



Southern New Hampshire University

MGT 550 Final Project Guidelines and Rubric

Overview

The final project for this course is the creation of a strategic communication case study.

Effective communication skills are critical to success in almost all managerial positions. Several challenges exist surrounding the creation and implementation of effective communications both internally (inside organizations between individuals and groups) and externally (outside organizations with markets, partners, and other third parties). Technology, change, and the various needs of stakeholders are just a few of the concerns that impact business communications. This course is designed to help you communicate effectively in a variety of business settings with both internal and external stakeholders. Effective communication is a necessary tool for managing people and organizations.

In this project, you will enhance your skills and knowledge of techniques in various communications to lead change, develop and maintain relationships, and address sources of conflict through effective communications tied to organizational goals and core visions. Through the development of a **strategic communication case study**, you will gain comprehensive, hands-on experience in evaluating and constructing communications that inform, persuade, and influence intended audiences in order to achieve strategic goals. Using the provided case study, you will identify issues that must be addressed from an organizational perspective. Additionally, you will make informed decisions regarding what actions to take, paying particular attention to appropriateness of communications and mediums, as well as evaluating effectiveness. To access the final project case study, “Research in Motion: Sincerely, a RIM Employee (A),” refer to the MGT-550 Textbook/Case Study Bundle mentioned in the syllabus.

The project is divided into **three milestones**, which will be submitted at various points throughout the course to scaffold learning and ensure quality final submissions. These milestones will be submitted in **Modules Three, Five, and Seven**. The final product will be submitted in **Module Nine**.

In this assignment, you will demonstrate your mastery of the following course outcomes:

- Differentiate appropriate communication strategies that address a variety of audiences
- Generate clear communication materials that promote strategic goals
- Develop communications using change management principles for supporting employee development
- Determine strategies to assess the reception of communication for informing appropriate next steps
- Analyze sources of conflict for determining appropriate communication response techniques for internal and external stakeholders

Prompt

Your strategic communication case study should answer the following prompt: What messages should be communicated in response to the presented issue, who are the target audiences of the messages, and how will the messages be delivered? Additionally, how will you evaluate the effectiveness of your communication decisions in order to inform future decision making?

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

I. **Introduction**

- A. Establish **context** for your paper by summarizing the important details of the case and outlining the specific problem(s) that you will address.
- B. In response to the presented issue, define clear and specific **communication goals**. Who are your target audiences and what do you want to accomplish with your communication?

II. **Internal Communication**

- A. Determine the **medium(s)** that you will use to deliver your message and explain how you made this decision.
- B. Define the target **audience** of your internal communication. Include key factors and any cultural factors about this audience that you considered.
- C. Craft the **message** that you will communicate internally and explain what change management principles you considered when developing this message.
- D. Explain how you considered the personal **needs and development** of employees when creating messaging.
- E. Explain what considerations are being made in order to offer continuous **support** to employees through the change process.
- F. Identify potential sources of **conflict** that may arise as a result of your internal communication. Consider the message you are communicating as well as the medium(s) used.

III. **External Communication**

- A. Determine the **medium(s)** that you will use to deliver your message and explain how you made this decision.
- B. Define the target **audience** of your external communication. Include key factors and any cultural factors about this audience that you considered.
- C. Craft the **message** that you will communicate externally and defend how the message promotes the organization's strategic goals.
- D. Identify potential sources of **conflict** that may arise as a result of your external communication. Consider the message you are communicating, as well as the medium(s) used.

IV. **Follow Up**

- A. Explain how your message and delivery decisions align with the **mission, vision, and goals** of the organization.
- B. Describe how you will **monitor and measure** how the information was received and interpreted by your **internal** audience.
- C. Describe how you will **monitor and measure** how the information was received and interpreted by your **external** audience.
- D. Explain how you will document the **lessons learned** from your communication plan to inform future decision making. What would you have done differently?

