

Table 1 Evaluation matrix for the design assignment

PART OF THE ASSIGNMENT	Minimum requirement	Poor (1)	Good (3)	Excellent (5)	Points
Framing the design problem	Describes the problem addressed by the group (summary of presented design problem).	Problem description contains deficiencies, inconsistencies or misunderstandings that impact the quality of the solution.	Displays good understanding of the design problem, identifies key parameters that impact the solution.	Distills clear and complete understanding of the design problem, including constraints within and beyond the organizational context.	
Considering alternative designs	Discusses at least one alternative to the proposed solution or its part.	Explores alternative designs but in very much partial, incomplete or inconsistent manner	Discusses alternative solutions in a manner that justifies the selected solution.	Comprehensive comparison and evaluation of alternative solutions, leading into a well-reasoned selection of the final solution.	
Application of the CIMO framework	Applies the CIMO framework to the design problem.	Serious deficiencies in proper application of the CIMO framework, significant mismatch with the key features of the case.	Correct and transparent application of the CIMO framework to the design problem and its essential features.	The CIMO framework is applied in a manner relevant to the case, reveals crucial features of the case in light of expressed issues and potential solutions.	
Quality of final solution	Presents a solution to the posed design problem.	The solution has little relevance to the specified problem or grossly ignores relevant contextual characteristics.	The proposed solution(s) address the specified problem and are consistent with the boundary conditions of the industry and organizational context.	The proposed solution addresses the specified problem in a comprehensive, innovative manner that is not isolated to one part of the problem but transcends multiple underlying issues in the supply system.	
Evaluation of proposed solution	Discusses a minimum of 2 pros and cons of the proposed solution.	Evaluation focuses on irrelevant points, misses obvious pros and cons of the solution.	Evaluates the most obvious pros, cons and boundary conditions of the proposed solution.	Provides an insightful, critical evaluation of the proposed solution including its pros, cons and relevant boundary conditions.	
Discussion of demands for (innovation) mgmt.	Reflects the solution against at least one innovation management perspective.	Evaluation of the organizational implications and managerial demands of the solution very short, irrelevant, and/or otherwise deficient.	Discusses the implications of the proposed solution from one innovation / change management perspective.	Discusses the demands and implications of the solution for innovation management comprehensively, including the perspectives of the focal company, customers, and the surrounding supply system.	
Reporting the solution	Report communicates the aforementioned aspects of the design solution.	The report follows the aforementioned structure but has major omissions or linguistic shortcomings that make it difficult for the reader to comprehend.	The report follows a consistent structure and communicates essential parts of the solution in clear and adequately detailed manner.	The report is well-written, consistently structured, and communicates all relevant parts of the assignment in clear, consistent and thorough manner.	
TOTAL POINTS					