**IE Analysis**

**Company Name: Citrix**

**Internal Environmental Analysis/Strategy Analysis and Strategy Selection**

Purpose:  This assignment is the second of three assignments.  Students will use the tools and concepts learned in the course and in previous business courses to develop an understanding of how organizations develop and manage strategies to establish, safeguard and sustain its position in a competitive market.

Students also have the opportunity to review an organization’s objectives and goals and the key functional areas within the organization.  Performing an internal environment analysis helps assess a firm’s internal resources and capabilities and plays a critical role in formulating strategy by identifying a firm’s strengths to overcome weaknesses.  Students will then 1) assess long-term objectives, 2) identify and evaluate alternative strategies and 3) recommend strategies for a company to pursue.

**Instructions:**

In completing the assignment, students will perform research on the company from Assignment 1, answer the questions below in narrative form following the steps provided below:

**Step 1:**Create a double-spaced, 12-point font Word or Rich Text Format (RTF) document.  The final product cannot be longer than 14 pages in length, which includes all tables and matrices but excludes the title page and reference page.

**Step 2:**Review assignment grading rubric.

**Step 3:**  Follow this format.  Be sure to use headings under each topic.

* Title page with title, your name, the course, the instructor’s name;
* Company Background/Information
* Internal Environmental Analysis
* Strategic Analysis & Strategy Selection
* Reference page

**Step 4**:  In writing the analysis, writing in the third person.  What this means is that there are no words such as “I, me, my, we, or us” (first person writing), nor is there use of “you or your” (second person writing).  If uncertain how to write in the third person, view this link:  <http://www.quickanddirtytips.com/education/grammar/first-second-and-third-person>

**Step 5:**  In writing this assignment, students are asked to support the reasoning using in-text citations and a reference list.  A reference within a reference list cannot exist without an associated in-text citation and vice versa.  View the sample APA paper under Week 4 content and How to Cite and Reference, also under Week 4 content.  There are also resources located under Course Content>>Student Toolbox.

**Step 6:**  In writing this assignment, students are expected to paraphrase and not use direct quotes unless citing the mission statement of a company.  Learn to paraphrase by reviewing this link:  <https://writing.wisc.edu/Handbook/QPA_paraphrase2.html>

**Step 7:** Read all course material for weeks 1 through 6 and perform independent research to provide a comprehensive internal environmental analysis, strategy analysis and selection.

**Step 8:**  Jot down key facts about the company.  Consider making an outline to capture key points in the paper.

**Step 9:**  In your paper, respond to the following:

* Background analysis including vision and mission statements and objectives
* Internal Environmental Analysis
* Corporate Level Strategy
* Business Unit Level Strategy
* Functional Level Strategy
  + Assess the company’s interactions with its stakeholders, the organizational structure, the organizational culture, and communication/decision making among managers within human resources, marketing production, operations, finance and accounting, R&D, and computer information systems, which can be accomplished by viewing the company’s website, interviews, and surveys.
* Financial analysis for the last reported fiscal year:
  + Use the company’s income statement and balance sheet to calculate key (emphasis added), but no less than 10 key financial ratios to the business. Using Excel or a Word table, record key financial ratios in the first column;
  + Research the industry average financial ratios for the same ratios above and record in a second column;
  + In the third column, indicate whether the financial ratio is a strength, a weakness or a neutral factor. Explain the results and compare and contrast the company financials to the industry;
  + Technique Analysis: develop and explain an IFE, BCG matrix, Grand Strategy Matrix, QSPM,
* Strategy Analysis:
* Identify company strengths and weaknesses. Discuss success factors and what the company must do to perform successfully in the industry?  Discuss what strategies would allow the company to capitalize on its major strengths.  Discuss strategies that would allow the company to improve upon its major weaknesses
* Generate a minimum of three possible alternative strategies
* Identify and discuss cultural factors that should be considered in analyzing and choosing among the alternative strategies;
* Prioritize selection of alternative strategies
* Recommend the best strategies among the alternative strategies and explain why these strategies are the best;

**Step 10:**  Create an introductory paragraph.  The Introduction should clearly and concisely convey the main points of the assignment’s requirements. Review the following website to learn how to write an introductory paragraph:  <http://www.writing.ucsb.edu/faculty/donelan/intro.html>

**Step 11:**  Write a summary paragraph.  A summary paragraph restates the main idea(s) of the essay.  Make sure to leave a reader with a sense that the essay is complete.  The summary paragraph is the last paragraph of a paper.

**Step 12:**  Using the grading rubric as a comparison, read through the paper to ensure all required elements are presented.

**Step 13:** Proofread the paper for spelling and grammatical issues, and third person writing.

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| **Criteria** | **Outstanding** | **Superior** | **Failure** |
| Content: Background including Vision, Mission and Objectives | 2.8 points  Background including vision, mission and objective are presented and thoroughly discussed; Vision,  mission, and objectives are thoroughly discussed in terms of the definition.  For example, vision is forward thinking and mission is about goals and values of organization).  (2.52 - 2.8) | 2.38 points  Background including vision, mission and objective are presented with good discussion; Good discussion about vision,  mission, and objectives are discussed in terms of the definition but could be more thorough.  (2.24 - 2.51) | 0 points  Failed to discuss the background and vision, mission and objectivesd.  (0 – 1.67) |
| Content: Internal Environmental Analysis | 2.8 points  Internal Environmental Analysis including corporate, business and functional analysis are presented and thoroughly discussed.  Thorough discussion of stakeholders, organizational structure, organizational culture, and communication/decision making among managers within human resources, marketing production, operations, finance and accounting, R&D, and computer information systems  (2.52 - 2.8) | 2.38 points  Internal Environmental Analysis including corporate, business and functional analysis are presented with good discussion; Good discussion aboutstakeholders, organizational structure, organizational culture, and communication/decision making among managers within human resources, marketing production, operations, finance and accounting, R&D, and computer information systems but could be more thorough.  (2.24 - 2.51) | 0 points  Failed to present the Internal Environmental Analysis.  (0 – 1.67) |

