

Table 1
Grading Rubric for Business Analysis

Section	Excellent (4.5-5.0)	Good (4.0-4.4)	Fair (3.0-3.9)	Poor (2.0-2.9)	Unacceptable (0.0-1.9)
Marketing	All elements of marketing mix included and well developed, sales growth analysis complete with proper identification of seasonality and cyclical factors	All elements of marketing mix included but development is incomplete, sales growth analysis complete with proper identification of seasonality and cyclical factors	One major part of marketing mix excluded, sales growth analysis complete but seasonality and cyclical not fully explained	One or more parts of marketing mix excluded, sales growth analysis has major omissions	Several parts of marketing mix missing, sales growth analysis very incomplete
Operations	Exemplary discussion of: overall asset intensity, efficiencies and management of individual assets, supply chain, and HR issues. Calculations are correct.	Good discussion of asset intensity, individual asset efficiencies and management presented but without full implications, supply chain and HR addressed but omits some relevant points. Calculations are correct.	Fair discussion of asset intensity, some major asset efficiency numbers missing or not explained, little attention to supply chain and HR issues. A few calculation errors.	Weak treatment of overall asset efficiency, major items missing from asset analysis, supply chain and HR mostly absent. Several calculation errors.	No treatment of overall asset intensity, individual asset analysis missing key values and no evaluation, poor discussion of supply chain and HR issues. Numerous calculation errors.
Financing	Insightful discussion of funding, liquidity, cash flow, solvency, profitability, and owner distributions. Both the levels and changes in key variables nicely addressed. Calculations are correct.	Good discussion of funding, liquidity, cash flow, solvency, profitability, and owner distributions. A few key points missing. Both the levels and changes in key variables addressed. Calculations are correct.	One or two areas within funding, liquidity, cash flow, solvency, profitability, and owner distributions are missing. Some covered areas omit well-supported conclusions and both levels and changes are not always included. A few calculation errors.	Several key areas within funding, liquidity, cash flow, solvency, profitability, and owner distributions are missing. Presentation is superficial with little insight. Several calculation errors.	Major omission of important areas within funding, liquidity, cash flow, solvency, profitability, and owner distributions. Little to no analysis. Significant calculation errors.

Writing	All headings correct, summary succinct, paragraphs within sections, few grammatical errors, opinion supported with facts, very good organization	All headings correct, summary complete, paragraphs within sections, several grammatical errors, most opinions supported by fact, good organization	All headings correct, summary incomplete, more paragraphs needed, quite a few grammar errors, most opinions supported by fact, organization weak in places	Some headings missing, more paragraphs needed, frequent grammar errors, many opinions unsupported, weak organization	Several headings missing, no use of paragraphs, many grammar errors, unsupported opinions, poor organization
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