



## PAD 631 Milestone Two Guidelines and Rubric

**Overview:** This milestone will allow you to complete the Analysis portion of your final project.

**Prompt:** Analyze the strategic management practices of the three organizations.

Specifically, the following **critical elements** must be addressed:

- II. **Analysis:** In this section of your white paper, you will analyze the strategic management practices of the three organizations. Specifically, you should address the following:
  - A. **Strategic Management:** Compare the elements of strategic planning and the strategic management process that were utilized by the three organizations. In other words, how did the organizations apply elements of the strategic management process? What worked and why?
  - B. **Resource Alignment:** Assess the alignment of the three organizations' discrete resources to the organizational visions.
  - C. **Resource Allocation Decisions:** Describe how the organizations' resource allocation decisions were altered or guided by the strategic planning and management process. In other words, how did the organizations apply elements of the strategic management process to align resources to organizational vision?
  - D. **Outcome Evaluation:** Describe the qualitative and quantitative measures that were used to evaluate the program outcomes.
  - E. **Best Practices:** Identify the best practices used by the three organizations to increase the effectiveness of program outcomes.
  - F. **Cost-Benefit Analysis:** Create a cost-benefit analysis that identifies the costs, benefits, and risks associated with program or process redesign in the three organizations.
  - G. **Constraints:** Describe the constraints facing the three organizations. Examples of constraints include defused leadership, limited managerial autonomy, politically defined performance outcomes for programs, and legal requirements.
  - H. **Private Sector Techniques:** Analyze the private sector strategic planning techniques used by the three organizations to address the constraints you described. Support your response with specific examples of instances when the organizations used private sector techniques instead of public sector techniques.

### Rubric

**Guidelines for Submission:** Your draft of the Analysis portion of your final project should adhere to the following formatting requirements: 7–10 pages, double-spaced, using 12-point Times New Roman font, and one-inch margins. You should use current APA style guidelines for your citations and reference list, including a minimum of six sources.

Critical Elements	Proficient (100%)	Needs Improvement (90%)	Not Evident (0%)	Value
<b>Analysis: Strategic Management</b>	Compares elements of strategic planning and management process utilized by the three organizations	Compares elements of strategic planning and management process utilized by the three organizations, but with gaps in accuracy or detail	Does not compare elements of strategic planning and management process utilized by the three organizations	11
<b>Analysis: Resource Alignment</b>	Assesses alignment of the three organizations' discrete resources to organizational visions	Assesses alignment of the three organizations' discrete resources to organizational visions, but assessment is cursory or inaccurate	Does not assess alignment of the three organizations' discrete resources to organizational visions	11
<b>Analysis: Resource Allocation Decisions</b>	Describes how the organization's resource allocation decisions were altered or guided by the strategic planning and management process	Describes how the organization's resource allocation decisions were altered or guided by the strategic planning and management process, but with gaps in clarity or detail	Does not describe how the organization's resource allocation decisions were altered or guided by the strategic planning and management process	11
<b>Analysis: Outcome Evaluation</b>	Describes the qualitative and quantitative measures that were used to evaluate the program outcomes	Describes the qualitative and quantitative measures that were used to evaluate the program outcomes, but with gaps in clarity or detail	Does not describe the qualitative and quantitative measures that were used to evaluate the program outcomes	11
<b>Analysis: Best Practices</b>	Identifies best practices used by the three organizations to increase effectiveness of program outcomes	Identifies best practices used by the three organizations to increase effectiveness of program outcomes, but with gaps in accuracy or detail	Does not identify best practices used by the three organizations to increase effectiveness of program outcomes	11
<b>Analysis: Cost-Benefit Analysis</b>	Creates a cost-benefit analysis that identifies the costs, benefits, and risks associated with program or process redesign in the three organizations	Creates a cost-benefit analysis that identifies the costs, benefits, and risks associated with program or process redesign in the three organizations, but analysis is cursory or inaccurate	Does not create a cost-benefit analysis that identifies the costs, benefits, and risks associated with program or process redesign in the three organizations	12
<b>Analysis: Constraints</b>	Describes the constraints facing the three organizations	Describes the constraints facing the three organizations, but with gaps in clarity or detail	Does not describe the constraints facing the three organizations	11

<b>Analysis: Private Sector Techniques</b>	Analyzes private sector strategic planning techniques used by the three organizations to address constraints and supports response with specific examples of instances when the organizations used private sector techniques instead of public sector techniques	Analyzes private sector planning techniques used by the three organizations to address constraints and supports response with specific examples of instances when the organizations used private sector techniques instead of public sector techniques, but analysis has gaps in accuracy, detail, or support	Does not analyze private sector planning techniques used by the three organizations to address constraints and does not support response with specific examples of instances when the organizations used private sector techniques instead of public sector techniques	12
<b>Articulation of Response</b>	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has major errors related to citations, grammar, spelling, syntax, or organization that negatively impact readability and articulation of main ideas	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	10
<b>Total</b>				<b>100%</b>