

MGMT101 Assignment 2: Comprehensive Case Analysis

Due Date: 4pm Friday 21 October (via Blackboard)

Weight: 30% of your overall mark for MGMT101

Length: No fewer than 1,200 words, no more than 1,650 words

In Assignment 1, you used ideas from the early parts of MGMT101 to develop a deeper understanding of a problem that you'd personally encountered in the past. The basic idea of Assignment 2 is similar but instead of focusing on a personal experience – you'll be analysing the strategy and activities of a real-world organisation, what we call a "case study". Also, with Assignment 2, the focus is less on the people-side of management (the focus of Assignment 1) and more on the *organisation-level* ideas and approaches covered in Weeks 6-11 of MGMT101.

In this way, we not only want to see that you know and can apply the concepts/theories/frameworks you've learned throughout MGMT101, but also that you can make good decisions about when it's most appropriate to use each of them.

INSTRUCTIONS

Step 1 – Choose a case organisation

Your case organisation can be any kind of organisation (e.g., government department, a large corporation, a local community group, a not-for-profit, sports team), based anywhere in the world, operating in any industry or sector. You might want to choose an organisation that you would like to work for one day, an organisation whose products or services you interact with often, or any other organisation that interests you.

Note: you cannot use any organisation discussed in tutorials as your case organisation. Keep this in mind when choosing an organisation. If you want to check which organisations are used in tutorials, the tutorial slides are available on Blackboard.

The organisation you choose will become your "**case organisation**" for this assignment.

Next, conduct additional online research about your case organisation to allow you to answer the questions below. You will need to research the organisation. Also look at the environment they operate in (their competitors, their local market(s), important features of the industry or sector, etc). You might consider using Google, social media, reputable news websites (e.g., Stuff, CNN, BBC, The New York Times, The Wall Street Journal), and other websites as part of this research. Depending on your organisation, you may also find material available via the library.

Tip: Your first choice of organisation might not be the best one. Start early on this research (even if you leave the writing until later) so that you've got time to choose another organisation if necessary.

Step 2 – Write your 3 answers

Prepare written answers to the following questions. Each answer should be no fewer than 400 and no more than 550 words in length:

Q1. Describe your case organisation's strategy. In your answer, draw on concepts/theories/frameworks (CTFs) covered in the Week 7 and 8 lectures on Strategy and Operations.

Tip 1: Your choice of organisation will impact your ability to incorporate CTFs from the specified topics. So, make sure you're thoughtful and deliberate about what organisation you choose!

Tip 2: We don't expect you to draw on all the topics from Weeks 7 and 8 in your answer - choose whichever CTFs from those weeks that you think are most relevant to your case organisation.

Q2. Why do you think your case organisation chose this strategy? Think about both internal and external factors that make this strategy appropriate or attractive for the organisation.

Explain your reasoning, drawing on concepts/theories/frameworks from any of the following topics: Strategy and Operations, Entrepreneurship, Managing in a Globalised World, Managing in Aotearoa, The 21st Century Workplace.

Tip 1: We don't expect you to draw on all 5 topics in your answer - choose whichever CTFs from each of the topics you think are most relevant to the organisation you identified in Q1.

Tip 2: You may not be able to fit all your ideas into the word count. Try to prioritise the most important ones.

Q3. What do YOU think the organisation needs to do (or might need to have happen) for the strategy to be successful over the next 5-10 years?

Explain your reasoning, drawing on concepts/theories/frameworks from any of the following topics: Human Resource Management, Leadership, Teams, Entrepreneurship, Managing in a Globalised World, Managing in Aotearoa, The 21st Century Workplace.

Tip 1: This is your last chance to demonstrate how much you have learned from MGMT101, so make sure you draw on new CTFs here – try not to re-use the ones you used in your answer to Q2 above.

Tip 2: We don't expect you to draw on all 7 topics in your answer - choose whichever CTFs from each of the topics you think are most relevant to your case organisation.

Step 3 – Submit your assignment

Submit your answers as a single Word document or PDF using the Assignment 2 submission link on Blackboard before the due date.

ASSESSMENT CRITERIA

KNOWLEDGE (35%) – To what extent does your assignment demonstrate knowledge of the concepts/theories/frameworks covered in Weeks 6-11 of MGMT101?

ANALYSIS (25%) – To what extent is your analysis clear and logical? Does it highlight priorities for strategies and action?

CREATIVITY (15%) – To what extent does your analysis demonstrate an ability to think creatively about organisational strategies and contexts?

RESEARCH (15%) – To what extent is your analysis supported by evidence (e.g., news articles, YouTube videos) that you independently collect about the company and the environment it operates in?

PRESENTATION (10%) – To what extent is your assignment written clearly, referenced appropriately, and consistent with the formatting guidelines?

