

Instructions:

In completing the assignment, students will perform research on the company from Assignment 1 (**Fitbit**), 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. If information is taken from a source document, it has to be cited and referenced. 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.

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.

- Use the spell and grammar check in Word as a first measure;
- Have someone who has excellent English skills to proof the paper;
- Consider submitting the paper to the Effective Writing Center (EWC). The EWC will provide 4-6 areas that may need improvement.

Step 14: Submit the paper in the Assignment Folder.

Grading Rubric for Assignment 2: Internal Environmental Analysis/Strategy Analysis and Strategy Selection (20 points)

Criteria	Outstanding	Superior	Good	Substandard	Failure
▼Content: Background including Vision, Mission and Objectives	2.8 points Background including vision, mission and objective are presented and thoroughly discussed; Vision, mission,	2.38 points Background including vision, mission and objective are presented with good discussion; Good discussion about	2.1 points Background including vision, mission and objective are presented with some discussion; Vision, mission, and objectives are	1.82 points Attempted to discuss background or vision, mission and objectives but key points were missing or superficially presented. (1.68 - 1.95)	0 points Failed to discuss the background and vision, mission and objectives. (0 – 1.67)

	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)	vision, mission, and objectives are discussed in terms of the definition but could be more thorough. (2.24 - 2.51)	provided but not discussed in any detail. (1.96 - 2.23)		
▼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	2.38 points Internal Environmental Analysis including corporate, business and functional analysis are presented with good discussion; Good discussion about stakeholders, organizational structure, organizational culture, and	2.1 points Internal Environmental Analysis including corporate, business and functional analysis are presented with some discussion; stakeholders, organizational structure, organizational culture, and communication/decision making among managers	1.82 points Attempted to discuss Internal Environmental Analysis including corporate, business and functional analysis but key points were missing or superficially presented. Stakeholders, organizational structure, organizational culture, and communication/decision making among managers within human resources, marketing production, operations, finance and accounting, R&D, and	0 points Failed to present the Internal Environmental Analysis. (0 – 1.67)

	communication/decision making among managers within human resources, marketing production, operations, finance and accounting, R&D, and computer information systems (2.52 - 2.8)	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)	within human resources, marketing production, operations, finance and accounting, R&D, and computer information systems are provided but not discussed in any detail. (1.96 - 2.23)	computer information systems was not included. (1.68 - 1.95)	
	2.8 points	2.38 points	2.1 points	1.82 points	
▼Content: Financial Analysis	Financial Analysis thoroughly and accurately presented with <u>calculated</u> key financial ratios, industry averages presented, strength/weakness /neutral identified and company financials to the industry compared	Financial Analysis was accurately presented with <u>calculated</u> key financial ratios, industry averages presented, strength/weakness /neutral identified and company financials to the industry compared and contrasted but	Financial Analysis was presented with <u>calculated</u> key financial ratios, industry averages presented, strength/weakness /neutral identified and company financials to the industry compared and contrasted but was not	Attempted to provide complete financial Analysis with <u>calculated</u> key financial ratios, industry averages presented, strength/weakness/neutral identified and company financials to the industry compared and contrasted but was not consistently accurate or there was evidence of missing	0 points Failed to present Financial Analysis. (0 – 1.67)

	and contrasted. (2.52 - 2.8)	could have been more thorough. (2.24 - 2.51)	consistently accurate or thorough in presentation. Ratios were taken from website rather than showing calculations. (1.96 - 2.23)	information or only partial presentation was seen. (1.68 - 1.95)	
▼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)	2.1 points Technique Analysis: development of each technique with some explanation of IFE, BCG matrix, Grand Strategy Matrix and QSPM; techniques are briefly discussed in terms of overall analysis but there was missing information or analysis could have been	1.82 points Attempted to complete a technique analysis: there were several issues related to the development of each technique - IFE, BCG matrix, Grand Strategy Matrix and QSPM; techniques were performed but no discussion in terms of overall analysis or superficially presented. (1.68 - 1.95)	0 points Failed to present Technique Analysis. (0 - 1.67)

			better presented. (1.96 - 2.23)		
▼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 <u>five</u> alternative 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 <u>four</u> alternative strategies; cultural factors and selections are prioritized. (2.24 - 2.51)	2.1 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 <u>three</u> alternative strategies; cultural factors and selections are prioritized. There are weak areas presented throughout this section. (1.96 - 2.23)	1.82 points Attempted to complete a strategy analysis but discussion about strengths and weaknesses, success factors, how strategies can capitalize on major strengths, improve upon weaknesses, alternative strategies; cultural factors and prioritized selections is missing information or superficially presented. (1.68 - 1.95)	0 points Failed to present Strategy Analysis. (0 - 1.67)
▼Content:	2.8 points	2.38 points	2.1 points	1.82 points	0 points

