

WSU MBA Program Assessment

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BA 600: Beyond the MBA

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Program Assessment: Part I

In this program assessment, I will reflect on my learnings throughout the Washington State University MBA program, illustrated through four assignments which have effectively met each of the four learning goals. My MBA journey began in 2020 while I was working as a Senior Marketing Specialist, and initially my goal for the program was to learn some new skillsets and grow in my career to a Senior Manager or Director role. Over the past two years I have gained experience in multiple business disciplines, learned new skillsets, and grown my confidence as a professional. Today I am a Senior Marketing Manager with a new company and have the confidence needed to lead my team. My personal brand has grown to become a passionate leader that empowers my team to develop marketing strategies that assist organizations within the live events industry. The following four assignments serve as examples of my professionalism and knowledge within four select courses.

Goal 1: Graduates of the WSU MBA program will be able to formulate an actionable business strategy that is grounded in theory and practice from multiple business disciplines.

The assignment in MIS 580: Common Roles in a Management Information Systems Organization entails an actionable business strategy grounded in theory and practice from multiple business disciplines. I developed a written analysis on the alignment between the

information systems and business strategies for my current employer. Information systems contain not only the tools to support decision making but also the underlying information upon which decisions are made in modern organizations. The two key components include assessing systems within the workplace and making a recommendation for change. At the time my employer was Paciolan, which is a live events ticket seller, primarily operating within the college athletics segment. As ticketing consumer demands evolved from print to a mobile-friendly digital, Paciolan was tasked with transitioning the information systems from a centralized architecture to a cloud-based platform in order to support the software-as-a service business strategy. Paciolan developed a new business strategy to assist with this transition in information systems. The new software-as-a-service structure enables Paciolan to provide more agility, integration, platform customizations and data capabilities to support business objectives as the leader in ticketing, fundraising, and analytics. Also the use of data at Paciolan is an enormous growth opportunity for the company, venue managers, and ticket buyers.

Goal 2: Graduates of the WSU MBA program will be able to conduct data-driven analyses to identify significant business problems, recommend feasible solutions to the problem, and justify a course of action.

The assignment BA514: PLE Case analyzes how managers use data to identify business problems, recommend solutions, and justify decisions about the future. Good decision makers recognize and formulate decision problems, represent the essential structure of the decision situation, and analyze the problem using appropriate tools and techniques to recommend various courses to action. In this assignment, PLE Manager Elizabeth Burke, noticed changes in defects from suppliers, employee retention, and engine production time. I reviewed the Performance

Lawn Equipment (PLE) data, used regression analysis, and drafted a response to Elizabeth Burke's inquiries. The regression analysis showed the Significance F and P-Value are higher after September 2015 after new suppliers were implemented. The data is showing a trend of decreasing values. To determine whether certain characteristics of individuals have any effect on greater retention, I ran a multiple linear regression analysis using the Employee Retention data. It was determined that the number of defects with the new supplier are decreasing, also GPA or years of education had no implications on employee retention, and lastly while both engine models have sufficient performance, Model 1 provides the best fit and more accurately captures all times of previously produced lawn mower engines.

Goal 3: Graduates of the WSU MBA program will be able to apply leadership theory to analyze business situations and develop theory-based recommendations.

The assignment MGMT 593: Intended vs Actual Organization demonstrates leadership theory within specific business situations. One of the objectives of this assignment is to provide the conceptual tools needed to successfully implement organizational goals by analyzing a specific organization. A critical part of a manager's job is to make sure that employees are doing things that help the company pursue its goals. I chose this assignment in particular to include in my program assessment since I recently changed employers from Paciolan to Live Nation Entertainment. This assignment entailed researching an organizations mission, vision, and value statements of Live Nation Entertainment. Additionally, I conducted an interview with a colleague who currently works at Live Nation Entertainment. I then analyzed the degree to which the intended organization aligns with the actual organization. The actual corporate culture at Live Nation is fast paced, exciting and demanding. Since working in the live events industry is

highly coveted and competitive, there is frequently pressure amongst management increase profits, which typically results in a lack of engagement or empowerment for colleagues. Lastly, I developed recommendations on ways to “close the gaps” using concepts and theory. Specifically, my recommendation was that Live Nation Entertainment should implement SMART goals or a means of tracking employee performance and reward or recognize achievements and milestones. SMART goals are specific, measurable, aligned, realistic, and time bound. This structure provides a motivating goal that is transparent, easily understood, and offers an achievement that employees can strive for.

Goal 4: Graduates of the WSU MBA program will be able to identify and evaluate the ethical, global, and societal implications of doing business as an organization.

The assignment from MGMT 590: Corporate-Level Strategy evaluates the ethical, global, and societal implications of doing business as an organization. Corporate strategy deals with the challenges of operating in more than one business segment, which means managers have to either balance a mix of value propositions and business models or develop capabilities for allocating capital between businesses. The three dimensions of corporate strategy include vertical integration, horizontal integration, and geographic scope. In this assignment, I analyzed Foxconn Technology Group, the competitive environment, identified key problems facing the organization, and developed two recommendations to address those problems. Foxconn was experiencing competition from companies like Samsung and decided to acquire Sharp Technologies. The key problem was a clash of cultures between the Japanese and Korean companies. In addition, the competition within the electronic consumer goods industry put pressure on prices which led to cost cutting measures to maintain margins. Labor costs in China

have been increasing, and Foxconn's reputation was damaged due to suicide and child labor scandals. To solve these issues, I recommended Foxconn develop automation which would standardize operations and eliminate some of the cultural differences between the two managerial styles. In addition, Foxconn should diversify manufacturing and localization by investing in production factories outside of China. Both recommendations would resolve the ethical and societal implications of poor labor and working conditions.

Program Assessment: Part II

Goal 1

Common Roles in Management Information Systems Organization

Paciolan is the second largest primary ticket seller in North America, second to Ticketmaster. The company specializes in facilitating the ticket sale for college athletic programs, arenas and performing art theatres. "As a leader in ticketing, fundraising, marketing, analytics, and technology solutions we have 40 years of experience powering more than 500 live entertainment organizations that sell over 120 million tickets per year." (Paciolan, n.d.) Ticketing is the main source of revenue for major events contributing almost 46% to the overall events industry revenue. (Sheth, 2017) Paciolan has recently developed new mobile-friendly, cloud-based technology which puts fans in control, making it easy for customers to buy tickets, manage accounts, and transfer or resell tickets from their smartphone. In addition, this software-as-a-service model provides enhanced insights for venue managers to capture every customer interaction within the CRM database and provides the flexibility to increase operator efficiency and ease of use. This technology allows Paciolan clients to reduce printing, distribution, and labor expenses. Lastly Paciolan provides professional service and support to integrate with a variety of APIs, as well as Ballena Seats3D seating visualizations, digital marketing services,

fundraising and donation capabilities, and web and data analytics. Paciolan's products seek to increase the bargaining power of suppliers, compete with industry leaders, eliminate substitute products including brokers and secondary sellers, and provide an overall stronger user experience.

