
ENEL 301 2024

FOUNDATIONS OF ENGINEERING ECONOMICS AND MANAGEMENT

MANAGEMENT REPORT

LEARNING OBJECTIVES

Engineers are often asked to perform critical reviews for clients, in order to give recommendations for improvement.

This assignment has the following learning objectives:

- To allow students to gain an understanding of the practical application of management theory by analysis of a real-world situation they have experienced.
 - To provide practice in critical analysis.
 - To improve formal review and report writing skills.
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REPORT BRIEF

Using an organisation you have worked for (paid or intern/volunteer) as a case study, compare and contrast aspects of management theory with workplace reality.

Based on your analysis, write a formal report in which you describe the current situation and make and justify recommendations for improvement in three key areas.

Specifically, you will answer **THREE** prompts:

1. **Describe the organisational structure and design.** Given the nature of the organisation's size, its work, its employees and its goals, *compare* the structure and design with relevant organisational design theories. *Discuss* your findings: does this structure function well? Why/why not? Is this supported by the theories you have chosen? *Make recommendations*: could the structure be improved? [Note: this option is not available if your organisation has less than five employees.]
2. **Describe your specific job and working conditions.** Given the goals of optimisation of productivity and employee motivation and wellbeing, *compare* what you observed with relevant job design and motivational theories. *Discuss* your findings: Is this job well designed from the point of view of the worker and the organisation? Why/why not? Is this supported by the theories? *Make recommendations*: could the job design be improved?
3. **Describe the behaviour of a leader in the organisation.** Given the leader's role in the organisation, *compare* their actions to relevant leadership theories with respect to leadership of individuals and groups (as appropriate). *Discuss* your findings: is this leader

successful, in whole or in part? Why/why not? Is this supported by the theories you have chosen? *Make recommendations*: how could the leader improve?

If you feel that your current work experience does not lend itself to performing a review of this nature, please contact the course coordinator as soon as possible. (See FAQ as well).

ASSESSMENT STRUCTURE

To support the development of a well written, high-quality report, this assessment is split into four parts. The first three parts cover each of the three prompts that form the body of the report, with the complete report due as the last part of this assessment.

The first three parts are structured as follows:

1. **Organisational structure and design:** Answer prompt 1 on organisational structure and design.
2. **Job design and working conditions:** Answer prompt 2 on the design of your job and the working conditions.
3. **Leadership:** Answer prompt 3 on the behaviour of a leader in the organisation.

Each of these parts is **limited to four (4) pages**, excluding references, and should include recommendations. An executive summary, introduction and conclusion **are not required** – write each section as if it were part of a larger report.

Each part will be marked with a four-point rubric, with the rubric detailed on Learn. Feedback will be provided on your writing and technical content.

The final part of the assessment is the complete report. This report should fulfil the entire report brief, and should be based upon your submissions for the first three parts of the assessment. **The report is limited to 14 pages**, excluding title page, table of contents and references. Detailed information about the final report is discussed on page 4.

The total grade of 30% for this assessment is distributed amongst the four parts as follows:

1. Organisation structure and design: 2.5%
2. Job design and working conditions: 2.5%
3. Leadership: 2.5%
4. Final report: 22.5%

Please note:

- The organisation must have more than five members.
- First person active voice is recommended.
- This assignment is worth **30%** of your final grade for this course.
- A penalty of 10% of the total grade for every page over the limit will be applied for each part of this assignment.
- **Due dates for each assignment part are displayed on LEARN.**
- Late submissions will be treated as outlined in the ENEL 301 Assessment Policy (on LEARN).
- Blind marking is used – please do not put your name on your documents.
- All parts of this assignment must be original work. TURNITIN will be used to check for plagiarism and the use of generative AI tools. Any use of generative AI tools must be explicitly acknowledged in the references.
- Do not use the real name of the leader being analysed.
- Do use the real name of the company. All reports will be treated as confidential. If you have concerns, please contact the course coordinator to discuss.

REPORT STRUCTURE

Specifically, the final report will have:

- Title Page
 - Must include submission date and word count.
 - Do not include your name (blind marking eliminates potential unconscious bias).
- Executive Summary
 - Maximum one page. One or two paragraphs will be insufficient however.
 - A summary of the entire report, including recommendations; not an abstract.
- Table of Contents
 - Numbered sections in a hierarchical report format.
 - Numbered pages.
- Introduction
 - Include the purpose of the report.
 - Include brief details of the organisation (including size and location) and its purpose.
 - Include brief details of your role in the organisation.
 - This information must be sufficient to enable the reader to understand your analysis.
- Observation, Analysis and Evaluation
 - The main body of the report, structured under a series of headings appropriate to the analysis and evaluation of the three prompts.
 - For each prompt, include a clear description of the observed situation (be specific), a summary of the appropriate theories (appropriately referenced) and your evaluation of the success or lack of success, including why it was/wasn't successful.
- Recommendations
 - Based on the analysis and evaluation, what improvements/changes in behaviour could you recommend to the company and the leader?
- Conclusion
 - No new material. A brief summary of the report, its findings and its value.
- References
 - IEEE format
 - These will need to be correctly cited, of good quality and show evidence of background reading.
 - You do not need to reference content from your sub-part submissions (parts 1-3) in your final report.

