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**MGMT5007 ASSESSMENT 2 - due week 13:**

**INDIVIDUAL REPORT**

**TITLE:**

**ASSESSMENT OF THE CORPORATE AND MANAGERIAL FUNCTIONING OF ..... [insert name of chosen case organisation]**

**PURPOSE:**

The purpose of the assignment is twofold:

- Firstly to further strengthen your sense of scientific, research-based managerial practice; and
- Secondly, to provide a practice opportunity for developing coherent, evidence- and theory-based arguments - presented in support of assessing and finding solutions for practical managerial challenges.

**FOCUS:**

The focus of this assignment (REPORT) is to essentially research and assess the corporate and managerial performance of one of the provided six case organisations (indicated below).

**NATURE of the TASK**

Students should:

1. **CHOOSE/SELECT one** of the following case organisations:

1.1. Volkswagen (VW) (motor/vehicle manufacturing)

1.2. Toshiba (diversified)

1.3. Exxon Mobil (Oil & gas)

1.4. Westpac (Banking sector)

1.5. FIFA (Sport)

1.6. Valeant AND Turing (pharmaceutical)

The following websites provide a very brief and quick pointer to these companies only:

- <http://fortune.com/2015/12/27/biggest-corporate-scandals-2015/>
- <http://www.inc.com/will-yakowicz/biggest-big-business-fails-of-2015.html>

2. **COMPREHENSIVELY RESEARCH** your selected case organisation and provide a solid account of its history, focus and performance (include as an Appendix)
3. Research should reflect **ACADEMIC RIGOUR** and meet or exceed standard academic requirements in terms of citation, referencing, interpretation of data, academic writing style, etc.
4. The information generated by the research would serve as the primary input for analysing the case organisation. Several meaningful **OBSERVATIONS OR FINDINGS** should emerge from a thorough/in-depth review of the case organisation data.
5. The *analysis* of the case organisation, the obtained *observations (findings or results)*, but also the *discussion and interpretation* of these observations need to be done in relation to **existing theories of managerial and organisational behaviour** i.e. **CONTEXTUALISED** in terms of current scientific knowledge.
6. *In the very least* the **ANALYSIS** should...
  - 6.1. Be preceded by a thorough, **evidence-based statement of the organisation's current performance** and the **impact of relatively recent difficulties** as reported in the media.
  - 6.2. **Characterise** the company's **current management style and functioning** in terms of
    - The different *paradigms observed in the evolution of managerial thought* (addressed during lectures 1 and 2); AND
    - *Other theories of management and organisation behaviour* addressed in class (lecture 3 onwards)
  - 6.3. Rely extensively on **evidence** firstly on, or from, the chosen case **organisation<sup>1</sup>** and secondly from the existing **scientific literature<sup>2</sup>**

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<sup>1</sup> Annual Reports, Legal /court reports, credible / reliable media reports, formal case study material (e.g. case studies developed by various institutions and universities) and so forth.

<sup>2</sup> Of the (minimum) 18 sources to be consulted, at least 13 to 14 should be peer-reviewed journal articles addressing any of the many theoretical perspectives implied by the case analysis.

- 6.4. Clearly **articulate** the **root cause(s)** of the change or decline in performance and functioning (e.g. sales, productivity and, of course, corruption and other unacceptable, illegal or unethical practices).
- 6.5. **Also indicate other limitations** beyond the root cause(s); and
- 6.6. **Outline key strengths** of the current managerial style and organisational /corporate functioning.
7. Ultimately the report has to put forward **a number of detailed RECOMMENDATIONS** to the Chairman of the Board of Directors (for your selected case organisation). These should **carefully and systematically detail the actions needed to correct**
  - 7.1. **deficient organisational performance; and**
  - 7.2. **deficient managerial functioning.**

A proposed **STRUCTURE** or '**TEMPLATE**' for the report:

Pay particular attention to the proposed structure and sequencing of subsections in the template (below) and in your report as this differs in minor ways from that provided in the unit outline.

1. Letter of transmittal or Cover letter (*Not included in the word count*)
2. Executive Summary (*Not included in the word count*)
3. Table of Contents (*Not included in the word count*)
4. Introduction
5. Background and Literature
6. Methodology
7. Key Observations [or Findings]
8. Analysis and discussion
9. Conclusion and recommendations
10. References (*Not included in the word count*)
11. Appendices
  - 11.1. **Personal reflection** on your experience of the research and report writing for this assignment. (*Not included in the word count*)
  - 11.2. [e.g. Company data, etc.] (*Not included in the word count*)
  - 11.3. [e.g. Company data, etc.] (*Not included in the word count*)

## **ASSIGNMENT PARAMETERS:**

### **Word count:**

- For the assignment **excluding** sections 1, 2, 3, 10, 11: **3,000 words +/- 10%**
- For the Personal reflection: **1,000 words +/- 10%**.
- **Total word count not to exceed 4,400 words**

**No Hard Copies (only electronic submission via Turnitin)**

### **Formatting:**

**Font:** Any clearly intelligible font such as Arial, Calibri, Times New Roman; **Font size:** 11 or 12;

**Line spacing** 1.2; **Margins:** 2.2 to 2.5 Top, bottom, right, left; **Full Justification** of text

The report must conform to the guidelines for written assessments as well as rigorous academic standards, especially with regards to referencing. **Third Person writing style** (more objective)

You will be assessed on the **quality** of your data sources (journal articles, web-generated data, etc.); **how well** you have used these resources in support of your analysis and arguments, and your **referencing skills**.

