**KAYAK.COM Company Case Study Rubric**

Instructor: Review the written case analysis of each team, and based on the criteria in the left column, determine the level of achievement and the appropriate points for that level.

|  | **Levels of Achievement** | | | | |
| --- | --- | --- | --- | --- | --- |
| **Criteria** | **Excellent** | **Good** | **Average** | **Needs Improvement** | **Failed** |
| **Identification of Main Issues, Problems, or Opportunities** | **46 to 56 points**  Demonstrates an exceptional understanding of the main issues, problems, or opportunities in the case study and raises main and secondary questions pertinent to the case | **35 to 45 points**  Demonstrates an accomplished understanding of most of the issues, problems, or opportunities and raises some of the main and secondary questions pertinent to the case | **23 to 33 points**  Demonstrates limited understanding of some of the issues, problems, or opportunities and partly identifies the main and secondary questions pertinent to the case | **12 to 22 points**  Demonstrates incomplete understanding the issues, problems, or opportunities in the case study and ineffectually identifies the main questions pertinent to the case | **0 to 12 points**  Fails to demonstrate knowledge of key issues of the case and does not identify any of the main questions relevant to the case |
| **Analysis and Evaluation of Issues, Problems, or Opportunities** | **43 to 51 points**  Presents insightful and thorough investigation of all identified issues, problems, or questions; includes all necessary calculations and evidence in support of the analysis | **34 to 42 points**  Presents thoughtful analysis of most of the issues identified; missing some necessary insights, calculations, and evidence in support of the analysis | **25 to 33 points**  Presents limited analysis of the issues identified and often the analysis lacks depth; provides limited analytical depth and clarity | **16 to 24 points**  Presents a rudimentary examination of the identified issues; omits necessary insights and calculations | **0 to 15 points**  Does not provide pertinent or applicable analysis of core case problems or questions |
| **Links to Course Readings and Additional Research** | **44 to 54 points**  Makes appropriate and powerful connections between identified issues or problems and the strategic concepts studied in the course readings and lessons; supplements case study with relevant and thoughtful research and documents all sources of information | **33 to 43 points**  Makes competent connections between identified issues or problems and concepts studied in readings and lessons; supplements analysis with qualified research and documents all sources of information | **22 to 32 points**  Makes adequate, but sometimes partial connections between issues identified in the case and the concepts studied in the readings; provides limited qualified external research and documentation | **11 to 21 points**  Often makes tenuous, or sometimes mistaken connections between issues identified in the case and the concepts studied in the readings; demonstrates imperfect command of the analytical tools | **0 to 10 points**  Makes false or no connection between issues identified and the concepts studied in the readings |
| **Evaluates Effective Solutions, Strategies, or**  **Options** | **30 to 35 points**  Supports diagnosis and potential solutions with strong arguments and well documented evidence; presents a balanced and critical view; interpretation is both reasonable and objective | **24 to 29 points**  Supports solutions and opinions with adequate reasoning and evidence; makes competent attempt to provide a balanced view of the issues | **18 to 23 points**  Supports solutions and opinions with inadequate reasoning and evidence; often presents a somewhat one-sided argument | **12 to 17 points**  Writing contains several grammatical errors and inadequate organization of the material; individual contributions to the paper not transitioned to create a holistic paper | **0 to 11 points**  Writing is unfocused, rambling, or contains serious errors; poorly organized and does not follow specified guidelines; no attempt made to organize individual contributions into a complete paper |
| **Writing Mechanics and Formatting Guidelines** | **24 to 29 points**  Demonstrates clarity, conciseness, and correctness and formatting is appropriate and writing is free of grammar and spelling errors; individual contributions to the paper seamlessly organized | **18 to 23 points**  Occasional grammar or spelling errors, but still offers a clear presentation of ideas; individual contributions to the paper well organized through proper transitions | **12 to 17 points**  Frequent grammar and spelling errors; individual contributions to the paper somewhat adequately organized, although limited effort is made to properly transition individual sections | **6 to 11 points**  Writing contains several grammatical errors; inadequate organization of the material and individual contributions to the paper not transitioned to create a holistic paper | **0 to 5 points**  Writing is unfocused, rambling, or contains serious errors; poorly organized and does not follow specified guidelines; no attempt made to organize individual contributions into a complete paper |