

MGMT704 Management for Social Impact

Assessment Instructions

Assessment 1: Case Analysis

The Case Analysis is an individually written business report that requires the student to investigate the social impact of a publicly listed New Zealand firm. The student will conduct an analysis, and report on the social impact of a publicly listed New Zealand firm based on the concepts, theories, and frameworks discussed in class and in the readings in Weeks 1 – 4. The firm will be selected by the student and must be approved by the lecturer (to make sure that it is a publicly listed NZ firm).

The student will take the perspective of a consultant, engaged by the firm to undertake an evaluation of the organisation's business strategies, policies, and operations in order to identify key initiatives that pertain to its social impact. The student is expected to conduct secondary research on their chosen firm by gathering online information and publicly available data. They must analyse the information gathered based on course concepts, theories, and frameworks and identify key social impact initiatives and strategies to develop recommendations on how the firm may improve its positive impact on society and the environment.

The report must be well structured and concisely written. It must include essential information to enable the reader to understand the report findings, conclusions, and recommendations. The report must engage with course concepts, theories, and frameworks to address the following:

- Provide a brief background on the chosen firm – a brief history, market, industry, products and services, organisation, etc.
- Identify and describe key programmes, activities, business models, and/or strategies that the firm undertakes in order to positively impact society and/or the environment (*e.g. Fonterra's KickStart Breakfast programme, Fonterra's policy to meet the World Organisation for Animal Health standards, Fonterra's activities to limit its carbon footprint*)

Guidance:

- Use Porter & Kramer's (2011) shared value creation framework to guide the analysis
- Explain the impact of the initiative/s on the firm's stakeholders (if any)

Guidance:

- Choose one or two key initiatives (programmes, activities, business models, and/or strategies) and undertake a stakeholder assessment
- Choose one of the above key initiatives and conduct a Corporate Social Performance (CSP) assessment based on Lasch & Conaway's (2014) CSP framework
- Develop conclusions regarding the firm's social impact initiatives

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- Present and justify recommendations on how the firm could improve its social impact initiatives
- Use course readings to support your explanations and justifications
- Use APA 7th edition where appropriate
- Include a reference list

The report has a word limit of **3,000 (+/- 10%)** – references and appendices not included. The suggested format is as follows:

I – Introduction - introduce the topic and purpose of the report

II – Brief background of the firm – provide information relevant to the analysis

III – Analysis and discussion – discuss information relevant to the reports objectives and analyse the data that has been gathered

IV– Conclusion – summarise the body/discussion and state the significance of your findings/evaluation

V – Recommendations – make suggestions based on the findings/evaluation in the report

VI – References

VII – Appendices – relevant graphs, tables, images that support the analysis

Note: Students are not allowed to use Fonterra as their case because Fonterra has been used in topic exercises and class discussions.