You need to adhere to the requirements of the Chicago 16 referencing style for in-text citation and the reference list. A **diverse base of sources should be engaged, but note that Wikipedia may not be used in the report**.

The Global MBA is an advanced (postgraduate) business studies degree and consequently at least **18 sources** of which 75% (13 to 14) should be peer-reviewed journal articles. Any other credible sources may be used for the purpose of this report (e.g. books, Court of Law reports; professional magazines, government websites, stock exchange websites, etc...).

The look and feel of your report is similarly important as your report is technically delivered to the Chairman of the Board of Directors. This necessitates professionalism not only in terms of the research, analyses and recommendations but also in terms of the manner in which the information/report is presented (e.g. tables, figures, and graphs).

The report has to be submitted **ONLINE** through the **Turnitin** website / link on Blackboard ("Assessments").

Please ensure that the following **DECLARATION** (outlined below) is adequately completed and included with the assignment.

## **DECLARATION BY MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR STUDENTS**

I declare that the assessment 'Individual Report' is my own work and has not previously been submitted for assessment. This work complies with Curtin University rules concerning plagiarism and copyright.

I have referred to [www.policies.curtin.edu.au/documents/unit\\_outlines\\_plagiarism\\_state.doc](http://www.policies.curtin.edu.au/documents/unit_outlines_plagiarism_state.doc) for plagiarism and copyright information. I have retained a copy of this assignment for my own records.

**Student Name**

**Student ID**

**Campus**

**You can include this as an electronic or scanned image if you wish.**

### ***A FEW ADDITIONAL CONSIDERATIONS***

#### **Letter of transmittal / Cover Letter**

This is a letter to the person who commissioned the report (The Chairman of the Board of Directors), and serves to accompany the report, which is delivered with this letter. This letter typically would include the purpose of the letter; the main finding(s) of the report; any other important considerations; an acknowledgement of any significant assistance / support and so forth.

**Title page** usually contains: the title of the report, full details of the person(s) for whom the report was prepared (Your Facilitator &/or Local Lecturer); full details of the person(s) who prepared the report (Your full name and student number); the date of the report and the name of the unit under which this report is presented.

#### **Table of Contents**

This is a list of the headings and appendices of the report. Ensure that correct page numbers are reflected opposite the indicated contents.

#### **Abbreviations and/or glossary (optional)**

If deemed necessary, provide an alphabetical list of the abbreviations used in the report (usually when they may be unfamiliar to all readers of the report. If you have used a significant number of technical terms, you should also provide a glossary (an alphabetical list of the terms, with brief explanations of their meanings).

#### **Executive Summary**

An executive summary is quite different from an introduction. It is a summary of the report, in which you include on average one sentence for every main section of your report e.g. the context, purpose, major findings, conclusions, key recommendations. **The executive summary is best written AFTER you have written the report.**

#### **The 'Introduction'**

Should include sufficient background information to provide context for the report, state the purpose of the report, clarify key terms and indicate the scope of the report (i.e. the various aspects the report will address).

## **The main body of the report**

This part of the report will typically include the...

- Review of the available literature / knowledge on the case organisation and the management theories
- Method - a summary of the procedure that you followed to research and analyse the case organisation, and why you did this (usually written in the past tense).
- Observations / findings or results (a description of what you discovered, observed, etc., - written in the past tense).
- Discussion – which explains and discusses the obtained results / findings and relates this to previous research / existing knowledge – referred to as contextualisation (usually written in the present tense and for the purpose of making generalisations).

## **Conclusion and recommendations**

Provides a summary of the main points of the report; and recommendations that are logically derived from the analysis, results and discussion in the report.

## **References**

References are provided in alphabetical order and consistent with the referencing conventions of the Chicago 16 Style guide.

## **Appendices**

An appendix contains material which is too detailed, technical, or complex to include in the body of the report e.g. specifications, extensive data such as financials, questionnaires, elaborate, long and/or complex tables or figures, **but** which is referred to in the report.

Appendices are included at the very end of the report. Each appendix should contain different material and each should be numbered clearly. Appendices must be referenced / referred to in the report properly to justify their inclusion.

## **The PERSONAL REFLECTION section of the report...**

...should be **the first Appendix (11.1)**, followed by any other data in subsequent appendices.

The PERSONAL REFLECTION is your personal account of the research process and report writing (and can be written in the first person e.g. the use of 'I' and 'my').

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