

EXAMPLE OF AN INCOMPLETE EVALUATION SHEET

2007 John Molson MBA INTERNATIONAL CASE COMPETITION
EVALUATION & COMMENT SHEET

Team	Case Number: # 1	Numerical Ranking: 6
EVALUATION CRITERIA		COMMENTS AND RATING
Range: E=Excellent, A=Average, N= Needs Improvement		
Key Issues: <ul style="list-style-type: none"> Definition of Problem and key subsidiary issues 	Clearly done Rating: <u>A+</u>	
Analysis: <ul style="list-style-type: none"> Qualitative and quantitative analysis Ability to build ideas 	Creative ok. Rating: <u>A</u>	
Evaluation of Feasible Alternative, Solutions and Recommendation <ul style="list-style-type: none"> Realism and practicality of solutions Strategic orientation and focus Logical tie-in to analysis Justification of recommendation 	Well done, picked a clear path. → well supported Rating: <u>A+</u>	
Implementation and Plan of Action <ul style="list-style-type: none"> Consideration of cost and control issues Timeline and analysis of unforeseen problems 	Clear plan of action Bold plan. Rating: <u>A+</u>	
Handling of Questions: <ul style="list-style-type: none"> Ability to defend position, convincing, consistency with presentation Ability to answer questions Smoothness and balance of group 	Good balance Flub-up on Heathrow. Rating: <u>A</u>	
Presentation Form and Style <ul style="list-style-type: none"> Presentation style/communication skills Creativity, professionalism Use of acetates and time 	A little rough. Managed time well Good use of acetates Rating: <u>A</u>	
General Comments		
Strengths:	Clear direction, clarity, clearly presented	
Area for Improvement:	Read the Economist, general.	
Key Reason for Decision:	Decisive proposition made.	

EXAMPLE OF A COMPLETE EVALUATION SHEET

2007 John Molson MBA INTERNATIONAL CASE COMPETITION JUDGE EVALUATION & COMMENT SHEET

Team:	Case Number: 1	Numerical Ranking: 5
EVALUATION CRITERIA	COMMENTS AND RATING Range: E=Excellent, A=Average, N= Needs Improvement	
Key Issues: <ul style="list-style-type: none"> ▪ Definition of Problem and key subsidiary issues 	<i>little tie in to overall corporate strategy or end game objectives.</i> Rating: <u>N</u>	
Analysis: <ul style="list-style-type: none"> ▪ Qualitative and quantitative analysis ▪ Ability to build ideas 	<i>More depth required. For example, using or establishing selection criteria for evaluating alternatives would make a N difference.</i> Rating: <u>N</u>	
Evaluation of Feasible Alternative, Solutions and Recommendation <ul style="list-style-type: none"> ▪ Realism and practicality of solutions ▪ Strategic orientation and focus ▪ Logical tie-in to analysis ▪ Justification of recommendation 	<i>alternatives could have been much more comprehensive (i.e., consolidation should have been considered). Recommendation was adequate, but could have been bolder given the problem at hand.</i> Rating: <u>N</u>	
Implementation and Plan of Action <ul style="list-style-type: none"> ▪ Consideration of cost and control issues ▪ Timeline and analysis of unforeseen problems 	<i>Too much emphasis on the "Quality" part of the recommendation and not enough on the tangible part (i.e., plan for reducing short haul and tangible return of investment thereof).</i> Rating: <u>A</u>	
Handling of Questions: <ul style="list-style-type: none"> ▪ Ability to defend position, convincing, consistency with presentation ▪ Ability to answer questions ▪ Smoothness and balance of group 	<i>Cohesive overall, but can be a bit bolder in trying to answer questions rather than deferring to "further analysis"</i> Rating: <u>A</u>	
Presentation Form and Style <ul style="list-style-type: none"> ▪ Presentation style/communication skills ▪ Creativity, professionalism ▪ Use of acetates and time 	<i>Better balance required amongst presenters. Better time management with respect to focusing on key issues. "Star" slide was creative, but emphasis should have been on the key issues. Very well spoken/articulate.</i> Rating: <u>A</u>	
Strengths:	General Comments: <i>Good eye contact with audience</i>	
Area for Improvement:	<i>Presentation style, Realism/practicality of recommendation</i>	
Key Reason for Decision:	<i>Quantitative + Qualitative analysis needs to be more comprehensive Greater depth of analysis from other team</i>	