Paciolan's architecture was not initially built to support this level of flexibility, changes in technology, and integrations with third party applications. The ticketing business started as an accounting firm in 1980, inspired by Luca Pacioli, 'Father of Accounting'. This context is important as it helps to illustrate the evolution of Paciolan's products over the past forty years. Back in the 90s, event tickets were available at a select few places like the local record store or the ticket venue. With the development in event technology, online ticketing is now a mainstream trend. (Sheth, 2017) Initially, a centralized architecture supported Paciolan's business strategy as the company could distribute the ticketing software to each associated venue while managing the hardware and local network from one location. This enabled the IT management to easily support and maintain large volumes of ticket transactions, especially for popular on-sale events where the software would receive an enormous amount of traffic within a short amount of time. Additionally, this structure provided enhanced level of security against data theft, identity theft and ticket scalping. As technology rapidly changed and the bargaining power of the buyer increased, Paciolan initiated a business process reengineering from a centralized IT structure to a service-oriented and cloud-based platform.

The new software-as-a-service structure enables Paciolan to provide more agility, integration, platform customizations and capabilities while achieving business objectives as the leader in ticketing, fundraising, and analytics. The ticketing industry has evolved as physical copies of the ticket are becoming obsolete, customer data management has become more

sophisticated, and venue accessibility has become more convenient with the elimination of ticket scanner hardware as well as threat of substitute or fraudulent tickets. (Baker, 2019) In addition, customer expectations become more sophisticated, and the market has moved from a mobile-first to a mobile-only industry. Customers are now expecting to easily pay for and transfer their tickets on their mobile device through the mobile wallet, Apple Pay and Google Pay.

Furthermore, the ticketing inventory has transitioned to a model where primary and secondary tickets are blended, eliminating threats from competition, and increasing barriers of entry. From a consumer standpoint, this increases the ability to transfer and resell, and provides the benefit of being able to go to a destination with access to more inventory. Lastly, ticketing companies have become more sophisticated with their use of data. “With broader technology and AI, there are ways to dramatically enhance the in-venue experience. If you’re talking about a sports team, that might be being able to serve real-time stats, information, and data about what’s happening on the field. When you’re talking about entertainment like music and musicals, an example would be syncing songs with a karaoke-like experience where people can see lyrics, sing along and find more information about the artist.” (Christine Payne and Teddy Durgin, 2018)

The use of data at Paciolan is an enormous growth opportunity for both the company, venue managers, and ticket buyers with mutual benefits. Ticket buyers are interested in a seamless shopping experience as well as events tailored to their interests. Venue managers and promoters are interested in collecting information and data from event attendees in a non-abrasive manner to understand ticket buyer affinities. While the data for primary ticket buyers is readily available, the information about guests and attendees within the ticket buyer’s group, can be more challenging to identify. The new Paciolan ticketing integration with mobile wallets allow primary ticket buyers to transfer their tickets through SMS delivery to the other event

attendees in their group and allows venue managers to gather the information of all event attendees. It is estimated this new capability will increase Paciolan's data base by at least 30% which present an enormous opportunity for the company and its clients. It is recommended Paciolan invests in developing a network and data marketplace, within a data cloud, which eliminates data silos and promotes unification and scalability. This can be accomplished by aggregating ticket buyer data, appending third party providers to enrich the data, and can be monetized by offering data consulting services.

Aggregating ticket buyer data enhances the signals and development of ticketing personas which can be accessible to all Paciolan clients. This is particularly valuable for Paciolan clients within the same market or geographic region. For example, Paciolan will have the ability to potentially sell Philadelphia Flyers tickets to previous Villanova basketball ticket buyers. Next appending third-party data providers will enrich the data profiles of ticket buyers. Currently Paciolan can collect phone number, email, and full name from both ticket buyers and event attendees, however data providers such as Axiom or Experian are able to match their data to Paciolan's user data. Paciolan can further develop the ticket buyer's profiles with household income, homeownership, employment status, proximity to a venue and other signals that promoters and venue managers can leverage to retarget and upsell consumers. Lastly Paciolan will be able to directly monetize the data cloud investment by offering data consulting services to its clients. This would entail data hygiene, visualizations and improving data driven decisions.

As technology continues to rapidly change and consumer expectations revolve around a customized experience, Paciolan must be able to adapt quickly to achieve business objectives as the leader in ticketing. With recent investments in hardware and software, Paciolan was able to revamp its products to accommodate a mobile-only shopping experience. This expedites the

shopping experience and promotes access to additional event attendee data. With the investment in a data management platform, Paciolan will be able to provide advanced capabilities to its clients while monetizing the investment. As the program scales, the consulting service and incremental business will neutralize any costs associated. Venue managers and promoters will be able to further utilize Paciolan's suite of products to drive incremental ticket sales, and leverage Paciolan's enriched digital marketing and ecommerce services.

References

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Rubric

Final Paper Rubric				
Criteria	Ratings			Pts
Spelling, Grammar, and Formatting	30 to >24.0 pts Exceeds Expectations Document is completely free of spelling and grammatical errors. Formatting is consistent with the directions given. Document exemplifies graduate-level work.	24 to >6.0 pts Meets Expectations Document is mostly free of spelling and grammatical errors and is consistent with the expectation of graduate-level work. Formatting is somewhat consistent	6 to >0 pts Does Not Meet Expectations Document has repeated spelling or grammatical errors to the point that they detract from the quality of the document. Document does not meet the expectations of graduate-level work. Formatting is inconsistent or distracting.	30 pts
Development of Topic Content	120 to >110.0 pts Exceeds Expectations Student fully supports ideas and content using a balance of subjective and objective evidence. Student reasons effectively and makes useful distinctions. Student develops ideas to their logical conclusion. Student uses references and details from the textbook and IS literature.	110 to >60.0 pts Meets Expectations Student develops content and ideas effectively. Student supports most ideas with effective examples. Student uses references and details from the textbook.	60 to >0 pts Does Not Meet Expectations Student does not follow directions for development of content. Content presents ideas in general terms, and reasoning is unclear. Student offers minor support for ideas and includes irrelevant information.	120 pts
Logic and Organization	50 to >40.0 pts Exceeds Expectations Student develops unified and coherent ideas, organizes them logically in paragraphs, and connects them with effective transitions. Student presents a clear, effective introduction that is tied to and supported by a conclusion. Student uses structure and headings to maintain audience interest.	40 to >20.0 pts Meets Expectations Student develops somewhat unified and coherent ideas in paragraphs using adequate transitions. Student presents an adequate introduction and conclusion and uses structure/headings effectively.	20 to >0 pts Does Not Meet Expectations Student develops and organizes ideas in paragraphs that are not connected; ideas seem illogical or unrelated. Student uses few transitions. Introduction or conclusion is unclear or missing.	50 pts
Total Points: 200				

Grade: 200/200

Very good!

Goal 2

PLE Assignment

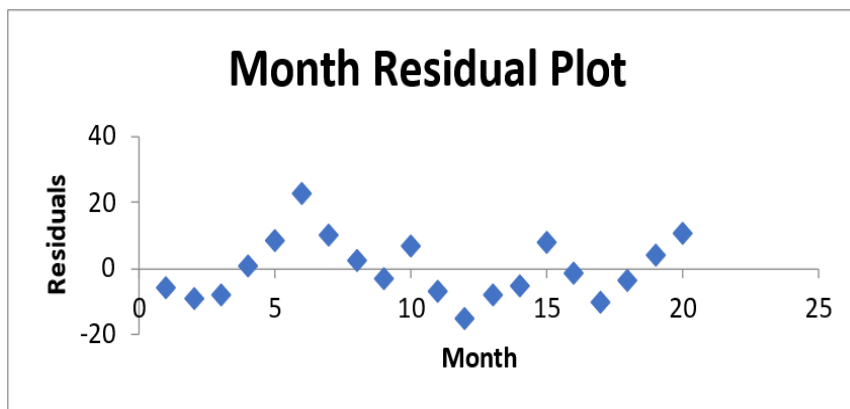
Dear Ms. Burke,

It is my understanding that you would like for our team to investigate additional information regarding the defects from suppliers, the high rate of turnover in the field service staffs, and the production time for newly designed lawn mower engines. Our analysis below begins with the defects received from suppliers and the 2015 supplier partner initiative that PLE instituted, and how you could use our work to better understand future defects with and without the initiative. The second portion of our analysis contains the rate of turnovers in the field service staff where we investigated the variables: years of education, gender, age, college GPA, whether the staff was local, and whether the staff member was a college graduate. The information we present will allow PLE to better distinguish a potential new hire. The third portion of my analysis looked at the production times of the newly designed lawn mower engines and how the rate of learning effects production. The analysis presented for engine production times will allow PLE to predict future production times.