Recommendation	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)	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)	Recommendation for the best strategy among alternatives strategies is discussed but the selected strategy(ies) may not align with elements of the SM process. (1.96 - 2.23)	Attempted to make recommendation for the best strategy among alternatives strategies but is superficially discussed. The selected strategy(ies) does not align with elements of the SM process. (1.68 - 1.95)	Failed to provide recommendation for the best strategy. (0 – 1.67)
▼Critical Thinking/Reasoning	2.8 points Comments reflect a highly accomplished level of analysis, synthesis, evaluation and reasoning of the case material and case study facts resulting in accurate, thorough, and soundly reasoned	2.38 points Comments reflect an excellent level of analysis, synthesis, evaluation and reasoning of the case material and case study facts resulting in accurately reasoned conclusions.	2.1 points Comments reflect a satisfactory level of analysis, synthesis, evaluation and reasoning of the case material and case study facts resulting in partially correct conclusions that lack development or detail that	1.82 points Comments reflect an unsatisfactory level of analysis, synthesis, evaluation and reasoning of the case material and case study facts, resulting in conclusions that are underdeveloped or lack soundly reasoned conclusions. (1.68 - 1.95)	0 points Comments reflect an unsatisfactory level of analysis, synthesis, evaluation and reasoning of the case material and case study facts, resulting in failure to

	conclusions. (2.52 - 2.8)	(2.24 - 2.51)	demonstrates insight into reasoning. (1.96 - 2.23)		draw little to no conclusions. (0 – 1.67)
▼Application of Resources	2.8 points Presents exceptionally well- supported arguments or positions 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 Presents excellent arguments or positions that are mostly supported by evidence from the readings and course content; ideas presented demonstrate understanding of the material and concepts. (2.24 - 2.51)	2.1 points Satisfactory arguments or positions are presented but there is a mix of opinion or unclear view with supported arguments using course readings. Case study facts are occasionally used but arguments would be much stronger with use of facts. (1.96 - 2.23)	1.82 points Arguments are frequently illogical and unsubstantiated; Limited use of facts in case study and essential information presented in course readings. (1.68 - 1.95)	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	1.19 points	1.05 points	0.91 points	0 points

	Demonstrates exceptional understanding of requirements responding completely to each aspect of assignment including minor aspects of the assignment such as using third person writing, required use of course readings, and assignment format. (1.26 - 1.4) 2.8 points	Demonstrates excellent understanding of requirements; missed one minor aspect of assignment. (1.12 - 1.25) 2.38 points	Demonstrates satisfactory understanding of requirements; missed a key element or two minor aspects of assignment. (0.98 - 1.11) 2.1 points	Fails to show a firm understanding of requirements; missed two key elements or several minor aspects of assignment. (0.84 - 0.97) 1.82 points	Fails to demonstrate understanding of assignment requirements. (0 – 0.83) 0 points
▼Writing Mechanics	Strictly adheres to standard usage rules of written English, including but not limited to capitalization, punctuation, run-on sentences,	Excellent adheres to standard usage of mechanics: conventions of written English, including capitalization,	Satisfactorily adheres to standard usage rules of mechanics: conventions of English, including capitalization,	Minimally adheres to standard usage rules of mechanics: conventions of written English, including capitalization, punctuation, and spelling. More than 10 errors found.	Does not adhere to standard usage rules of mechanics: conventions of written English largely

	missing or extra words, stylistic errors, spelling and grammatical errors. No errors found. No contractions or jargon used. (2.52 - 2.8)	punctuation, and spelling. One to three errors found. (2.24 - 2.51)	punctuation, and spelling. Four to 10 errors found. (1.96 - 2.23)	(1.68 - 1.95)	incomprehensible; or errors are too plentiful to count. (0 - 1.67)
▼APA Style (6th ed.)	1.4 points No APA style or usage 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 or fails to use APA citations when appropriate 1-2 times. (1.12 - 1.25)	1.05 points Attempts in-text citations and reference lists; APA style errors are noted throughout document; Fails to use APA citations when appropriate 3 times in document. (0.98 - 1.11)	0.91 points Attempts in-text citations and reference lists; Fails to use APA citation when appropriate 4-5 times; or presents only 1-2 in-text citations and reference list in a paper that requires APA citations throughout the document. (0.84 - 0.97)	0 points No attempt at APA style; or attempts either in-text citations or reference list but omits the other. (0 - 0.83)
▼ Overall	▼ Outstanding	▼ Superior	▼ Good	▼ Substandard	▼ Failure

Score	18 or more	16 or more	14 or more	12 or more	0 or more
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