Rubric: Applying Knowledge and Skills in New and Unfamiliar Situations - Graduate – [November 2012][1]

College of Business
FROSTBURG STATE UNIVERSITY

Student Name/ID or Team Name: _____   Semester: _____

Date: _____   Ratings Total: _____

CRITERIA	Unsatisfactory 1	Below EXPECTATIONS 2	Meets EXPECTATIONS 3	Above EXPECTATIONS 4	Outstanding 5	Score
1. As appropriate in the circumstances, demonstrates knowledge and skills related to MBA program content such as: systems theory, internal and external forces for change, finance, marketing, communication, leadership, planning, monitoring, measuring, and evaluating (field project).	Complete misunderstanding of core MBA concepts. Lacking reference to relevant theories.	Partial understanding of core MBA concepts with vague reference to relevant theories.	Adequate understanding of core MBA concepts with partial reference to relevant theories.	Significant understanding of core MBA concepts with sufficient reference to relevant theories.	Superior understanding of core MBA concepts with sufficient reference to relevant theories.	
2. Demonstrates knowledge and skill in the choice of data collection devices or methods. (In some cases, students will design their own methods, etc.) (Field project).	Absence of knowledge and skill in the selection of data devices/methods.	Partial knowledge and skill in the selection of data devices/methods.	Adequate knowledge and skill in the selection of data devices/ methods.	Significant knowledge and skill in the selection of data devices/ methods.	Superior knowledge and skill in the selection of data devices/ methods in addition to ability to design appropriate methods.	
3. Create a formal plan for strategic change (field project).	Unable to create a formal plan for strategic change.	Partial ability to create a formal plan for strategic change.	Adequate ability to create a formal plan for strategic change.	Significant ability to create a formal plan for strategic change.	Demonstrates superior ability to create a formal plan for strategic change.	
4. Demonstrate recognition for the need for change (field project).	Demonstrates lack of recognition for strategic change.	Partial understanding for the need for strategic change.	Adequate understanding for the need for strategic change.	Significant understanding for the need for strategic change.	Demonstrates superior ability to understand the need for strategic change.	
5. Diagnosis of readiness for change in the organization and its culture (field project).	Misdiagnosis of the situation and the organization's readiness for strategic change.	Partial ability to diagnose the situation and the organization's readiness for strategic change.	Adequate ability to diagnose the situation and the organization's readiness for strategic change.	Significant ability to diagnose the situation and the organization's readiness for strategic change.	Superior ability to diagnose the situation and the organization's readiness for strategic change.	
6. Identify possible strategies in terms of technology, organizational structure, people, and behavior (field project).	Weak identification of possible strategies required for strategic change.	Partial identification of possible strategies required for strategic change.	Adequate identification of possible strategies required for strategic change.	Significant identification of possible strategies required for strategic change.	Superior identification of possible strategies required for strategic change.	
7. Identify possible sources of resistance to change in the organization (field project).	Failure to identify possible sources of resistance to change in the organization.	Weak identification of possible sources of resistance to change in the organization.	Adequate identification of possible sources of resistance to change in the organization.	Significant identification of possible sources of resistance to change in the organization.	Superior identification of possible sources of resistance to change in the organization.	
8. Design implementation strategies (field project).	Weak demonstration of implementation mechanisms of change strategies.	Partial demonstration of implementation mechanisms of change strategies.	Adequate demonstration of implementation mechanisms of change strategies.	Significant demonstration of implementation mechanisms of change strategies.	Superior demonstration of implementation mechanisms of change strategies.	

[1] Graduate Rubric available for all Graduate courses. As of 12 November, 2012, this Rubric will be formally delivered in MGMT 690—Applied Change Management and will be deployed to assess a more expansive field project regarding Strategic Change.