I. Defects from Suppliers

SUMMARY OUTPUT: JAN 2014 - AUG 2015

<i>Regression Statistics</i>	
Multiple R	0.699418705
R Square	0.489186525
Adjusted R Square	0.460807998
Standard Error	9.442739538
Observations	20



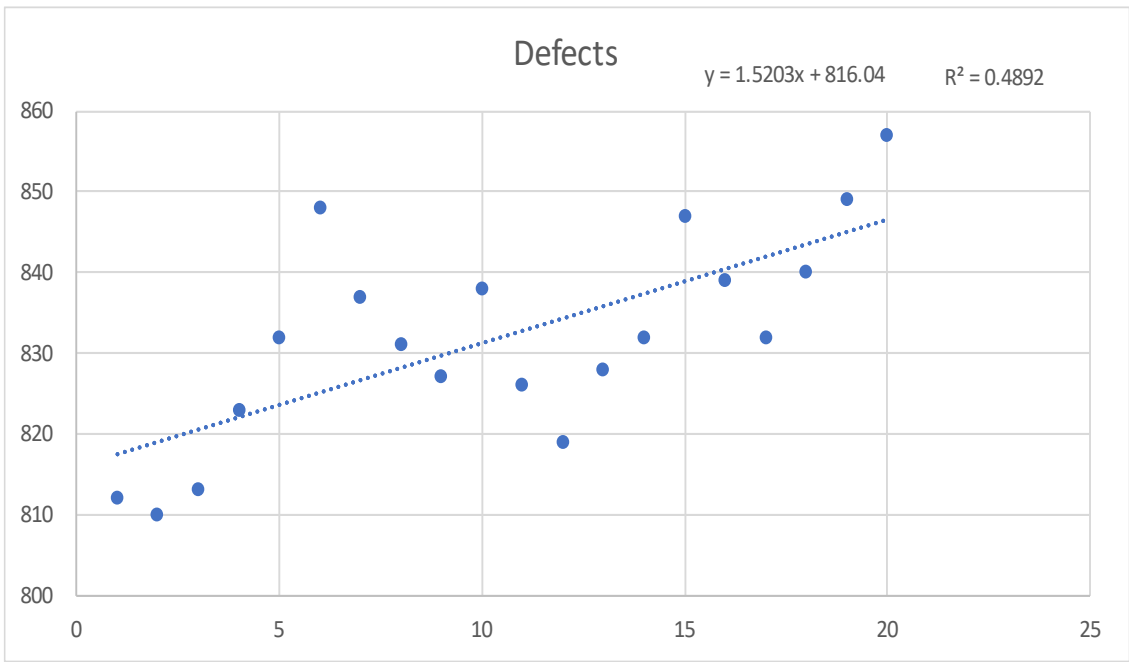
ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	1537.02406	1537.02406	17.23791142	0.000598997
Residual	18	1604.97594	89.16532999		
Total	19	3142			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	816.0368421	4.386449547	186.035844	5.14112E-31	806.8212536	825.252431	806.821254	825.2524306
Month	1.520300752	0.366173733	4.15185638	0.000598997	0.750998285	2.28960322	0.75099828	2.289603219

RESIDUAL OUTPUT

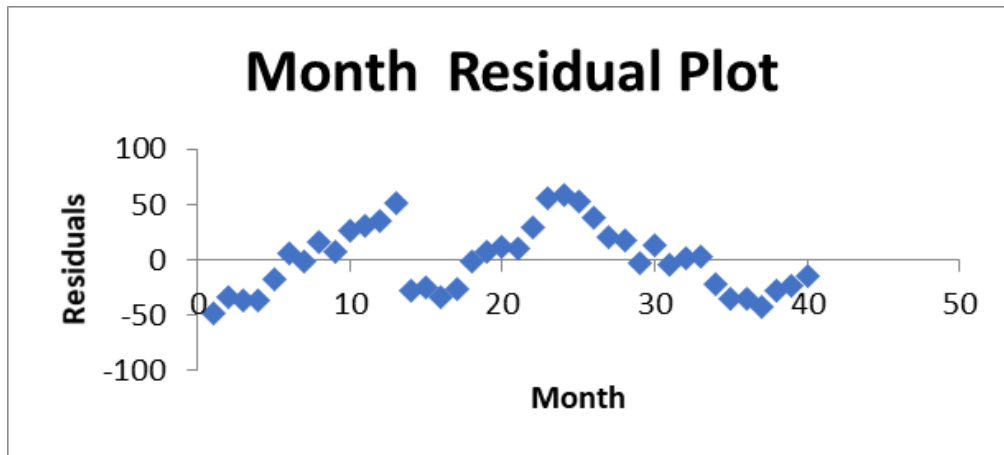
Observation	Predicted Defects	Residuals
1	817.5571429	-5.557142857
2	819.0774436	-9.077443609
3	820.5977444	-7.597744361
4	822.1180451	0.881954887
5	823.6383459	8.361654135
6	825.1586466	22.84135338
7	826.6789474	10.32105263
8	828.1992481	2.80075188
9	829.7195489	-2.719548872
10	831.2398496	6.760150376
11	832.7601504	-6.760150376
12	834.2804511	-15.28045113
13	835.8007519	-7.80075188
14	837.3210526	-5.321052632
15	838.8413534	8.158646617
16	840.3616541	-1.361654135
17	841.8819549	-9.881954887
18	843.4022556	-3.402255639
19	844.9225564	4.077443609
20	846.4428571	10.55714286

The Significance F and P-Value are extremely low. In addition the Residual Plot shows a cyclical pattern. The data is clearly showing a trend of increasing values. Therefore the number of defects increased over this period of time.