MARKING RUBRIC – FINAL REPORT

Writing (40 marks)	None 0%	Poor 20%	Borderline 50%	Acceptable 60%	Good 75-80%	Excellent 95%+
Grammar, spelling, language choice, writing style	0	4	10	12	16	20
Report structure	0	1	2.5	3	4	5
Sources	0	2	5	6	8	10
Referencing	0	1	2.5	3	4	5
Content (100 marks)	None	Poor	Borderline	Acceptable	Good	Excellent
Executive summary	0	1	2.5	3	4	5
Introduction	0	1	2.5	3	4	5
Org. structure:						
<i>Descriptions of observed behaviours</i>	0	1	2.5	3	4	5
<i>Analysis and evaluation with respect to theories</i>	0	4	10	12	16	20
Job design:						
<i>Descriptions of observed behaviours</i>	0	1	2.5	3	4	5
<i>Analysis and evaluation with respect to theories</i>	0	4	10	12	16	20
Leadership:						
<i>Descriptions of observed behaviours</i>	0	1	2.5	3	4	5
<i>Analysis and evaluation with respect to theories</i>	0	4	10	12	16	20
Recommendations	0	2	5	6	8	10
Conclusion	0	1	2.5	3	4	5

WRITING CHECKLIST

Before you submit your final report, use this check list.

Have you answered the question?	
Reread the question: have you done what you have been asked to do?	Y/N
Have you included all the required sections?	Y/N
Is each paragraph answering the question(s) in some way? (Avoid irrelevant content.)	Y/N
Structure of Content	
Is the executive summary a stand-alone summary of the report?	Y/N
Does the introduction introduce your key aims and provide background?	Y/N
Do the recommendations follow from the analysis in the body of your work?	Y/N
Have you checked there is no content in the conclusion that has not been discussed previously in the work?	Y/N
Grammar	
Have you checked your spellings and capitalisation of words?	Y/N
Have you written in sentences? (Check for sentence fragments and run-on sentences.)	Y/N
Have you punctuated correctly? (Check use of apostrophes, commas and semi-colons.)	Y/N
Have you used tenses correctly and consistently?	Y/N
Have you checked subject-verb agreement? Are you using the correct prepositions? Have you checked for faulty parallelism? Do you have any hanging participles?	Y/N
Writing Style	
Are your sentences simple and easily understood? Is the meaning clear and unambiguous?	Y/N
Is your vocabulary appropriate? Precise language is required. No vague or filler words.	Y/N
Is your tone appropriate? Have you avoided emotive language, informal language, and colloquial language?	Y/N
Format	
Is your choice of font style and size consistent?	Y/N
Is there a table of contents, if appropriate? Is your numbering consistent?	Y/N
Do your sections and the paragraphs within follow a logical sequence of thought?	Y/N
Are your sections and pages numbered?	Y/N
References (5 marks)	
Have you referenced correctly according to the required style?	Y/N
Is there evidence of wide reading of quality sources (more than the textbook)?	Y/N

FAQ

1. *I feel that my current work experience does not lend itself to be analysed for the management report. What are my options?*

Your options are to look at:

- The organisation at a volunteer job you have had (after school program, Habitat for Humanity or Student Volunteer Army)
- The leader of a church group or other hierarchical organisation, (religious, sceptic, humanist, anarchist, communist, other political or cultural or belief-based organisation) to which you belong.
- The leader of a group such as St John's, Cadets, or Scouts of which you are or have recently been part.
- The manager of a sports club/team or similar in which you are involved.
- The president of a university or other club or organisation, where you are an active executive/team member. The club would need to be of a certain size (ENGSOCC, COMPSOC, WIE, UC Ski Club, MUSOC etc.) with defined goals.

If in doubt, please run your choice past the course coordinator to double check before you start.

2. *What is a "quality" reference? Why is a reference like "Mindtools.com" not acceptable? It has some really good articles on leadership and emotional intelligence.*

References such as Mindtools.com are, at best, like Wikipedia, good at providing a quick overview of a subject or topic. At worst they are factually incorrect (remember the CRAAP¹ criteria for references). They are not acceptable in a formal report. They are certainly not acceptable in a work situation.

Examples of quality references are books, journals, reports and articles that are peer reviewed, edited or otherwise pass the CRAAP test. Personal communications are acceptable, as are company webpages.

If in doubt, attend the referencing tutorial as a first step. The library also offers excellent resources.

3. *Can I reference textbooks?*

Yes, but only if you are referencing original ideas in that text. In general, textbooks at this level are compendiums of the research of experts in the field, and they will reference the source material.

¹ <https://library.csuchico.edu/sites/default/files/craap-test.pdf>

Regardless, if you reference different chapters of one textbook, or different editions, that is not evidence of wide reading.

4. Can I reference the lectures?

No. Some lecturers allow it, and it may be appropriate in some cases where the lecturer is referring to unpublished original research. That is not the case in ENEL301.

5. I see that 30% of the grade is based on quality of writing and formatting. I did not do well in the Writing Calibration activity. Where do I go for more help?

Look at the Professional Communications Skills tab on the ENEL 301 LEARN site. Particularly important are the links to the Academic Skills Centre resources, the IEEE Editorial Style Manual and the CNR Communications Portfolio Guide 3rd ed. (CPG). Note that not all of the CPG is relevant to this course – I recommend ch 4 and ch 5 however.

6. Is US English acceptable?

The preference is NZ/Aus/UK usage. However, US spelling and usage is acceptable, as long as its use is consistent throughout the work. Note that the markers are not experts here, and if you choose to use US standard, we may mark parts incorrect in error. If this is the case, please correct us (politely).