TOWS Matrix Scoring Guide

| CRITERIA | NON-PERFORMANCE | BASIC | PROFICIENT | DISTINGUISHED |
| --- | --- | --- | --- | --- |
| Apply methodologies from the knowledge economy management approach appropriately to the organization. | Does not apply methodologies from the knowledge economy management approach appropriately for the organization. | Applies methodologies from the knowledge economy management approach appropriately for the organization, but the application is unclear or incomplete. | Applies methodologies from the knowledge economy management approach appropriately for the organization. | Applies methodologies from the knowledge economy management approach appropriately for the organization and impartially explains the pros and cons of more than one approach. |
| Integrate recent research into a strategic management plan. | Does not integrate recent research into a strategic management plan. | Integrates recent research into a strategic management plan, but the integration is unclear or incomplete. | Integrates recent research into a strategic management plan. | Integrates recent research into a strategic management plan, and identifies assumptions on which the strategies are based. |
| Synthesize operational and financial components into a strategic planning process. | Does not synthesize operational and financial components into a strategic planning process. | Synthesizes operational and financial components into a strategic planning process, but the synthesis is unclear or incomplete. | Synthesizes operational and financial components into a strategic planning process. | Synthesizes operational and financial components into a strategic planning process, and supports with appropriate examples and resources. |
| Analyze strategy in relation to achieving competitive advantage. | Does not analyze strategy in relation to achieving competitive advantage. | Analyzes strategy in relation to achieving competitive advantage, but the analysis is unclear or incomplete. | Analyzes strategy in relation to achieving competitive advantage. | Analyzes strategy in relation to achieving competitive advantage, and identifies criteria that could be used to evaluate the strategies. |
| Recommend an alternative organizational structure model that aligns appropriately with an organization's goals. | Does not recommend an alternative organizational structure model that aligns appropriately with an organization's goals. | Recommends an alternative organizational structure model that aligns with organizational goals, but the recommendation is unclear or incomplete. | Recommend an alternative organizational structure model that aligns appropriately with an organization's goals. | Recommends an alternative organizational structure model that aligns with organizational goals, supported by relevant real world examples and scholarly references. |