SUMMARY OUTPUT: SEPT 2015 - DEC 2018

<i>Regression Statistics</i>	
Multiple R	0.975046898
R Square	0.950716453
Adjusted R Square	0.949419517
Standard Error	30.15201439
Observations	40

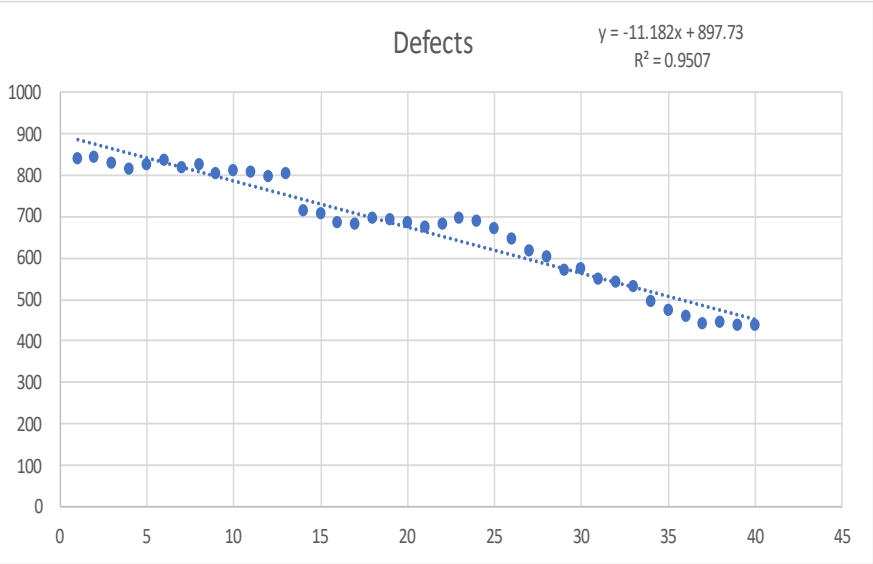


ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	1	666446.5291	666446.529	733.0483949	1.9096E-26
Residual	38	34547.47092	909.143972		
Total	39	700994			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	897.7307692	9.716537693	92.3920431	2.48445E-46	878.060667	917.400871	878.060667	917.4008714
Month	-11.18198874	0.413002544	-27.074866	1.9096E-26	-12.0180687	-10.345909	-12.018069	-10.3459088

RESIDUAL OUTPUT		
Observation	Predicted Defects	Residuals
1	886.5487805	-47.54878049
2	875.3667917	-33.36679174
3	864.184803	-36.184803
4	853.0028143	-37.00281426
5	841.8208255	-17.82082552
6	830.6388368	5.361163227
7	819.456848	-1.45684803
8	808.2748593	16.72514071
9	797.0928705	6.907129456
10	785.9108818	26.0891182
11	774.7288931	31.27110694
12	763.5469043	34.45309568
13	752.3649156	51.63508443
14	741.1829268	-28.18292683
15	730.0009381	-25.00093809
16	718.8189493	-32.81894934
17	707.6369606	-25.6369606
18	696.4549719	-1.454971857
19	685.2729831	6.727016886
20	674.0909944	11.90900563
21	662.9090056	10.09099437
22	651.7270169	29.27298311
23	640.5450281	55.45497186
24	629.3630394	58.6369606
25	618.1810507	52.81894934
26	606.9990619	38.00093809
27	595.8170732	21.18292683
28	584.6350844	18.36491557
29	573.4530957	-2.453095685
30	562.2711069	12.72889306
31	551.0891182	-4.089118199
32	539.9071295	2.092870544
33	528.7251407	3.274859287
34	517.543152	-21.54315197
35	506.3611632	-34.36116323
36	495.1791745	-35.17917448
37	483.9971857	-42.99718574
38	472.815197	-27.815197
39	461.6332083	-23.63320826
40	450.4512195	-14.45121951

The Significance F and P-Value are higher after September 2015 after new supplier was implemented. The data is clearly showing a trend of decreasing values. Therefore the number of defects decreased over this period of time.



II. Employee Retention

To determine whether certain characteristics of individuals have any effect on greater retention, we ran a multiple linear regression analysis using the Employee Retention data.

Below is the initial result:

SUMMARY OUTPUT	
<i>Regression Statistics</i>	
Multiple R	0.685822138
R Square	0.470352005
Adjusted R Square	0.37405237
Standard Error	2.247401959
Observations	40

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	6	148.016836	24.6694727	4.8842553	0.001136047
Residual	33	166.676914	5.05081557		
Total	39	314.69375			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	-1.3304771	5.76350672	-0.2308451	0.8188604
YrsEducation	0.08397909	0.48331756	0.17375551	0.8631191
College GPA	-0.74510907	1.03488932	-0.7199891	0.4766006
Age	0.18160701	0.11817386	1.53677811	0.1338815
Gender	0.32741063	0.77824337	0.42070469	0.676698
College Grad	1.39180439	1.42606193	0.97597753	0.3361763
Local	3.49209629	0.79283129	4.40458941	0.0001053

The initial regression summary shows P-values higher than .05 for five variables, Years of education, College GPA, Age, Gender and College Graduate. The higher than .05 P-value indicates that these variables do not have predictive powers. To obtain a more effective regression data, we will eliminate these variables from the multiple regression data one at a time starting with Years of Education.

After removing Years of Education variable:

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	-0.52333981	3.36268941	-0.1556313	0.877244
College GPA	-0.67995379	0.95070813	-0.7152077	0.4793635
Age	0.19020829	0.1057646	1.79841163	0.0809957
Gender	0.31681036	0.76470339	0.41429182	0.6812626
College Grad	1.57927463	0.9191066	1.71827144	0.0948425
Local	3.46504059	0.76622288	4.52223587	7.088E-05

After removing Gender variable:

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	-0.20834	3.236610227	-0.06437	0.949041
College GPA	-0.72889	0.932112914	-0.78197	0.43949
Age	0.193072	0.104282143	1.851435	0.072559
College Grad	1.550083	0.905492389	1.711868	0.09577
Local	3.447858	0.755991369	4.560711	6E-05

After removing College GPA variable:

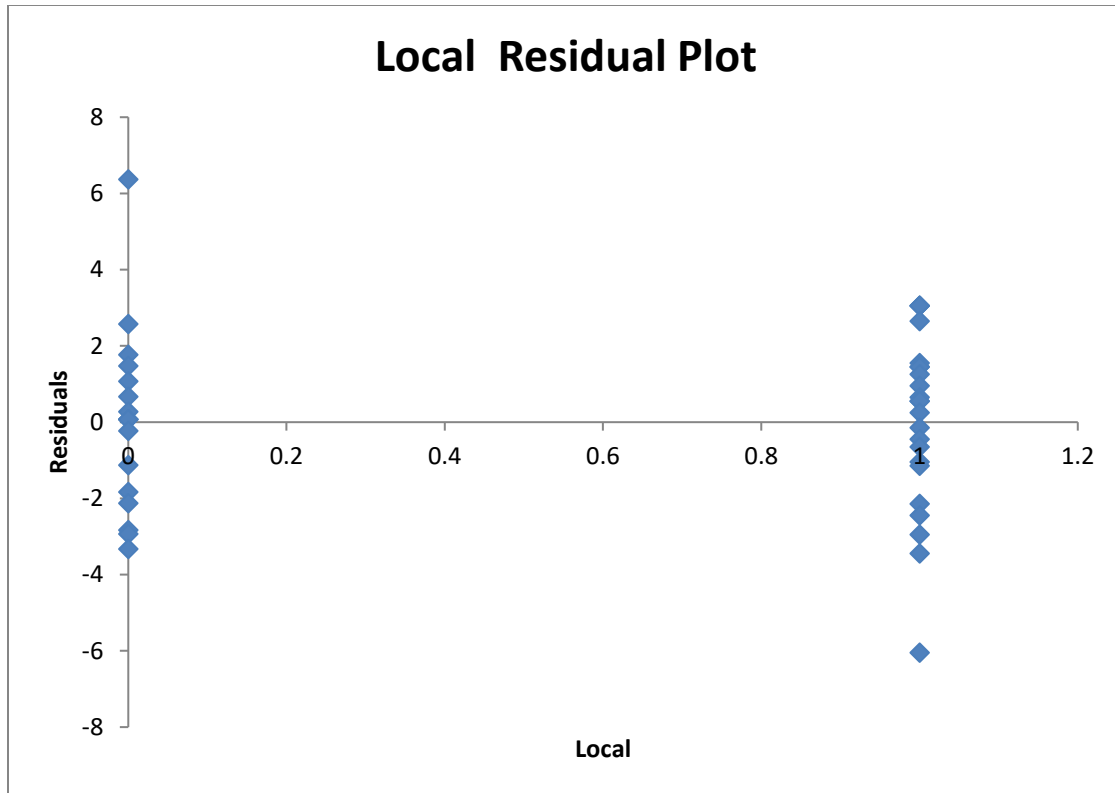
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	-1.81548	2.48680335	-0.73004	0.470087
Age	0.185323	0.103248623	1.794922	0.081066
College Grad	1.189895	0.775365171	1.534626	0.133618
Local	3.285075	0.722833151	4.544721	5.98E-05