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JUDGE EVALUATION & COMMENT SHEET

Team: _____	Case Number: # 2	Numerical Ranking: 8
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EVALUATION CRITERIA	COMMENTS AND RATING Rating: E=Excellent, A=Average, N=Needs Improvement
<u>Key Issues:</u> <ul style="list-style-type: none"> Definition of problem and key subsidiary issue 	<i>Well focused, clear,</i> Rating: <u>A+</u>
<u>Analysis:</u> <ul style="list-style-type: none"> Qualitative and quantitative analysis Ability to build ideas 	<i>Covered all the basics and more</i> Rating: <u>E</u>
<u>Evaluation of Feasible Alternative, Solutions and Recommendation</u> <ul style="list-style-type: none"> Realism and practicality of solutions Strategic orientation and focus Logical tie-in to analysis Justification of recommendation 	<i>Very coherent, text adapted numbers in guyanesean \$ to fit clients needs...</i> Rating: <u>A+</u>
<u>Implementation and Plan of Action</u> <ul style="list-style-type: none"> Consideration of cost and control issues Timeline and analysis of unforeseen problems 	<i>Practical and appropriate approach, well reasoned</i> Rating: <u>E-</u>
<u>Handling of Questions:</u> <ul style="list-style-type: none"> Ability to defend position, convincing, consistency with presentation Ability to answer questions Smoothness and balance of group 	<i>need practice, understand and answer the question.</i> Rating: <u>N</u>
<u>Presentation Form and Style</u> <ul style="list-style-type: none"> Presentation style/communication skills Creativity, professionalism Use of acetates and time 	<i>Be careful with errors like "Savinam" and "Vegetarian". Delivery should be a little more balanced amongst (less histrionics)</i> Rating: <u>A</u>

General Comments	
Strengths:	<i>nice adaptation to client reality</i>
Area for Improvement:	<i>practice more questions & answers.</i>
Key Reason for Decision:	<i>Appropriate presentation in line with context Practical alternatives and in depth analysis</i>

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EXAMPLE OF A COMPLETE EVALUATION SHEET

2007 John Molson MBA INTERNATIONAL CASE COMPETITION
JUDGE EVALUATION & COMMENT SHEET

Team:	Case Number: <u>2</u>	Numerical Ranking: <u>7</u>
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EVALUATION CRITERIA	COMMENTS AND RATING
	Range: E=Excellent, A=Average, N= Needs Improvement

<p>Key Issues:</p> <ul style="list-style-type: none"> Definition of Problem and key subsidiary issues 	<p>GOOD RECOGNITION OF FATHER/SON ROLES. ORIGINAL AND CONSISTENT PRESENTATION</p> <p>Rating: <u>E</u></p>
<p>Analysis:</p> <ul style="list-style-type: none"> Qualitative and quantitative analysis Ability to build ideas 	<p>CREATIVE IN-DEPTH ANALYSIS, ALL ISSUES CONSIDERED - QUALITATIVE ESPECIALLY GOOD</p> <p>Rating: <u>E</u></p>
<p>Evaluation of Feasible Alternative, Solutions and Recommendation</p> <ul style="list-style-type: none"> Realism and practicality of solutions Strategic orientation and focus Logical tie-in to analysis Justification of recommendation 	<p>THERE WERE MANY ALTERNATIVES PRESENTED. THERE WERE PRACTICAL METHODS OF KEEPING COSTS LOW. THE LOGISTICS WERE CONSIDERED. THERE WAS CONSIDERABLE DEPTH TO THE JUSTIFICATION OF RECOMMENDATION.</p> <p>Rating: <u>E</u></p>
<p>Implementation and Plan of Action</p> <ul style="list-style-type: none"> Consideration of cost and control issues Timeline and analysis of unforeseen problems 	<p>FATHER AND SON IMPLEMENTATION PLAN WILL DEAL WITH. A 3-YEAR LOOK AHEAD IS REALISTIC.</p> <p>Rating: <u>A</u></p>
<p>Handling of Questions:</p> <ul style="list-style-type: none"> Ability to defend position, convincing, consistency with presentation Ability to answer questions Smoothness and balance of group 	<p>WELL BALANCED TEAM, IN-DEPTH ANSWERS SUPPORTING THE RECOMMENDATIONS.</p> <p>Rating: <u>E</u></p>
<p>Presentation Form and Style</p> <ul style="list-style-type: none"> Presentation style/communication skills Creativity, professionalism Use of acetates and time 	<p>CREATIVE, GOOD USE OF HUMOUR. ACETATES SUPPORTED THE PRESENTATION</p> <p>Rating: <u>E</u></p>

