

INTEGRATION RUBRIC (7.14.08)

TRAIT	Unacceptable (1-2)	Acceptable (3)	Excellent (4-5)
Identifies central problem or opportunity presented, operating cross-functionally	Functional/disciplinary areas are either not considered at all or are considered in a cursory manner. Alternatively, focuses on cross-functional issues of minimal to no importance.	2-3 functional/disciplinary areas are considered, and their integrated role in the business, public policy, and social issues being addressed is described somewhat.	All important functional areas are considered, and their integrated role in the business, public policy, and social issues being addressed is appropriately described in all relevant contexts.
Selects and utilizes appropriate functional analytical tools and framework(s)	Does not demonstrate competence at selecting and utilizing appropriate functional analytical tools and frameworks. Analytical tools and frameworks are misunderstood and/or misapplied.	Selects and utilizes appropriate analytical tools for 2-3 functional/disciplinary areas. Analytical tools and frameworks are understood and reasonably competently applied.	Selects and utilizes appropriate analytical tools for all important functional/disciplinary areas. Analytical tools and frameworks are well understood and competently applied.
Recommends appropriate action(s)	Recommendations do not consider/explain organizational context and implications for functional/disciplinary areas, or do so in a cursory manner	Recommendations consider/explain organizational context and implications for 2-3 functional/disciplinary areas	Recommendations are formulated cross-functionally, and consider/explain organizational context/implications for all core functional/disciplinary areas
Supports recommendations	No support, other than opinion, for recommendations is provided; or support is understandable/acceptable for 1 functional/disciplinary area only. An understanding of the cross-functional implication(s) of recommendation(s) is(are) not demonstrated.	Some appropriate support for recommendations is provided; or support is understandable/acceptable for 2-3 functional/disciplinary areas. Some understanding of the cross-functional implication(s) of recommendation(s) is(are) demonstrated.	Appropriate support for recommendations is provided about all important business, public policy, and social issues; or support is understandable/acceptable for all important functional/disciplinary areas. Understanding of the cross-functional implication(s) of recommendation(s) is(are) clearly demonstrated.

Listing of disciplines that can be integrated, depending on the business issues, public policy issues, and/or social issues being analyzed ...	Accounting, Economics, Finance, Information Systems, International Business, Liberal Arts, Management, Marketing
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