FORMATTING DOs & DON'Ts

| DO | DON'T |
|---|--|
| <ul style="list-style-type: none">Clearly indicate the beginning of each of your answers (e.g., use headings with Question 1, Question 2, and Question 3)Use paragraphs, and clearly indicate where each paragraph begins and ends (e.g., by inserting a double space between paragraphs)Cite and reference all sources using American Psychological Association (APA) formatting.Include a cover page that lists the title of the assignment, and your name and student ID numberUse a clear, simple font (e.g., Times New Roman, Calibri) in size 12Use double-line spacing (this makes your assignment much easier to read for your marker) | <ul style="list-style-type: none">Write more than 500 words per questionUse bullet points |

ADDITIONAL DETAILS & TIPS

- You might find it helpful to incorporate diagrams based on certain theories/frameworks into your report, which is perfectly acceptable. However, simply using screenshots/photos of diagrams from the textbook/lecture slides will not add any value to your report. **Instead, you should tailor diagrams to your case organisation by annotating them with key details.** Also, place diagrams in your report as you discuss the theory/framework they relate to - not all together at the end of the report (i.e., do not include an appendix). Note that a diagram on its own is not self-explanatory, so highlight its key insights by discussing these explicitly in your written answer. Finally, make sure you label diagrams to indicate to your reader what they are (e.g., "Figure 1: The Adidas Value Chain").
- One criterion you'll be assessed on is research. We expect you to do some independent research on your case environment and the environment it operates in. We also expect you to incorporate insights you gather from this research into your report to support your analysis and recommendations. **At a minimum, you should draw on at least 4 sources (e.g. news articles, websites). Note that the MGMT101 textbook does not count as one of these 4 additional sources, nor do lecture slides.** There is no expectation that the additional material you draw on be from academic, peer-reviewed sources.

- Using first-person prose is perfectly acceptable, but be deliberate about when you use it. For example, if you're describing what you're going to argue in your report, saying "I will argue that..." makes sense – because it's you who will be making the arguments. In contrast, if you're making a factual claim, starting with "I think that..." won't sound very convincing! Instead, phrase the claim as a statement of fact and cite a source that supports it (e.g., "According to Newshub, Allbirds increased production capacity by 30% in 2021").
- Business reports should be written in clear, simple language that a broad audience can understand, so ensure that you:
 - Avoid using complex words/phrasing just because they "sound good/fancy"
 - Avoid overly long sentences
 - Keep your paragraphs concise and focused on one key idea or argument
 - Write in active rather than passive voice as much as possible (see https://writing.wisc.edu/handbook/style/ccs_activevoice/)
- **Because this is a summative (i.e., final) assignment, you will only be provided with brief written feedback on your answers.** You will, however, be provided with an indication of the extent to which each of your answers met the assessment criteria outlined above.

LATE SUBMISSIONS

If you haven't submitted your assignment by the deadline, you can still submit it up to 1 week after the deadline has passed, but for each day that your assignment is late, your eventual mark will be reduced by 5% of the marks available.

Example: If you submit your assignment 2 days late, and you receive a mark of 20/30, this mark will be reduced by 10% of the marks available (i.e., 10% of 30, or 3 marks) to 17/30.

Your assignment is 1 day late as soon as the deadline has passed (i.e., at 4.01pm Thursday 9 June), 2 days late 24 hours after that (i.e., at 4.01pm Friday 10 June), and so on.

EXTENSIONS

There are two types of extension you can apply for in this course:

- 1) **A "no questions asked", 24-hour extension** – You can apply **ONCE** in the course for a "no questions asked", 24-hour extension to the deadline for an assignment. **If you already used this extension for Assignment 1, you can't have an additional one for Assignment 2.**
- 2) **A longer extension beyond 24-hours** – This is for more serious issues, such as illness, bereavement, accidents etc.

To apply for either of these extensions, complete the online [MGMT101 Extension Request Form](#)

Requests for extensions must be made before the assignment deadline – only in very exceptional circumstances will an extension be granted after the deadline has passed.

Assignment 2 Frequently Asked Questions

Q1. What is/is not included in the official word count?

The following are **NOT** included in the official word count for this assignment:

- Any text that appears on the cover/title page
- Section headings
- In-text citations
- Diagram labels
- Text that appears within diagrams
- Page numbers
- Reference list at the end of the report

Text within tables *will* count towards the final word count.

Q2. How do I know what concepts/theories/frameworks to use for which questions?

Part of the challenge of this assignment is learning to identify when a particular concept/theory/framework is appropriate to use – and when it isn't. This means that you need to use your own judgment to decide which concepts/theories/frameworks are appropriate for each of the questions. To be clear, myself and your tutors do **NOT** have a preconceived expectation that students will use certain concepts/theories/frameworks to answer certain questions – it's up to you to explain to us why the concept/theory/framework you've chosen is suited to answering the question you're focusing on.

Q3. How many concepts/theories/frameworks do I need to use per answer?

We have absolutely no preconceived idea of how many concepts/theories/frameworks you should use in your answers, since this will differ depending on the specific approach of each student. A simple count of the number of ideas mentioned/used will certainly not factor into how we mark the assignments. As a very rough guide, though, aim for at least 3-4 per answer.

Q4. Can I use the same concept/theory/framework to answer more than one question?

Using the same concept/theory/framework more than once in your report is **NOT** recommended. You want to show us that you have a broad knowledge of the course content, and recycling the same ideas will make this more difficult for you.

Q5. Should we reference the source of the concepts/theories/frameworks we use in our report?

Yes – whenever you introduce a concept/theory/framework in the main body of your report, you should cite the source you learned it from (e.g., textbook, lecture slides).

Q6. How can I know if I'm citing/referencing other sources correctly?

There is a huge amount of guidance online about how to use the APA referencing format correctly. Google is your friend! The library can also help

<https://libguides.victoria.ac.nz/referencing-citing>