Milestones

Milestone One: Draft of Introduction

In **Module Three**, you will submit a draft of the introduction to your case study. Define the problem you identified in the case and begin to develop a plan to address the problem using internal and external communications. Furthermore, prioritize the first steps in the process of addressing the problem and set goals for your communication. **This milestone is graded with the Milestone One Rubric.**

Milestone Two: Draft of Internal Communication

In **Module Five**, you will submit a draft of your internal communication. Craft the internal message that you will use to address the problem you identified in the case study provided. In doing so, you will specify the mediums you will use to deliver the message, explain why these mediums are important, and outline the target audience. Furthermore, you will explain how you factored in the personal needs and development of employees when creating messaging, including the considerations being made to support employees through the change process that will be implemented to address the problem. Finally, identify potential sources of conflict that may arise as a result of your external communication. Consider the message you are communicating as well as the medium(s) used. **This milestone is graded with the Milestone Two Rubric.**

Milestone Three: Draft of External Communication

In **Module Seven**, you will submit a draft of your external communication. Craft the external message that you will use to address the problem you identified in the case study provided. In doing so, you will specify the mediums you will use to deliver the message, explain why these mediums are important, and outline the target audience. Furthermore, you will explain how the message promotes the organization's strategic goals. Finally, identify potential sources of conflict that may arise as a result of your external communication. Consider the message you are communicating as well as the medium(s) used. **This milestone is graded with the Milestone Three Rubric.**

Final Submission: Strategic Communication Case Study

In **Module Nine**, you will submit your strategic communication case study. It should be a complete, polished artifact containing **all** of the critical elements of the final project. It should reflect the incorporation of feedback gained throughout the course. **This submission will be graded using the Final Project Rubric.**

Deliverables

Milestone	Deliverable	Module Due	Grading
1	Draft of Introduction	Three	Graded separately; Milestone One Rubric
2	Draft of Internal Communication	Five	Graded separately; Milestone Two Rubric
3	Draft of External Communication	Seven	Graded separately; Milestone Three Rubric
	Final Submission: Strategic Communication Case Study	Nine	Graded separately; Final Project Rubric

Final Project Rubric

Guidelines for Submission: Your strategic communication case study should be 12 to 15 pages in length, depending on the complexity of the crafted communications and the robustness of the research and analysis. Do not simply copy and paste from previous milestones; edit and revise for cohesiveness. Use one-inch margins and 12-point Times New Roman font. Adhere to the latest edition of APA formatting.

Critical Elements	Exemplary (100%)	Proficient (90%)	Needs Improvement (70%)	Not Evident (0%)	Value
Introduction: Context	Meets “Proficient” criteria and response demonstrates an advanced ability to extract a thorough and accurate case summary from a narrative	Summarizes the important details of the case and outlines the specific problem(s) that will be addressed	Summarizes the important details of the case and outlines the specific problem(s) that will be addressed but summary is cursory or missing important details or problems outlined are vague or illogical	Does not summarize the important details of the case and outline the specific problems that will be addressed	6.33
Introduction: Communication Goals	Meets “Proficient” criteria and response demonstrates a complex grasp of how to effectively communicate to a target audience	Defines clear and specific communication goals in response to the presented issue	Defines communication goals but goals are vague or unclear or lack connections to the presented issue	Does not define communication goals	6.33
Internal Communication: Medium(s)	Meets “Proficient” criteria and explanation demonstrates a keen insight into the use of communication mediums for the promotion of strategic goals	Determines the medium(s) that will be used to deliver message and explains how this decision was made	Determines the medium(s) that will be used to deliver message but does not explain how this decision was made or explanation is cursory or illogical	Does not determine the medium(s) that will be used to deliver message	4.75
Internal Communication: Audience	Meets “Proficient” criteria and response demonstrates a nuanced understanding of key considerations when defining a target audience	Defines the target audience of internal communication, including key factors and any cultural factors that were considered	Defines the target audience of internal communication but definition is vague or key factors and cultural factors are missing	Does not define the target audience of internal communication	6.33
Internal Communication: Message	Meets “Proficient” criteria and explanation demonstrates a sophisticated awareness of how use change management principles to support employees	Crafts internal message and explains change management principles that were considered in its development	Crafts internal message and explains change management principles that were considered in its development but message lacks cogent connections to change management principles	Does not craft an internal message and explain change management principles that were considered in its development	6.33