General Comments	
Strengths:	CREATIVITY; WELL BALANCED PRESENTATION
Area for Improvement:	MORE DETAILED FINANCIAL ANALYSIS
Key Reason for Decision:	DEPTH / CREATIVITY / COURAGEOUS

Handwritten signatures and initials: AL, J, DR, M, G

EXAMPLE OF AN INCOMPLETE EVALUATION SHEET

JOHN MOLSON MBA INTERNATIONAL CASE COMPETITION
JUDGE EVALUATION & COMMENT SHEET

Team: <i>Univest</i>	Case Number: <i>3</i>	Numerical Ranking: <i>6</i>
EVALUATION CRITERIA		COMMENTS AND RATING
		Rating: E=Excellent, A=Average, N=Needs Improvement
Key Issues:		
<ul style="list-style-type: none"> Definition of problem and key subsidiary issue 		<p><i>Too general - you should be more specific - no sub issues</i> Rating: <u>A</u></p>
Analysis:		
<ul style="list-style-type: none"> Qualitative and quantitative analysis Ability to build ideas 		<p><i>Give more depth - perspective. Too narrow.</i> Rating: <u>A</u></p>
Evaluation of Feasible Alternative, Solutions and Recommendation		
<ul style="list-style-type: none"> Realism and practicality of solutions Strategic orientation and focus Logical tie-in to analysis Justification of recommendation 		<p>Rating: <u>E</u></p>
Implementation and Plan of Action		
<ul style="list-style-type: none"> Consideration of cost and control issues Timeline and analysis of unforeseen problems 		<p><i>All qualitative and not quantitative - No figure - could have introduced Risk analysis</i> - Rating: <u>A</u></p>
Handling of Questions:		
<ul style="list-style-type: none"> Ability to defend position, convincing, consistency with presentation Ability to answer questions Smoothness and balance of group 		<p><i>Very well done</i> Rating: <u>E</u></p>
Presentation Form and Style		
<ul style="list-style-type: none"> Presentation style/communication skills Creativity, professionalism Use of acetates and time 		<p><i>More creativity required -</i> Rating: <u>A</u></p>
General Comments		
Strengths:	<i>Good logical flow.</i>	
Area for Improvement:	<i>not enough creativity</i>	
Key Reason for Decision:		

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**2007 John Molson MBA INTERNATIONAL CASE COMPETITION
JUDGE EVALUATION & COMMENT SHEET**

T		Case Number: <u>3</u>	Numerical Ranking: <u>6</u>
EVALUATION CRITERIA		COMMENTS AND RATING Range: E=Excellent, A=Average, N= Needs Improvement	
Key Issues: <ul style="list-style-type: none"> Definition of Problem and key subsidiary issues 		identified key issues, growth, supply chain, government relations. Rating: <u>E</u>	
Analysis: <ul style="list-style-type: none"> Qualitative and quantitative analysis Ability to build ideas 		Qualitative very good, domestic issues ~ market conditions financial analysis good * Considered on overall results of company Rating: <u>A</u>	
Evaluation of Feasible Alternative Solutions and Recommendation <ul style="list-style-type: none"> Realism and practicality of solutions Strategic orientation and focus Logical tie-in to analysis Justification of recommendation 		Solution practical and strategic. sound judgement. Recommendation fall into companies expertise. Rating: <u>E</u>	
Implementation and Plan of Action <ul style="list-style-type: none"> Consideration of cost and control issues Timeline and analysis of unforeseen problems 		- suggestion of funding expansion through SPN model could not be justified. - Plan contains good feasible steps. Rating: <u>A</u>	
Handling of Questions: <ul style="list-style-type: none"> Ability to defend position, convincing, consistency with presentation Ability to answer questions Smoothness and balance of group 		- Talked too long - Had good practical knowledge & experience coming from market, should bring personal experience. Rating: <u>A</u>	
Presentation Form and Style <ul style="list-style-type: none"> Presentation style/communication skills Creativity, professionalism Use of acetates and time 		- Poor use of acetate of time - acetate should be more polished - replies to questions not precise * could be shorter Rating: <u>N</u>	
General Comments			
Strengths:	Good business sense, knowledge of market.		
Area for Improvement:	Timing, complete in time		
Key Reason for Decision:	Had macro view, brought in profitability issue and personal knowledge.		