After Removing College Graduate variable:

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	-1.97916	2.529602	-0.7824	0.438958
Age	0.229197	0.101012	2.269002	0.029191
Local	3.047599	0.718888	4.239323	0.000143

We continued to remove one variable with higher than .05 P-values until we were left with two variables, Age and Locality. While being local had a P-value of .000143, Age had 0.02919 which is higher than .05. By eliminating the variables with P-value higher than .05, we were left with only one variable, Locality. Below are the regression summary and residual plot for the variable Local.

SUMMARY OUTPUT								
<i>Regression Statistics</i>								
Multiple R	0.584851							
R Square	0.34205							
Adjusted R Square	0.324736							
Standard Error	2.334257							
Observations	40							
<i>ANOVA</i>								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	1	107.6411	107.6411	19.75517	7.3943E-05			
Residual	38	207.0527	5.448755					
Total	39	314.6938						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	3.629412	0.56614	6.410798	1.56E-07	2.483320371	4.775503159	2.483320371	4.775503159
Local	3.318414	0.746604	4.444679	7.39E-05	1.80699375	4.829834894	1.80699375	4.829834894
<i>RESIDUAL OUTPUT</i>								
<i>Observation</i>	<i>Actual</i>	<i>Year</i>	<i>Residuals</i>	<i>Standard Residuals</i>				
1	6.947826		3.052174	1.32465				
2	6.947826		3.052174	1.32465				
3	3.629412		6.370588	2.764849				
4	6.947826		3.052174	1.32465				
5	6.947826		2.652174	1.151049				
6	6.947826		1.552174	0.673647				
7	6.947826		1.452174	0.630247				
8	6.947826		1.452174	0.630247				
9	6.947826		1.252174	0.543446				
10	6.947826		0.952174	0.413246				
11	6.947826		0.652174	0.283045				
12	6.947826		0.552174	0.239645				
13	6.947826		0.552174	0.239645				
14	6.947826		0.252174	0.109444				
15	6.947826		-0.14783	-0.06416				
16	6.947826		-0.44783	-0.19436				
17	6.947826		-0.64783	-0.28116				
18	3.629412		2.570588	1.115641				
19	6.947826		-1.04783	-0.45476				
20	6.947826		-1.14783	-0.49816				
21	3.629412		1.770588	0.768439				
22	3.629412		1.470588	0.638238				
23	6.947826		-2.14783	-0.93216				
24	3.629412		1.070588	0.464638				
25	6.947826		-2.44783	-1.06236				
26	3.629412		0.670588	0.291037				
27	6.947826		-2.94783	-1.27936				
28	3.629412		0.270588	0.117436				
29	3.629412		0.070588	0.030635				
30	3.629412		0.070588	0.030635				
31	3.629412		0.070588	0.030635				
32	6.947826		-3.44783	-1.49636				
33	3.629412		-0.22941	-0.09957				
34	3.629412		-1.12941	-0.49017				
35	3.629412		-1.82941	-0.79397				
36	3.629412		-2.12941	-0.92417				
37	6.947826		-6.04783	-2.62477				
38	3.629412		-2.82941	-1.22797				
39	3.629412		-2.92941	-1.27137				
40	3.629412		-3.32941	-1.44497				



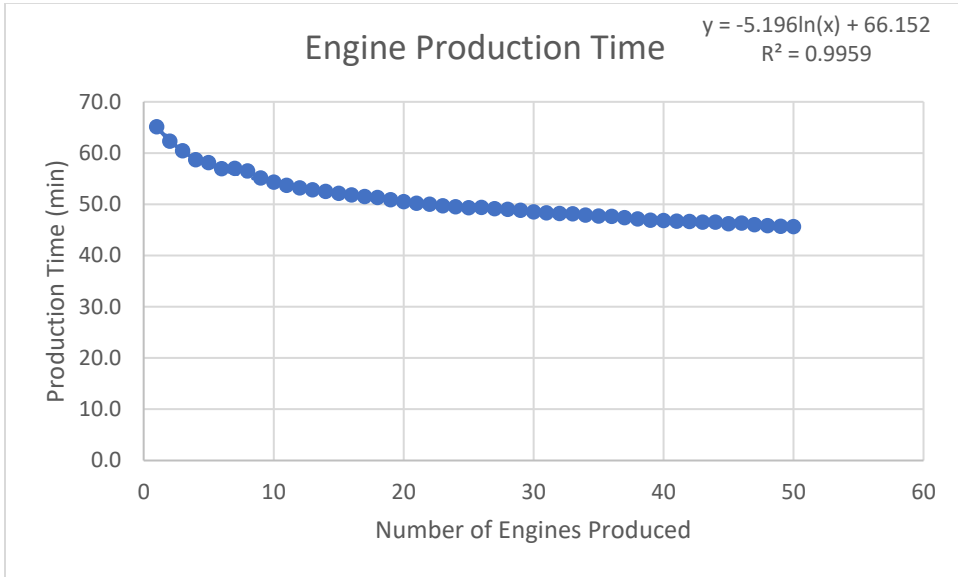
Conclusion (employee retention):

The multiple regression analyses on the Employee Retention data showed results of P-values greater than .05 for the characteristics Age, College GPA or Years of education. This signifies that these variables have no predictability powers. The study showed that these characteristics had no influence on whether the individuals stayed longer with PLE, therefore these characteristics have no effect on employee retention.

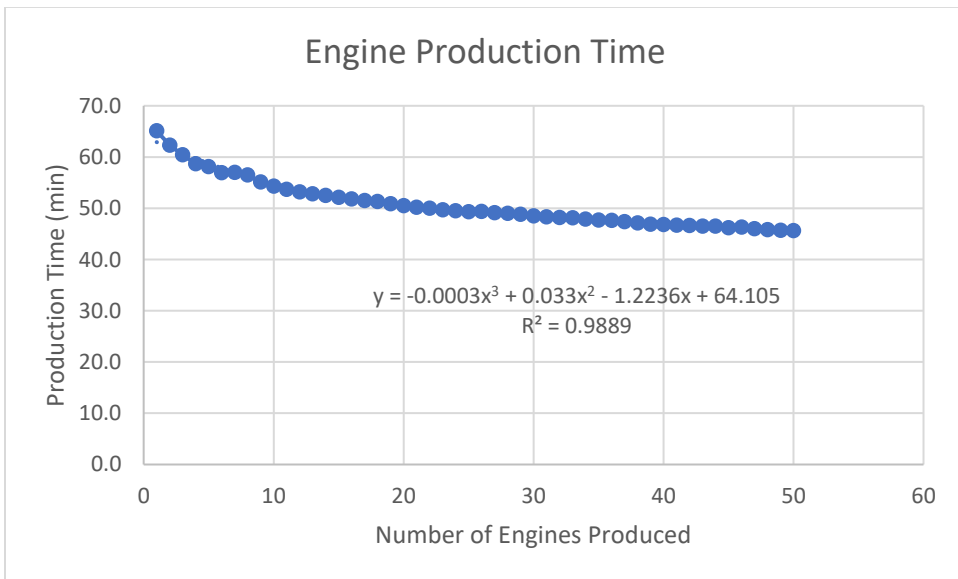
III. Engine Production Time (in minutes)

The team decided to provide two different models when analyzing the production times of newly designed engines. Model 1 provides PLE with a logarithmic scale to predict future production times of engines whereas Model 2 provides a polynomial to the third degree.

