**Rubric for Assessment of Strategic Management Company Analysis**

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|  | Exceeds Expectations  (B+ to A) | Meets Expectations  (C to B) | Needs Improvement  (C- or below) |
| External Analysis  *Description of external drivers (political, economic, social, technological, ethical, legal, market, etc.) relative to the project*  AOL Areas: a, b | 6-10 factors described with related examples, prioritized, relevant to the project | 3-5 factors, with examples, related to organizational events and performance | Limited discussion (2 or fewer) of external factors, poorly described |
| Internal Analysis  *Description of functional departments & relationships: finance/accounting, marketing, R&D, manufacturing, operations, HR, etc.* AOL Areas: a, b | 6+ described, prioritized, showing systemic connections | 2-5 described examples reflecting key processes | Limited discussion of internal factors (1 described, no examples) |
| Strategic Alternatives or Scenarios  *Possible future scenarios or alternative recommendations responding to strategic needs*  AOL Areas: a, b | More than 1 scenario considered, one well-described, clearly related to and/or alternative recommendations responding to strategic needs | Single alternative, adequately described, related to the situation/organization | No alternatives provided, or a single alternative poorly described |
| Decision Criteria  *Basis for deciding strategic alternatives* AOL Areas: a, b | Clear, well defined, multiple criteria covering key factors | 1-2 adequately defined criteria | Either poorly defined, non-relevant, or no criteria |
| Evaluation and Measurement  *Identification and measurement of key indicators of performance and change*  AOL Areas: a, b | Key areas clearly measurable, IT linkages, key personnel | Adequately measurable criteria | Either poor criteria difficult to measure, or no criteria |
| Implementation  *Strategy for reducing resistance to change & facilitating transition for stakeholders*  AOL Areas: a, b | Detailed analysis of stakeholders, culture, & stages of transition with corresponding recommendations | Adequate suggestions for implementation are provided with consideration of stakeholders | Either poor or no suggestions provided for implementation |
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**AACSB Assurance of Learning (AOL) MBA Goals Key**  
a. understanding and integration of functional areas of business  
b. use of critical thinking and professional skills to analyze problems & make sound, ethical business decisions