Internal Communication: Needs and Development	Meets “Proficient” criteria and explanation provides keen insight into employee needs and development	Explains how the personal needs and development of employees were considered when creating messaging	Explains how the personal needs and development of employees were considered when creating messaging but explanation is illogical or lacks cogent connections between the needs and development of the employees and the messaging	Does not explain how the personal needs and development of employees were considered when creating messaging	6.33
Internal Communication: Support	Meets “Proficient” criteria and explanation demonstrates a nuanced understanding of using change management principles to support employee needs	Explains what considerations are being made to offer continuous support to employees through the change process	Explains what considerations are being made to offer continuous support to employees through the change process but explanation does not reference internal communications or considerations are illogical	Does not explain what considerations are being made to offer continuous support to employees through the change process	6.33
Internal Communication: Conflict	Meets “Proficient” criteria and response makes cogent connections between communication methods and/or messages and potential conflicts	Identifies potential sources of conflict as a result of the communication	Identifies potential sources of conflict as a result of the communication but response is illogical or does not consider the messaging and the mediums used	Does not identify potential sources of conflict as a result of the communication	6.33
External Communication: Medium(s)	Meets “Proficient” criteria and determination demonstrates a keen insight into the use of communication mediums for the promotion of strategic goals	Determines the medium(s) that will be used to deliver message and explains how this decision was made	Determines the medium(s) that will be used to deliver message but does not explain how this decision was made or explanation is cursory or illogical	Does not determine the medium(s) that will be used to deliver message	4.75
External Communication: Audience	Meets “Proficient” criteria and response demonstrates a nuanced understanding of key considerations when defining a target audience	Defines the target audience of internal communication, including key factors and any cultural factors that were considered	Defines the target audience of internal communication but definition is vague or key factors and cultural factors are missing	Does not define the target audience of internal communication	6.33
External Communication: Message	Meets “Proficient” criteria and defense demonstrates a sophisticated awareness of how external communications can be used to promote strategic goals	Crafts external communication message and defends how message promotes organization’s strategic goals	Crafts external communication message and defends how message promotes organization’s strategic goals but defense lacks cogent connections to the message or strategic goal promotion is illogical	Does not craft external communication message	4.75

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External Communication: Conflict	Meets “Proficient” criteria and response makes cogent connections between communication methods and/or messages and potential conflicts	Identifies potential sources of conflict as a result of the communication	Identifies potential sources of conflict as a result of the communication but response is illogical or does not consider the messaging and the mediums used	Does not identify potential sources of conflict as a result of the communication	6.33
Follow Up: Mission, Vision, and Goals	Meets “Proficient” criteria and explanation makes cogent connections between delivery decisions and the promotion of strategic goals	Explains how message and delivery decisions align with the mission, vision, and goals of the organization	Explains how message and delivery decisions align with the mission, vision, and goals of the organization but explanation is cursory or illogical or lacks cogent connections between the message and the mission, vision, and goals of the organization	Does not explain how the message and delivery decisions align with the mission, vision, and goals of the organization	4.75
Follow Up: Monitor and Measure Internal	Meets “Proficient” criteria and description demonstrates a sophisticated awareness of the nuances of message receptions and interpretation	Describes how to monitor and measure how the information was received and interpreted by the internal audience	Describes how to monitor and measure how the information was received and interpreted by the internal audience but description is cursory or methods are illogical	Does not describe how to monitor and measure how the information was received and interpreted by the internal audience	6.33
Follow Up: Monitor and Measure External	Meets “Proficient” criteria and description demonstrates keen insight into the reception of communication strategies	Describes how to monitor and measure how the information was received and interpreted by the external audience	Describes how to monitor and measure how the information was received and interpreted by the external audience but description is cursory or methods are illogical	Does not describe how to monitor and measure how the information was received and interpreted by the external audience	6.33
Follow Up: Lessons Learned	Meets “Proficient” criteria and description demonstrates keen insight into the reception of communication strategies	Explains how to document the lessons learned to inform future decision making, including what to do differently	Explains how to document the lessons learned to inform future decision making but documentation strategies are cursory or illogical, or does not include to do differently	Does not explain how to document the lessons learned	6.33
Articulation of Response	Submission is free of errors related to citations, grammar, spelling, syntax, and organization and is presented in a professional and easy-to-read format	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	5.04
Total					100%