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JUDGE EVALUATION & COMMENT SHEET

Team: _____	Case Number: # 4	Numerical Ranking: 2
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EVALUATION CRITERIA	COMMENTS AND RATING
	Range: E=Excellent, A=Average, N= Needs Improvement

Key Issues:

- Definition of Problem and key subsidiary issues

Did not establish key issue of getting low cost power. Rating: N

Analysis:

- Qualitative and quantitative analysis
- Ability to build ideas

Weak. Some good ideas. Good on pulling data from annual report. Weak in numbers. Rating: N+

Evaluation of Feasible Alternative, Solutions and Recommendation

- Realism and practicality of solutions
- Strategic orientation and focus
- Logical tie-in to analysis
- Justification of recommendation

Proposition not real if key is getting low cost power. Proposition was too narrow. No real alternatives. Rating: N

Implementation and Plan of Action

- Consideration of cost and control issues
- Timeline and analysis of unforeseen problems

Lack of real solid proposition. Go beyond studying. Be bolder. Rating: N

Handling of Questions:

- Ability to defend position, convincing, consistency with presentation
- Ability to answer questions
- Smoothness and balance of group

Weak. Rating: A

Presentation Form and Style

- Presentation style/communication skills
- Creativity, professionalism
- Use of acetates and time

Slow down, organize better. Not creative. Rating: A

General Comments	
Strengths:	Original, good structure, safe option
Area for Improvement:	Be more global, hit key issue, be bold.
Key Reason for Decision:	Missed key issue

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**2007 John Molson MBA INTERNATIONAL CASE COMPETITION
JUDGE EVALUATION & COMMENT SHEET**

	Case Number: <u>4</u>	Numerical Ranking: <u>3</u>
EVALUATION CRITERIA	COMMENTS AND RATING	
	Range: E=Excellent, A=Average, N= Needs Improvement	
<p>Key Issues:</p> <ul style="list-style-type: none"> ▪ Definition of Problem and key subsidiary issues <p>Analysis:</p> <ul style="list-style-type: none"> ▪ Qualitative and quantitative analysis ▪ Ability to build ideas <p>Evaluation of Feasible Alternative Solutions and Recommendation</p> <ul style="list-style-type: none"> ▪ Realism and practicality of solutions ▪ Strategic orientation and focus ▪ Logical tie-in to analysis ▪ Justification of recommendation <p>Implementation and Plan of Action</p> <ul style="list-style-type: none"> ▪ Consideration of cost and control issues ▪ Timeline and analysis of unforeseen problems <p>Handling of Questions:</p> <ul style="list-style-type: none"> ▪ Ability to defend position, convincing, consistency with presentation ▪ Ability to answer questions ▪ Smoothness and balance of group <p>Presentation Form and Style</p> <ul style="list-style-type: none"> ▪ Presentation style/communication skills ▪ Creativity, professionalism ▪ Use of acetates and time 	<p>Placed an <u>inordinate</u> amount of importance on political <u>instability</u> and therefore <u>missed</u> importance of addressing need to enter Russia. Rating: <u>N</u></p> <p>Analyzed investments well. Supported a faulty position well. Developed ideas on <u>acquisitions</u>. Rating: <u>A</u></p> <p>Alternatives presented were real + practical for their premise but <u>did not answer</u> our main concern as Alcan's board to enter Russia. Logical tie in was good. Rating: <u>A</u></p> <p>No detailed analysis of cost and control issues. Timeline analysis is for global expansion only and not realistic. Rating: <u>N</u></p> <p>Answers were not convincing nor did they add to clarification of why CIA, KGB, not Russia etc. Diversification of board innovative to add Russian but what about <u>risk</u>. Rating: <u>N</u></p> <p>One presenter came across as intimidating "You people have to ---" "You must ---" Avoid layering if not able to do smoothly. Acetate are clean. Rating: <u>N</u></p>	
Strengths:	General Comments	
Area for Improvement:	Supporting their position	
Key Reason for Decision:	Strategic consideration of ^{key} all alternatives	
	Wrong premise for Alcan.	

