

MGTCB/576 Competency 3 Assessment and Rubric

Course Title: Opportunity Evaluation and Value Creation

Competency Assessment Title: Competency 3 Assessment

Total Number of Points: 100

Assignment Directions

Part 1: Learning Organizations and Value Creation

Review the 6 key elements of a learning organization (Ch. 11 of *Strategic Management* by Dess).

Evaluate the extent to which—high, medium, or low—the company you selected epitomizes each of the 6 elements.

In 1-3 sentences, **justify** the rating you assigned to each key element with examples.

Recommend at least 1 step the organization's leaders could take to enhance 1 of the elements and explain how that could help the organization create more value.

Cite references to support your assignment.

Part 2: Strategic Recommendations Memo

Write a 4- to 6-page memo to the CEO of the company you've been assessing throughout the course, outlining your plan to create economic, social, and environmental value. In your memo, include the following items:

- An executive summary of the memo
- A summary of the organization's strengths and weaknesses from Competency 1 Assessment, Part 1, and recommendations for converting weaknesses into strengths
- A summary of your findings on Porter's five forces from Competency 2 Assessment, Part 1
- A summary of your findings on the diamond of national advantage from Competency 2 Assessment, Part 2
- A summary of your analysis of the firm as a learning organization from Part 1 of this assessment
- Strategic recommendations based on your previous work in this course. Include the opportunity identified in Competency 1 Assessment, Part 2, the move into the country identified in Competency 2 Assessment, Part 2, and any recommended moves toward being a learning organization. Provide a rationale for each recommendation.

Cite references to support your assignment.

Competency Assessment Rubric

Assignment/Performance Criteria	Mastery 100%	Meets Expectations 85%	Not Met 0%
1. Executive summary <i>(weight 10%)</i>	Provided a thorough executive summary of the memo	Provided a partial executive summary of the memo	Provided a narrow executive summary of the memo or did not provide an executive summary of the memo
2. Organization's strengths and weaknesses <i>(weight 20%)</i>	Provided a thorough summary of chosen organization's strengths and weaknesses	Provided a partial summary of chosen organization's strengths and weaknesses	Provided a narrow summary of chosen organization's strengths and weaknesses or did not include a summary of chosen organization's strengths and weaknesses
3. Porter's five forces <i>(weight 15%)</i>	Memo contained a detailed summary of Competency 2 Assessment findings on Porter's five forces	Memo contained a partial summary of Competency 2 Assessment findings on Porter's five forces	Memo contained a narrow summary of Competency 2 Assessment findings on Porter's five forces or did not contain summary of Competency 2 Assessment findings on Porter's five forces
4. Diamond of national advantage <i>(weight 15%)</i>	Provided a thorough summary of Competency 2 Assessment findings on the diamond of national advantage	Provided a partial summary of Competency 2 Assessment findings on the diamond of national advantage	Provided a narrow summary of Competency 2 Assessment findings on the diamond of national advantage or did not include a summary of Competency 2 findings on the diamond of national advantage
5. Learning organization <i>(weight 20%)</i>	Provided a thorough summary of Competency 3, Part 1 analysis of the firm as a learning organization	Provided a thorough summary of Competency 3, Part 1 analysis of the firm as a learning organization	Provided a narrow summary of Competency 3, Part 1 analysis of the firm as a learning organization or did not include a summary of Competency 3, Part 1 analysis of the firm as a learning organization
6. Strategic recommendations <i>(weight 20%)</i>	Provided thorough strategic recommendations: opportunity identified, the move into the country, and any recommended moves toward being a learning organization and in-depth rationale for each recommendation	Provided partial strategic recommendations: opportunity identified, the move into the country, and any recommended moves toward being a learning organization and detailed rationale for some of the recommendation	Provided brief strategic recommendations: opportunity identified, the move into the country, and any recommended moves toward being a learning organization and brief rationale for at least one recommendation or did not include any recommendations or rationales