Model 1



Model 2



Conclusion (engine production times):

Both models that the team used to show the trendlines would be sufficient in predicting future times to produce the newly designed lawn mower engines. However, the team recommends using Model 1 with a fit of 0.9959 as this logarithmic scale provides the best fit of the two and more accurately captures all times (in minutes) of previously produced lawn mower engines.

Rubric

Case PLE Rubric					
Criteria	Ratings				Pts
<p>Criterion: Delivers on key assignment asks</p> <p>Description for Highest Rating: Effectively responds to each of the key asks or requirements of the assignment.</p>	<p>25 to >21.0 pts</p> <p>Excellent</p> <p>Effectively responds to each of the key asks or requirements of the assignment.</p>	<p>21 to >17.0 pts</p> <p>Good</p> <p>Effectively responds to most of the key asks or requirements of the assignment.</p>	<p>17 to >13.0 pts</p> <p>Fair</p> <p>Effectively responds to a few of the key asks or requirements of the assignment</p>	<p>13 to >0 pts</p> <p>Poor</p> <p>Effectively responds to very few or none of the key asks or requirements of the assignment</p>	25 pts
<p>Criterion: Relevance to the topic</p> <p>Description for Highest Rating: Directly addresses key issues, questions, or problems related to the information from the learning resources; applies and connects learning objectives.</p>	<p>30 to >25.0 pts</p> <p>Excellent</p> <p>Directly addresses key issues, questions, or problems related to the information from the learning resources; applies and connects learning objectives.</p>	<p>25 to >20.0 pts</p> <p>Good</p> <p>Addresses most of the key issues, questions, or problems related to the information from the learning resources; applies and connects learning objectives.</p>	<p>20 to >15.0 pts</p> <p>Fair</p> <p>Somewhat addresses key issues, questions, or problems related to the information from the learning resources; applies and connects learning objectives.</p>	<p>15 to >0 pts</p> <p>Poor</p> <p>Does not directly address key issues, questions, or problems related to the information from the learning resources; applies and connects learning objectives.</p>	30 pts
<p>Criterion: Application of concept</p> <p>Description for Highest Rating: Original, thoughtful insight, analysis, or observations that demonstrate a strong grasp of the concepts.</p>	<p>25 to >21.0 pts</p> <p>Excellent</p> <p>Original, thoughtful insight, analysis, or observations that demonstrate a strong grasp of the concepts.</p>	<p>21 to >17.0 pts</p> <p>Good</p> <p>Mostly original, thoughtful insight, analysis, or observations that demonstrate a strong grasp of the concepts.</p>	<p>17 to >13.0 pts</p> <p>Fair</p> <p>Somewhat original, thoughtful insight, analysis, or observations that demonstrate a strong grasp of the concepts.</p>	<p>13 to >0 pts</p> <p>Poor</p> <p>No original, thoughtful insight, analysis, or observations that demonstrate a strong grasp of the concepts.</p>	25 pts
Total Points: 80					

Grade: 80/80

No Comments

Goal 3

Intended vs Actual Organization: Live Nation Entertainment

Intended Organization

Live Nation's mission is to maximize the live concert experience. The core business is producing, marketing and selling live concerts for artists. Live Nation is the largest producer of live concerts in the world, annually producing over 22,000 concerts for 1,500 artists in 57 countries. As the global leader in live events, the team produces more concerts, sells more tickets, and connects more brands to music than anyone else in the world. In an industry characterized by artist loyalty, product enthusiasm, and technological advancements, Live Nation has the opportunity to develop a more sustainable competitive advantage by leveraging intellectual capital from front-line employees, capitalizing on the customer's perceived value, and perpetuating their innovative culture.

Live Nation serves a range of customers, principally individuals and businesses associated with the events business. The Company's four operating segments target different markets of customers including: event promoters, sports teams, talent agents and venue management, ticket consumers, touring artists, and advertising agencies. These segments generate revenue through the provision of ticketing, event operation, and artist management services, as well as through its advertising and sponsorship solutions. Ticketmaster charges a fee on all tickets for events on behalf of clients and retains a larger portion of ticket prices on its own events.

The corporate culture at Live Nation is described as fast paced, exciting, demanding, and challenging. By fully engaging with people wherever they work, Live Nation has created an informal, fun and results-driven work environment and a culture whether at a venue, technical hub, call center, office or festival. The company is built on the talent, strength, and knowledge of people and it aims to provide access to ongoing development and growth opportunities. Live Nation regularly promotes from within with lots of great success stories of people who have moved all the way through the business enjoying long-term, successful, and fulfilling careers.

Actual Organization

Live Nation is currently the largest ticketing and live event company worldwide with an estimated 15 tickets sold every second. The company consistently leverages intellectual property and its array of partnerships to innovate new technologies and enhance the ticketing and live entertainment experience. An example of these industry changing innovations is the Ticketmaster Presence product which enables venue access control and fan engagement from a single platform. The product replaces traditional paper tickets with digital passes. Fans simply use their smart device to scan tickets and enter the venue. Lastly venues are able to collect value data on fan entry points, entry timing, and concession availability. In response to COVID-19 guidelines, Ticketmaster developed the SmartEvent suite of technology tools that helps fans safely return to live events. The features of this tool include social distance seating, timed entry, contactless payments and ticketing, and entry rate monitoring. These products are able to quickly scale to all stakeholders who are currently leveraging the Ticketmaster software and technologies.

Recently Ticketmaster has implemented some deceitful practices which are essentially outlined in their value statement, “capitalizing on the customer’s perceived value”. As

gatekeeper to the entertainment industry's most coveted events, Ticketmaster claims to implement strict purchasing limits designed to prevent scalpers from using bots to buy tickets on a mass scale. In reality however Ticketmaster recognizes a share in the ticket resale market by facilitating the mass scalping of its tickets – in direct violation of its own terms of use. Each ticket that is resold contains service fees which go straight to Ticketmaster's profit line, at the expense of the consumer. There are now small disclaimers on the Ticketmaster website which outline "tickets may be above or below face value," however to deceive consumers and double-dip commissions is in direct violation with the company's terms and value proposition.

The actual corporate culture at Live Nation is fast paced, exciting and demanding. The live events and ticketing business are highly coveted and contains a variety of passionate personalities. Live Nation provides an abundance of resources and tools to assist with ongoing professional development and growth opportunities such as tuition reimbursement, unlimited PTO, free tickets, stock programs, and crisis support. Recently however, a Live Nation promoter of the Astroworld Festival which resulted in a number of deaths and injuries, has been identified as having a history of citations and safety issues on record. The repeated pattern of safety citations is likely the result of lack of employee engagement and pressures to increase profits.