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Team: _____	Case Number: _____	Numerical Ranking: <u>6</u>
EVALUATION CRITERIA	COMMENTS AND RATING Range: E=Excellent, A=Average, N= Needs Improvement	
<u>Key Issues:</u> <ul style="list-style-type: none"> Definition of Problem and key subsidiary issues 	Rating: <u>A</u>	
<u>Analysis:</u> <ul style="list-style-type: none"> Qualitative and quantitative analysis Ability to build ideas 	LACK OF SUPPORT / IS WEAK FINANCIALS + OPTIMIS. Rating: <u>N</u>	
<u>Evaluation of Feasible Alternative, Solutions and Recommendation</u> <ul style="list-style-type: none"> Realism and practicality of solutions Strategic orientation and focus Logical tie-in to analysis Justification of recommendation 	- MANY GENERIC SLIDES WITH POOR FINANCIAL BACKUP - Rating: <u>N⁺</u>	
<u>Implementation and Plan of Action</u> <ul style="list-style-type: none"> Consideration of cost and control issues Timeline and analysis of unforeseen problems 	- REALISTIC DETAILS LACKING. (THIN) - Rating: <u>N</u>	
<u>Handling of Questions:</u> <ul style="list-style-type: none"> Ability to defend position, convincing, consistency with presentation Ability to answer questions Smoothness and balance of group 	Rating: <u>A</u>	
<u>Presentation Form and Style</u> <ul style="list-style-type: none"> Presentation style/communication skills Creativity, professionalism Use of acetates and time 	Rating: <u>A</u>	
General Comments		
Strengths:		
Area for Improvement:		
Key Reason for Decision:		

EXAMPLE OF A COMPLETE EVALUATION SHEET

2007 John Molson MBA INTERNATIONAL CASE COMPETITION
 JUDGE EVALUATION & COMMENT SHEET

Team: _____	Case Number: 5	Numerical Ranking: 8
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EVALUATION CRITERIA	COMMENTS AND RATING
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Range: E=Excellent, A=Average, N= Needs Improvement

Key Issues: <ul style="list-style-type: none"> Definition of Problem and key subsidiary issues 	• Very clear • Strongly defined • relevant relevant → Not accounting for new products acquired Rating: <u>E</u>
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Analysis: <ul style="list-style-type: none"> Qualitative and quantitative analysis Ability to build ideas 	• Thorough • Conclusions well reasoned • Consistent → Avoid moving from Euros Rating: <u>E</u>
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Evaluation of Feasible Alternative Solutions and Recommendation <ul style="list-style-type: none"> Realism and practicality of solutions Strategic orientation and focus Logical tie-in to analysis Justification of recommendation 	• Practicality of solution: weak • Solution is somewhat unrealistic • Italy, UK, Spain not considered • Asia: incomplete / a distraction → increase practicality of solutions Rating: <u>A</u>
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Implementation and Plan of Action <ul style="list-style-type: none"> Consideration of cost and control issues Timeline and analysis of unforeseen problems 	• Thorough • Plausible → No cost data associated with program Rating: <u>E</u>
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Handling of Questions: <ul style="list-style-type: none"> Ability to defend position, convincing, consistency with presentation Ability to answer questions Smoothness and balance of group 	• Great balance of team • Stand on their feet during questioning • To the point → Very little to fault! → Too "enthusiastic" for a board presentation ^{informal} Rating: <u>E</u>
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Presentation Form and Style <ul style="list-style-type: none"> Presentation style/communication skills Creativity, professionalism Use of acetates and time 	• Very thorough • Neat tidy • Logical sequence • Excellent use of time • closing statement → Too informal for a board presentation Rating: <u>E</u>
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General Comments

Strengths:	• Implementation supported key issues and ident. of problem • Excellent team balance • Good use of tools & time
Area for Improvement:	• Asia suggestion off target / irrelevant • Add creativity
Key Reason for Decision:	