops a well-integrated statement of the complex issues facing the organization and demonstrates understanding of the situation. 	<ul style="list-style-type: none"> ✓ Clearly identifies the key issues facing the organization and demonstrates understanding of the company’s decision situation. ✓ Considers both immediate and long term problems. 	<ul style="list-style-type: none"> ✓ Neglects to identify the key issues facing the organization. ✓ Recounts facts with little analysis. 	
GENERATION OF ALTERNATIVES	<ul style="list-style-type: none"> ✓ Develops 2-3 insightful alternatives for resolving the issues, offers specificity and originality. 	<ul style="list-style-type: none"> ✓ Generates 2-3 feasible alternatives for resolving the key issues facing the organization. ✓ Clear rationale and support for alternatives. 	<ul style="list-style-type: none"> ✓ Identifies weak or infeasible alternatives with little attention to key issues. 	

STRATEGIC RECOMMENDATIONS	<ul style="list-style-type: none"> ✓ Provides well-reasoned recommendations that clearly follow from the analysis and address the key issues. ✓ Provides recommendations for sub-issues in addition to key issues. ✓ Clear alignment of different levels of strategies 	<ul style="list-style-type: none"> ✓ Provides recommendations that follow from the analysis and address the key issues. ✓ Pragmatic and realistic in terms of recommendations. ✓ Recommends business corporate and functional strategies as appropriate to address key issues. 	<ul style="list-style-type: none"> ✓ Offers weak recommendation or pays little attention to addressing key issues. ✓ Unclear and unrealistic recommendations. ✓ Recommendations not supported by clear rationale. ✓ Contradictory strategies 	
IMPLEMENTATION	<ul style="list-style-type: none"> ✓ Integrates alternatives into a well-developed action plan; offers specificity, priorities and sequencing of actions ✓ Contingency actions considered. ✓ Provides appropriate plans to finance recommendations 	<ul style="list-style-type: none"> ✓ Time & coordination of recommendations considered ✓ Financial, technical, structural, cultural and human resources taken into account ✓ Interests and abilities of executives considered 	<ul style="list-style-type: none"> ✓ Implementation issues are missing. 	
EVALUATION AND CONTROL	<ul style="list-style-type: none"> ✓ Sophisticated and innovative discussion of evaluation and control procedures and feedback mechanisms to monitor organizational performance 	<ul style="list-style-type: none"> ✓ Recommends appropriate evaluation and control procedures and feedback mechanism to monitor organizational performance 	<ul style="list-style-type: none"> ✓ None or weak consideration of evaluation and control procedures and feedback mechanisms to monitor organizational performance 	
APPLICATION OF FINANCIAL ANALYSIS	<ul style="list-style-type: none"> ✓ Detailed and insightful and sophisticated analysis of the financial situation and use of financial information to support recommendations. ✓ Provides sophisticated suggestions to finance recommendations. ✓ Insightful analysis of pro-forma statements. ✓ Presents financial analyses clearly and professionally. 	<ul style="list-style-type: none"> ✓ Demonstrates knowledge of organization's financial situation by conducting appropriate financial analyses including ratio analyses, trend analyses and industry and competitive comparisons ✓ Uses results of scenarios and pro-forma statements to provide support for recommendations. ✓ Uses financial data and analysis to provide support for recommendations. 	<ul style="list-style-type: none"> ✓ Fails to incorporate appropriate financial analysis or shows only limited attempt to understand financials 	
APPLICATION OF STRATEGIC MANAGEMENT CONCEPTS AND ANALYTIC TOOLS	<ul style="list-style-type: none"> ✓ Shows strong understanding and application of strategy analysis tools, concepts and techniques 	<ul style="list-style-type: none"> ✓ Appropriate use of ✓ concepts, tools and techniques of strategic analysis 	<ul style="list-style-type: none"> ✓ Significant errors in the use of concepts, tools and/or techniques of strategic analysis. ✓ Limited use of strategic analysis tools and techniques. 	