Suggestions to Close the Gap

An intended organizational strategy is one that the company hopes to execute. These typically entail details into the strategic plan. The realized strategy is one that the organization actually follows. Live Nation's primary competitive advantages include technological advancements and partnerships within the marketplace. Given the enhanced importance and focus on these items and employee passion for live events, the intended organization and actual organization align. The company is built on talent and employees that are passionate for live

events. Most employees have a clear vision of the company's value proposition and feel passionate about the company's products since most employees at Live Nation are some of the biggest consumers of Live Nation products. There are however multiple gaps in the intended organization and the actual organization. These gaps are primarily due to the size of the organization and the lack of recognition and empowerment for the thousands of Live Nation employees.

Some of the positives of working for a large company include financial security, more perks and benefits, and career development opportunities. The cons of working for a large company, include more bureaucracy, less creative freedoms, less transparency, and more perceived competition between employees. When interviewing with a fellow employee at Live Nation, my questions were consistently redirected to the employee resource center, Back Stage. My interaction and interview lacked a sense of ownership or motivation to participate in an assignment outside of the employee's primary responsibilities. In order to cultivate stronger coworker relationships, the company should implement more team-building activities and creative product development exercises. It is difficult to develop teamwork when working remote has become more common in the workplace and there is a lack of trust and personal connection between employees, however emphasizing a strong team atmosphere can enhance employee purpose, trust and passion.

There are four stages of team developing: forming, norming, storming, and performing. The forming stage details the need for team members to become acquainted with each other, the team's purpose, and structure. Norming includes creating cohesion and unity, differentiating roles, identifying expectations, and enhancing collaboration. The storming stage addresses managing conflict and challenges and focuses on improvement, team achievement, and

compromises. Lastly performing is the need for continuous improvement, innovation, and capitalizing on core competencies. Based on these stages, Live Nation focuses and places too much emphasis on the performing stage and lacks the time and development of the forming and norming stages. This is likely correlated to the Astroworld tragedy, where the promoter felt a lack of trust amongst the team and instead enhanced pressures to perform.

In addition, fellow employees at Live Nation have expressed a lack of achievement and employee recognition within the organization. In some teams' work is unevenly allocated and there is an above average employee turnover. The company does offer 'Rockstar Awareness' program which acknowledges standout employees on a monthly basis, but with thousands of employees this award lacks relevant measurable performance. In an interview with one employee, there have been instances where employees who have been working within a team for ten years with stellar performance are not promoted or given an increase in salary due to the team or organization's profits and losses. This lack of acknowledgement and recognition leads to a lack of contribution and employees are unclear on what they can give versus what they can get.

One way to address the lack of goals and recognition of achievement is to implement either Smart or Everest Goals. SMART goals are specific, measurable, aligned, realistic, and time bound. This structure provides a motivating goal that is transparent, easily understood, and offers an achievement that employees can strive for. An Everest goal is visionary and leaves people better for having engaged in its pursuit. Everest goals represent positive deviance and extend beyond expectations and represent extraordinary achievement. In addition, the goals represent inherent value and worth and possess profound meaning and purpose. Next the goals contain an affirmative bias and focus on opportunities, possibilities, and potential. Also, the goals represent contribution and focus on providing benefit to others and emphasize what

individuals can give rather than what they can get. Lastly, Everest goals are inherently energizing, and individuals do not need another source of motivation or reward to achieve them.

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Rubric

Intended vs Emergent Analysis Rubric						
Criteria	Ratings					Pts
Section 1: Intended Organization	20 to >18.0 pts Achievement Level 5 An essentially flawless response. A highly clear, complete, and effective answer to the question. Student clearly conducted interviews and researched the organization and learned about the intended organization. Clearly one of the best in the class.	18 to >16.0 pts Achievement Level 4 One or two minor errors, but a clear, complete, and effective response. Student clearly conducted interviews and researched the organization and learned about the intended organization.	16 to >13.0 pts Achievement Level 3 Significant problems. Examples include a minimal effort in conducting interviews and researching the organization to learn about the intended organization, or a response that is inappropriately brief and underdeveloped.	13 to >11.0 pts Achievement Level 2 Major problems. Examples include a failure to conduct interviews and research the organization to learn about the intended organization, or a response that is quite brief and underdeveloped.	11 to >0 pts Achievement Level 1 Did not turn in assignment, or assignment was submitted too late to receive credit.	20 pts
Section 2: Actual Organization	20 to >18.0 pts Achievement Level 5 An essentially flawless response. A highly clear, complete, and effective answer to the question. Student did an excellent job of discussing the actual organization and offered a very clear and thorough comparison of the actual organization to the intended organization. Clearly one of the best in the class.	18 to >16.0 pts Achievement Level 4 One or two minor errors, but a clear, complete, and effective response. Student clearly discussed the actual organization and offered a clear and thorough comparison of the actual organization to the intended organization.	16 to >13.0 pts Achievement Level 3 Significant problems. Examples include a minimal effort to discuss the actual organization, a minimal comparison of the actual organization to the intended organization, or a response that is inappropriately brief and underdeveloped.	13 to >11.0 pts Achievement Level 2 Major problems. Examples include a failure to discuss the actual organization, a failure to compare the actual organization to the intended organization, or a response that is quite brief and underdeveloped.	11 to >0 pts Achievement Level 1 Did not turn in assignment, or assignment was submitted too late to receive credit.	20 pts
Section 3: Recommendations	20 to >18.0 pts Achievement Level 5 An essentially flawless response. A highly clear, complete, and specific set of recommendations explicitly derived from the course content. Student demonstrated frequent, thorough, and accurate use and citation of relevant material from the textbook and narrated presentations, and concepts were used accurately. Clearly one of the best in the class.	18 to >16.0 pts Achievement Level 4 One or two minor errors, but a clear, complete, and effective set of recommendations that are explicitly derived from the course content. Student demonstrated frequent, thorough, and accurate use and citation of relevant material from the textbook and narrated presentations, concepts were used accurately.	16 to >13.0 pts Achievement Level 3 Significant problems. Examples include a significant lack of relevant course material in creating recommendations, significant failure in citing sources, a failure to appeal to both the textbook and narrated presentations, significant failure to use course concepts accurately.	13 to >11.0 pts Achievement Level 2 Major problems. Examples include an almost complete failure to appeal to course material in creating recommendations, major failure in citing sources, repeated failure to use course concepts accurately.	11 to >0 pts Achievement Level 1 Did not turn in assignment, or assignment was submitted too late to receive credit.	20 pts
Writing Quality	20 to >18.0 pts Achievement Level 5 Flawlessly organized and written. No typos or other errors in writing.	18 to >16.0 pts Achievement Level 4 Well-organized and well-written. Minor errors in writing (e.g., one or two typos).	16 to >13.0 pts Achievement Level 3 Significant weakness in writing, such as lack of organization or clarity, significant errors in syntax and grammar, frequent typos.	13 to >11.0 pts Achievement Level 2 Major deficiencies in writing, such as poor organization or clarity, significant errors in syntax or grammar, frequent typos.	11 to >0 pts Achievement Level 1 Did not turn in assignment, or assignment was submitted too late to receive credit.	20 pts
Overall Conformity to Instructions	20 to >18.0 pts Achievement Level 5 Addresses all aspects of the assignment clearly and specifically.	18 to >16.0 pts Achievement Level 4 One or two minor errors, but otherwise addresses all aspects of the assignment clearly and specifically.	16 to >13.0 pts Achievement Level 3 One or two significant errors in conforming to instructions.	13 to >11.0 pts Achievement Level 2 Major errors in conforming to instructions.	11 to >0 pts Achievement Level 1 Did not turn in assignment, or assignment was submitted too late to receive credit.	20 pts
Total Points: 100						

Grade: 100/100

No Comments

Goal 4

Foxconn Technology Case Brief

Foxconn Technology Group Case Brief

Introduction

Foxconn is best known for making iPhones and other Apple devices along with Sony Corporation, Dell Technologies, and BlackBerry Limited, accounting for over 40% of all consumer electronics sold worldwide. Foxconn's growth began to decline in 2010, however, as the company faced negative reactions to a suicide crisis and child labor scandals in its factories. Concurrently, Apple began looking for new suppliers to keep prices competitive and mitigate supply-and-demand issues. Sharp is best known for its advancements in LCD screen technologies and implements "one and only" and "spiral" strategies which entails developing user-friendly products in-house and injecting consumer feedback directly into the development stage to create new products. The growing demand for consumer electronics had presented a major opportunity for Sharp, however intense competition from companies such as LG Electronics and Samsung, which both had stronger international marketing and sales capabilities, led to a decline in sales.