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| Content: Financial Analysis | 2.8 points  Financial Analysis thoroughly and accurately presented with calculatedkey financial ratios, industry averages presented, strength/weakness/neutral identified and company financials to the industry compared and contrasted.  (2.52 - 2.8) | 2.38 points  Financial Analysis was  accurately presented withcalculated key financial ratios, industry averages presented, strength/weakness/neutral identified and company financials to the industry compared and contrasted but could have been more thorough.  (2.24 - 2.51) | 0 points  Failed to present Financial Analysis.  (0 – 1.67) |
| Content: Technique Analysis | 2.8 points  Technique Analysis: accurate development of each technique with thoroughly explanation of IFE, BCG matrix, Grand Strategy Matrix and QSPM; techniques are thoroughly discussed in terms of overall analysis.  (2.52 - 2.8) | 2.38 points  Technique Analysis: accurate development of each technique with some explanation of IFE, BCG matrix, Grand Strategy Matrix and QSPM; techniques are discussed in terms of overall analysis.  (2.24 - 2.51) | 0 points  Failed to present Technique Analysis.  (0 – 1.67) |
| Content: Strategy Analysis | 2.8 points  Strategy Analysis accurately and thoroughly presented with discussion about strengths and weaknesses, success factors, how strategies can capitalize on major strengths, improve upon weaknesses, at least fivealternative strategies; cultural factors and selections are prioritized.  (2.52 - 2.8) | 2.38 points  Strategy Analysis accurately and thoroughly presented with discussion about strengths and weaknesses, success factors, how strategies can capitalize on major strengths, improve upon weaknesses, at least fouralternative strategies; cultural factors and selections are prioritized.  (2.24 - 2.51) | 0 points  Failed to present Strategy Analysis.  (0 – 1.67) |

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| Content: Recommendation | 2.8 points  Recommendation for the best strategy among alternatives strategies is thoroughly discussed.  The selected strategy(ies) aligns with all elements of the SM process.  (2.52 - 2.8) | 2.38 points  Recommendation for the best strategy among alternatives strategies is briefly discussed.  The selected strategy(ies) aligns with all elements of the SM process.  (2.24 - 2.51) | 0 points  Failed to provide recommendation for the best strategy.  (0 – 1.67) |
| Critical Thinking/Reasoning | 2.8 points  Concepts and ideas are fully developed. Thinking is consistent in accurately interpreting questions and material/provides solid assumptions, reasoning and evaluation with sound conclusions. Reader can easily follow the author's logic and reasoning.  (2.52 - 2.8) | 2.38 points  Concepts and ideas are developed. Thinking is mostly consistent in accurately interpreting questions and material/ provides good assumptions, reasoning and evaluation with sound conclusions. Reader can easily follow the author's logic and reasoning.  (2.24 - 2.51) | 0 points  Concepts and ideas are not fully developed or presented in a cohesive manner. Misinterprets questions or material.  (0 – 1.67) |
| Application of Resources | 2.8 points  Arguments or positions are well-supported with evidence from the readings/experience; ideas go beyond the course material and recognize implications and extensions of the material and concepts.  (2.52 - 2.8) | 2.38 points  Arguments or positions are mostly supported by evidence from the readings and course content; ideas presented demonstrate understanding of the material and concepts.  (2.24 - 2.51) | 0 points  Arguments lack meaningful explanation or support of ideas.  Does not provide facts presented in case study.  (0 – 1.67) |
| Attention to Instructions | 1.4 points  demonstrated full understanding of requirements responded to each aspect of assignment  (1.26 - 1.4) | 1.19 points  demonstrated understanding of requirements; missed one minor aspect of assignment  (1.12 - 1.25) | 0 points  did not demonstrate understanding of assignment requirements  (0 – 0.83) |
| Writing Mechanics | 2.8 points  Strictly adheres to standard usage rules of written English, including but not limited to capitalization, punctuation, and spelling.  No errors found.  No jargon used.  (2.52 - 2.8) | 2.38 points  Adheres to standard usage of mechanics:  conventions of written English, including capitalization, punctuation, and spelling.  One to three errors found.  (2.24 - 2.51) | 0 points  Does not adhere to standard usage rules of mechanics:  conventions of written English largely incomprehensible and errors are too plentiful to count.  (0 – 1.67) |
| APA Style (6th ed.) | 1.4 points  No APA style errors; Proper citation of source material is used throughout paper.  Reference titles follow APA with only the first word, the first word after a colon and proper nouns capitalized.  (1.26 - 1.4) | 1.19 points  Attempts in-text citations and reference list but one or two APA style errors noted.   (1.12 - 1.25) | 0 points  No attempt at APA.  (0 – 0.83) |
| **Overall Score** | **Outstanding 18 or more** | **Superior 16 or more** | **Failure 0 or more** |