

Case Presentation — Evaluation Criteria

BUSI 4607A — Management of Technology and Innovation — Fall 2026

Weight: 20% of the course grade — team assessment with individual differentiation

What this assessment is

Your team analyzes the case assigned to it in the team package and presents that analysis in class. The presentation runs 30 minutes and is followed by a 30-minute discussion, in which the team writing the report on the same case acts as the primary discussants. Both halves are assessed.

Students are randomly assigned to teams during the first class, and each team is assigned its case package at that point. Team deliverables are submitted as group submissions in BrightSpace: one member submits on behalf of the whole team, and the submission and the mark apply to every member.

You are presenting as analysts who have reached a conclusion, not as reporters summarizing what the case said. The class has read the case. Time spent recounting it is time not spent on the analysis you are being marked on.

How marks are awarded

Every dimension below is marked out of 5 on the same scale. The scale rewards reasoning that is shown, not conclusions that are stated.

Mark	What it means
5	Complete and correct, with the reasoning shown. Would stand up to challenge.
4	Substantially complete. One element thin, or one step in the argument left unsupported.
3	Present but underdeveloped. Conclusions asserted more than argued.
2	Attempted but substantially incomplete, or the tool is misapplied.
1	Mentioned only. No real work behind it.
0	Absent.

Five standing expectations

These apply across every assessment in this course and account for most of the marks lost in past years.

- **Name your framework and justify it.** Do not apply a framework because it is familiar. State why it is the right instrument for the question you are asking of it.
- **Match the level of analysis.** An industry-level framework answers an industry-level question. Porter's five forces describes the structural attractiveness of an industry, not the competitive position of one firm inside it. Applying it to a firm-level question loses marks even when it is executed well.
- **Use the exhibits.** Every case in this course carries data that most students never open. Analysis built only on the narrative is incomplete, and it is visible immediately.

- **Substantiate alternatives and criteria.** Listing three options is not analysis. Explain why those are the plausible options and on what basis you choose among them.
- **Finish the job.** A recommendation without an implementation plan — who does what, in what order, with what resources, and what the firm stops doing — is not a recommendation.

What the presentation must cover

Analysis

- Identify the issues in the case and rank them. Distinguish the decision that has to be made from the symptoms surrounding it. A presentation that treats every issue as equally important has not done the ranking.
- Apply the theory from this course, and where useful from outside it, to the case. Name the frameworks, justify each, and match the level of analysis to the question.
- Use the case facts, data, and exhibits. Quantitative work is expected wherever the case supplies numbers, and every case in this course does.

Recommendation

- Set out the alternatives available to the decision maker, and justify these as the plausible set rather than presenting three arbitrary options.
- State the criteria by which you are choosing among them, ground those criteria in theory, and apply them consistently. Justify the alternative you select.
- Give an implementation and action plan: sequence, who does what and when, cost and control considerations, what the organization stops doing, and a contingency if the plan does not work.

Delivery and defence

- Open with a statement that tells the room where you are going. Close with one that tells them where you arrived.
- Defend your position in the discussion period. You will be challenged by the reporting team, and how you handle that challenge is assessed. Answers that do not resolve the question asked are marked down, as is reading from notes.
- One member of the team submits the slides on the team's behalf to the BrightSpace Assignments folder for that case, by 11:59 pm the day before class. The folder closes at the deadline: late slides cannot be submitted and receive a mark of zero. Work emailed to the instructor will not be marked.

Marking scheme

Forty-five marks, scaled to the weight of this assessment. Individual marks within a team may differ where contribution to the presentation and to the discussion differs visibly.

#	Dimension	What full marks require	Marks
	ANALYSIS		15
1	Use of theory	Frameworks named and justified. Level of analysis matched to the question. Theory used to reach conclusions rather than	5

		decorating conclusions reached another way.	
2	Use of case facts, data, and exhibits	Exhibits opened and used. Quantitative work present where the case supplies numbers. Figures interpreted correctly, including what they do not show.	5
3	Issue identification and ranking	The real decision identified and separated from symptoms. Issues ranked, with the ranking defended.	5
	RECOMMENDATION		15
4	Decision alternatives	A plausible set, justified as the set. Options are realistic and available to the decision maker at the time of the case.	5
5	Decision criteria	Criteria stated, grounded in theory, applied consistently, and the selected alternative justified against them.	5
6	Implementation and action plan	Sequenced and resourced. Who, what, when. Cost and control addressed. What the organization stops doing. A contingency if the plan fails.	5
	DELIVERY AND DEFENCE		15
7	Handling questions and discussion	Position defended under challenge. Answers consistent with the presentation and with each other. The team engages the reporting team's argument rather than deflecting it.	5
8	Presentation craft and group dynamics	Effective opening and closing. Clear structure. Slides that support rather than duplicate the speaker. Balanced participation. Delivered, not read.	5
9	Strength of references	Sources beyond the case itself, properly cited, and used rather than listed.	5