

GM543 Unit 4 = Milestone 4 Focus Paper

Grading Criteria	Points Possible
<p>Content, focus, use of research, organization</p> <ul style="list-style-type: none"> • Response successfully answers the Assignment question(s); thoroughly uses the text and other literature. Includes a strong thesis statement, introduction, and conclusion. The main points of the paper are developed clearly. All arguments are supported well (no errors in logic) using outside sources as assigned. • Sources are primarily academic journals, with thoughtful use web sources. References are applied substantively to the paper topic. Skillfully addresses counter-arguments and does not ignore data contradicting its claim. Refers to sources both in-text and in the reference page. 	<p>40 points (50%)</p>
Transition from the Unit 3 Focus Paper by using a 1–2 paragraph summary of your recommendations for integration as the Introduction for this paper.	5
Selection of the top-level reporting structure for your selected organization based on the organization’s design criteria. Provide rationale for your choice. Include a high-level organization chart.	10
Identification of the talent pivot points in your selected organization.	10
Conclusion should briefly summarize the primary points of the paper and recommend a call to action.	5
Integration of appropriate outside resources – including in-text citations throughout with a corresponding item on reference list. A minimum of three resources required. At least one resource must be from a peer-reviewed (scholarly) journal.	10
<p>Analysis and critical thinking</p> <ul style="list-style-type: none"> • Response exhibits strong higher-order critical thinking and analysis (e.g., evaluation). Paper shows original thought. • Analysis includes proper classifications, explanations, comparisons, and inferences. • Critical thinking includes appropriate judgments, conclusions, and assessment based on evaluation and synthesis of information. 	<p>24 points (30%)</p>
Application of the four governance levers (beliefs, networks, boundaries, and diagnostics) to analyze potential roles for the executive team.	8

Based on this analysis, provide a recommendation along the continuum of highly operational to visionary, relationship oriented for your organization.	8
Recommendations for experience exposure that is high-value and creates opportunities for people who have potential to make substantial upward moves.	8
Writing style, grammar, APA format <ul style="list-style-type: none"> • Appropriate to the Assignment, fresh (interesting to read), accurate, (no far-fetched, unsupported comments), precise (say what you mean), and concise (not wordy). • Grammatical skills are strong with typically less than one error per page. Project is free of serious errors; grammar, punctuation, and spelling help to clarify the meaning by following accepted conventions. • Project is in 12-point font. Narrative sections are double-spaced. Correct use of APA for citations and references. Title page present and accurate. 	16 points (20%)
Writing style	5
Grammar and mechanics – including section headings: Introduction Top Level Reporting Executive Team Talent Pivot Points Recommendations for Leadership Development Conclusion	6
Formatting and use of APA	5
Total	80 points