

Case Report — Evaluation Criteria

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

Weight: 20% of the course grade — individual written work

What this assessment is

Each student on the reporting team submits an individual written analysis of the case assigned to that team in the team package. Every student works independently and submits a separate, original report. Teams may not divide the work or circulate a shared draft.

The reporting team also acts as the primary discussants during the 30-minute discussion period that follows the case presentation. That role is part of this assessment, not a separate obligation. You are expected to arrive having decided where you disagree with the presenting team and why.

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 report must cover

- Identify the issues in the case and rank them, separating the decision to be made from the symptoms around it.
- Apply the theory covered in class, together with additional bodies of theory where they add something, to address the case questions. Name each framework and justify it.
- Use the case facts, data, and exhibits throughout, not only in a section labelled analysis.
- Go past description. A report that restates the case accurately and stops has not analyzed anything. Depth means causal reasoning, holding claims up against evidence, and being explicit about what the case does not tell you.
- Set out the decision alternatives and the criteria for choosing among them, and justify the alternative you recommend.
- Give an implementation plan appropriate to the recommendation, including what the organization stops doing.
- Address the assignment questions issued for your case. They are a floor rather than a ceiling; the strongest reports go past them.

Format and submission

- No more than 10 pages, double spaced, including a one-page reference list.
- All references cited properly. Every quantitative claim carries a source.
- Each student submits their own file to the BrightSpace Assignments folder for that case, by 11:59 pm the day before class. The folder closes at the deadline: late reports cannot be submitted and receive a mark of zero. Work emailed to the instructor will not be marked.
- Generative artificial intelligence may be used subject to the disclosure and responsibility conditions in the course outline. The analysis and the argument must be your own.

Marking scheme

Forty-five marks, scaled to the weight of this assessment. Dimensions 1 to 8 are marked on the written report. Dimension 9 is marked on your contribution to the in-class discussion.

#	Dimension	What full marks require	Marks
	ANALYSIS		20
1	Use of theory	Course theory, and additional theory where it earns its place, applied to reach conclusions. Each framework named, justified, and pitched at the right level of analysis.	5
2	Use of case facts, data, and exhibits	Exhibits used throughout. Quantitative work present. Figures correctly interpreted.	5
3	Issue identification and ranking	The real decision identified and separated from symptoms. Issues ranked and the ranking defended.	5
4	Depth of analysis	Causal reasoning rather than description. Claims tested against evidence. Explicit about what the case does not establish.	5
	RECOMMENDATION		15
5	Decision alternatives	A plausible set, justified as the set, and available to the decision maker at the time of the case.	5

6	Decision criteria	Criteria stated, grounded in theory, applied consistently, and the recommendation justified against them.	5
7	Implementation plan	Sequenced and resourced, proportionate to the recommendation, and explicit about what the organization stops doing.	5
	CRAFT AND DISCUSSION		10
8	Strength of references and written craft	Sources beyond the case, properly cited and genuinely used. Clear structure, professional presentation, within the page limit.	5
9	Quality of in-class discussion	Arrives having formed a position. Challenges the presenting team's argument with evidence rather than opinion. Advances the discussion rather than restating agreement.	5