

**Stillman School of Business
Seton Hall University
Senior Assessment Panel
November 2002
Assessor's Evaluation Form**

Team Number: _____

Day: _____

Time: _____

Assessor: _____

I. CHANGE MANAGEMENT - definition:

This competency refers to the ability to respond to and/or initiate change. The competency is focused on the students skills in four areas: managing change within oneself - as one matures and grows professionally, managing change within organizations, understanding and responding to the dynamic domestic and global business environment, and creatively solving business problems generated by a changing environment.

CHANGE MANAGEMENT – criteria for assessment:

1. The TiVo case is centered on the emergence of a new technology with the potential to change radically the present business model of TV broadcasting and advertising. Therefore, any well-developed and reasoned answer, to any of the case questions, indicates a solid understanding of the dynamics of change and the ability to develop appropriate strategic responses.
2. Follow-up question: managing change within oneself – how did the students handle the experience of being randomly assigned into a team and having to work closely with persons they did not know well before?

OVERALL RATING: As this competency is defined in this document, please rate the team's MASTERY of CHANGE MANAGEMENT:

1

2

3

4

5

Poor

Excellent

Please provide rationale for your rating and any additional comments, including aspects in which the team excelled and suggestions for improvement.

II. COMMUNICATION – definition:

This competency refers to the ability to communicate effectively, in writing and orally, with people of diverse business and professional backgrounds, both within and outside the organization.

COMMUNICATION – criteria for assessment:

1. Observation of the presentation: the group presentation should reflect confidence in expressing and presenting data, facts, opinions and conclusions, both in writing and verbally. The assessor should consider the quality of the written materials presented by the team (grammar, clarity, logic, focus, layout, etc.) as well as the quality of the oral presentation delivered by the students (enthusiasm, keeping the audience interested, timeline, etc.)
2. Follow-up Questions: how well did the team members communicate with each other while preparing for the assessment? How did they handle individual differences in work styles and opinions among the team members?

OVERALL RATING: As this competency is defined in this document, please rate the team’s MASTERY of COMMUNICATION:

1	2	3	4	5
Poor				Excellent

Please provide rationale for your rating and any additional comments, including aspects in which the team excelled and suggestions for improvement.

III. CRITICAL THINKING - definition:

This competency refers to the ability to identify relevant issues or variables, analyze their interrelationships, and conceptualize solutions for specific problems. Inherent to this competency are proficient thinking in abstract terms, being able to see the “big picture”, and understanding how the various parts of an organization or an idea fit and function together. This competency is the most challenging to assess because it deals with abstract skills.

CRITICAL THINKING – criteria for assessment:

Critical thinking underlies the entire analysis of the case since each one of the seven case questions includes a component of this dimension. Assessors should use the provided answers to the case questions to determine the following:

1. Case Question 1: Did the students clearly outline the benefits that TiVo provides to customers? Did they discuss the difficulties of explaining this product to potential customers? The difficulties of selling and advertising TiVo? Did their answers go beyond the question and into describing the characteristics of those consumers who are more likely to purchase TiVo? Suggestions for follow-up questions: (1) ask the students whether *they* would like to have TiVo and explain their answers; (2) ask the students whether they *know anyone* who has TiVo and describe the characteristics of that person or household.
2. Case Question 2: Did the students understand the implications of the emergence of TiVo for the networks, cable companies and advertisers? Did they suggest any strategies for these businesses regarding competing or aligning with TiVo? How well did the students understand the present competitive structure in the “personal TV” industry?
3. Case Question 3: Did the students understand the intricacies of granting stock options to executives and the potential contribution of such compensation to earning manipulation?
4. Case Question 4, 5 and 6: Did the students understand TiVo’s revenue generation structure? Did they provide insights regarding the usefulness of TiVo’s financial statements for potential investors?
5. Case Question 7: How insightful and well-conceived were the students’ evaluations of TiVo’s action plan and the company’s planned advertising campaign? How creative and logical was their alternative plan for TiVo?

OVERALL RATING: As this competency is defined in this document, please rate the team's MASTERY of CRITICAL THINKING

1

2

3

4

5

Poor

Excellent

Please provide rationale for your rating and any additional comments, including aspects in which the team excelled and suggestions for improvement.

IV. TEAMWORK -definition:

This competency refers to the ability to work with others as part of a team. The focus here is on developing an understanding of the principles of teamwork: working toward a common goal, sharing leadership responsibilities and authority, sharing power, sharing information to utilize resources fully, loyalty and collegiality, and building and maintaining personal and professional relationships.

TEAMWORK – criteria for assessment:

Assessors should use their own observations as well as follow-up questions to determine the following:

1. Identify and rate the interrelationships within the student group and look for evidence of consensus and effective conflict management.
2. Did the group select a leader?
3. Was there a clear division of labor?
4. Were individual tasks clearly defined?
5. How did the team function as a group?
6. Did the team function as a cohesive unit in performing the task?
7. Were the team dynamics positive?
8. Did the team members appear motivated?
9. Was everyone in the team given an adequate opportunity to participate and contribute?
10. Did the team members understand the rewards for good performance and the consequences of poor performance in the context of the team?

OVERALL RATING: As this competency is defined in this document, please rate the team's MASTERY of TEAMWORK:

1

2

3

4

5

Poor

Excellent

Please provide rationale for your rating and any additional comments, including aspects in which the team excelled and suggestions for improvement.

V. TECHNOLOGY - definition:

This competency refers to expertise in utilizing technology to improve productivity. The focus is to develop both computer literacy (that is, how to use computers) and information literacy. Specifically, knowing how to find and gather relevant data from various sources, organize, summarize and analyze it and create meaningful and effective information for making business decisions.

TECHNOLOGY -- Criteria for Assessment:

1. Overall, did the students' answers to the case questions reflect an understanding of technology's impact and role in business?
2. Observation of the presentation: Assessors should look for evidence of information literacy and management in terms of: preparedness for the technological aspects of the presentation, ability to use the presentation software, the quality of the visuals (including any special features used to enhance the audience's interest and attentiveness), and the congruency between the visuals and the material presented orally as these slides were shown..

OVERALL RATING: As this competency is defined in this document, please rate the team's MASTERY of TECHNOLOGY:

1**2****3****4****5****Poor****Excellent**

Please provide rationale for your rating and any additional comments, including aspects in which the team excelled and suggestions for improvement.