In August 2016, Foxconn Technology Group acquired a majority stake in Sharp Corporation, which was on the verge of bankruptcy. In addition to gaining more LCD production, Foxconn was combining Sharp's advanced technology and marketing resources with its own to expand and move up the value chain in both research and development and brand building. In addition, the company implemented stringent cost-cutting measures, consolidated

production lines, streamlined distribution networks, and leveraged Foxconn's globally recognized parts procurement power. Lastly, Foxconn invested \$1.85 billion into Sharp's OLED lab to support the growing smartphone market.

Competitive Landscape

Samsung Electronics Co. is the leader in OLED screen production with about 95% of the global market share. Sharp owns several key display-related patents that should benefit Foxconn when expanding its own panel-making business. (Mochizuki, 2016) Aside from Samsung and Foxconn, the other major manufacturers in the top ten are Vivo Electronics, LG, Huaqin Telecom Technology, Oppo, Flextronics, Pegatron, and Inventec. (Ngo, 2015) The market is highly fragmented which makes it more competitive, as there are production companies of varying size of operation, all of which produce a very similar product. Consumers can easily switch products based on price, and companies typically rely on strong emotional bonds and ties to develop brand loyalty.

Key Problems

Foxconn was able to garner advanced technology and marketing resources, gaining more LCD capacity from Sharp, and combining its own resources to continue to innovate, expand, and move up the value chain, however there were several challenges. Sharp had historically been recognized as a very large, well-established enterprise with an old, traditional Japanese culture, whereas Foxconn was globally famous for its efficiency orientation and agile response to fast-changing market needs. Typically, Japanese companies develop organizational strategies with long term goals and plans whereas Korean companies are nimble and able to restructure quickly based on market demands. In addition, while Foxconn was able to solve short-term liquidity and heavy deficit issues with immediate cash injections, Sharp still had financial and organizational

issues that did not align with Foxconn. For example, Japanese companies like Sharp employed a top-down financial management, whereas Foxconn's accounts were checked from the bottom up. Lastly, the competition within the electronic consumer goods industry puts pressure on prices which leads to cost cutting measures in order to maintain margins. Labor costs in China have been increasing, and Foxconn's reputation was damaged due to suicide and child labor scandals.

Recommendations

Foxconn should continue to invest in their strengths as the leader in consumer electronic manufacturing and prominent leaders in innovation. The company should focus on research and development and leverage Sharp's "one and only" and "spiral" strategy to identify market segments that differentiate from competitors. This will contribute to the ability to scale product for companies such as Apple, Sony, Dell and Blackberry. Additionally, this will build a strong and loyal consumer base by focusing on quality and marketing strategies. Another recommendation for Foxconn is to develop a new business model which promotes localization and cost reduction. This would entail investment in automation that will help in managing operational costs, increase output, and improve revenues. In addition, automation will contribute to solving current suicide, child labor issues, and rising Chinese wages as well as organizational miss alignments between Sharp and Foxconn.

Implementation Plan

To achieve localization and reduce costs, Foxconn should invest in production factories outside of China. Currently Foxconn produces and assembles just 30% of products outside of China, however the company has additional factories in Brazil, Czech Republic, Malaysia, and others. While China has relatively lower labor costs, ongoing trade dispute factors into Foxconn's efforts to diversify its supply chain. iPhones assembled in China and shipped to the

United States would be slapped with tariffs. (Choudhury, 2020) Trade conflicts and tariffs may continue in China as well as other production locations, however this presents a unique opportunity to invest in automation to reduce costs and improve efficiencies where there is a smaller number of political barriers. In addition, automation may eliminate some of the organizational culture and miss alignment between the Korean and Japanese employees. Another step Foxconn can take to address employee satisfaction is to develop and define hierarchical structure, leadership, collaboration, and improve communication tools. To continue to grow as an innovative leader within the competitive marketplace, Foxconn must attract the most talented engineers.

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Rubric

Case Brief Rubric				
Criteria	Ratings			Pts
Introduction of Company	5 to >4.0 pts High Level Introduction is easy to understand and properly introduces the case.	4 to >2.0 pts Moderate Level Introduction is clear but overly long or overly short and includes irrelevant information.	2 to >0 pts Low Level Introduction is unclear.	5 pts
Overall Analysis of Situation	5 to >4.0 pts High Level Properly utilizes the strategic tools we have discussed to date in class. Is informative and gives a clear idea of the competitive situation.	4 to >2.0 pts Moderate Level A good portion of the analysis of the situation misses out on important information or fails to consider the tools that have been learned in class.	2 to >0 pts Low Level The analysis is abbreviated and uninformative.	5 pts
Identify Key Problems	5 to >4.0 pts High Level Key problem is well defined and convincing based on information from the case.	4 to >2.0 pts Moderate Level Key problem is defined but not too convincing based on information that is provided in the case.	2 to >0 pts Low Level Key problem is not defined or is not convincing.	5 pts
Recommendations	5 to >4.0 pts High Level Both were logical, specific, feasible, addressed the key problem, and sufficient detail was given to explain how they work.	4 to >2.0 pts Moderate Level One or more of the recommendations were not logical, too general, or failed to address the key problem. Detail was not given to explain how they would work.	2 to >0 pts Low Level Neither of the recommendations was logical or they were too general or failed to address the key problem. Detail was generally lacking about how they would work.	5 pts
Pre-Mortem Analysis	5 to >4.0 pts High Level Student identified at least one threat or reason why each recommendation could fail. Student also showed how those possible threats could be prevented or minimized.	4 to >2.0 pts Moderate Level Student did not identify at least one threat for each recommendation, or the student failed to show how threats for each recommendation could be prevented or minimized.	2 to >0 pts Low Level Student did not identify any reasons why a particular recommendation could fail.	5 pts
Implementation Plan	5 to >4.0 pts High Level The implementation plan was logical, sufficiently detailed, and considered other stakeholders.	4 to >2.0 pts Moderate Level The implementation plan was logical but lacked detail and did not consider other stakeholders.	2 to >0 pts Low Level The implementation plan was not logical or lacked so much detail that it was hard to grasp how it would work. Additionally, other stakeholders were not considered at all.	5 pts
				Total Points: 30

Grade: 100/100

Thanks for your submission of the Foxconn Technology Group Brief case study. Excellent job- a brief introduction, an overview of the situation and identify a key problem. You come up with good recommendations to the key issues and justify by showing how it relates to the problems. Good job applying course materials/concepts.