

### MODULE ASSESSMENT – BEMM181DA

This module is assessed by two assignments and several formative exercises:

Date due (for both summative assignments): 22<sup>nd</sup> April 2024.

<i>Formative or % Contribution:</i>	<i>Form of Assessment:</i>	<i>Size of the assessment e.g. duration/length</i>	<i>ILOs assessed by this assessment:</i>	<i>Feedback method:</i>
Formative	Reflective practice exercises	20 mins	Relevant to the week written	Verbal on request
30%	<b>Assignment 1</b> Essay on managing performance	2,500 words	All	Written
70%	<b>Assignment 2</b> Case study analysis	5,000 words	All	Written

**Assignment 1: Essay, 2,500 words. This assignment is worth 30% of the overall module assessment.**

You are asked to write an academic essay on the following question:

*‘What are the key factors required to build high-performing organisations that are capable of creating economic, social and financial value?’*

Please note that this is not a reflective paper, and you should not refer solely to your own organisation. We want you to think about general principles, and apply knowledge you have taken away from the module.

Your essay should reflect the theoretical concepts we will discuss in the both the reading weeks and masterclass, and make appropriate reference to academic literature. Be sure to evidence your conclusions fully and provide references to back up your views; we need hard arguments, not opinion or belief.

If you are unfamiliar with essay writing or it has been a while since you wrote one, the Royal Literary Fund has produced a useful guide to essay writing. You can find it at

<https://www.rlf.org.uk/resources/writing-essays/>



### Marking Rubric for written Assignment 1

Mark	(Fail)	(Condonable Fail)	(Pass)	(Merit)	(Distinction)	Weighting
Marking Criteria	<40	40-49	50-59	60-69	>70	% of total mark
<b>Analysis and content</b> Demonstration of logical analysis and critical reflection.	No critical analysis and weak content.	Gaps in knowledge and only superficial understanding with little or no analysis	Some weak content and analysis.	Good content and analysis	Excellent arguments, strong analysis.	40%
<b>Style and Structure</b> 1) Clear structure, and attention to grammar and spelling. 2) Use of recommended and other reading materials. 3) Correct academic referencing.	Poor structure and grammar which is hard to follow or understand; incorrectly formatted, with no references or poorly chosen ones.	Weak structure and unclear writing which is hard to follow and errors in referencing	A reasonable structure and use of language. Some errors in grammar, vocabulary & referencing. Limited choice of references.	Good structure and grammar, which is easy to follow & understand. Few instances of typos or formatting errors. Evidence of further research and wider reading.	Clearly structured and lucidly expressed. Only minor errors in language, grammar or referencing. Evidence of further research. Excellent range and quality of references to support analysis.	20%
<b>Use of evidence and sources</b>	Very weak evidence, few sources	Insufficient evidence and lack of detailed sources	Adequate evidence but lack of detailed sources	Good critical use of evidence and sources	A wide range of evidence and excellent critical use of sources	40%
						Total 100%

### Assignment 2: Case study analysis, 5000 words. This assignment is worth 70% of the overall mark.

Analyse the Bridgewater Logistics plc case study, which you will find on this page, and write a report on what you find. You need to look at both the parent company, Bridgewater, and its newly acquired subsidiary, Stratum Drinks Wholesaler Ltd. The company description is in the accompanying word document, with the accounts of Stratum Drinks Wholesaler Ltd in a separate spreadsheet. **Be sure to read both documents thoroughly.**

Your report should have two components. You will be marked equally on both (35% for each)

First, from the information you have to hand about Bridgewater, identify the key problems the company faces that are holding back performance and hindering value creation. Be careful here to distinguish symptoms from root causes. When looking at the challenges the company faces, what is likely to be the real problem here? Then, make recommendations to the board as to how the company could improve performance and add value. Make sure those recommendations deal with those deeper problems you have identified.

Second, the CEO in particular has staked a lot of his reputation on the acquisition of Stratum Drinks Wholesaler Ltd. The accounts for the year ending 31<sup>st</sup> December 2022 are attached in a folder together with forecast data for the rest of this year, 2023. Using appropriate ratios, you are to critically analyse the accounts for 2022 and the forecast accounts for 2023. Prepare a report for the Bridgewater board to include this analysis. The report should also identify any concerns for the future performance of Stratum together with your recommendations.

### Marking Rubric for written Assignment 2

Mark	(Fail)	(Condonable Fail)	(Pass)	(Merit)	(Distinction)	Weighting
Marking Criteria	<40	41-49	50-59	60-69	>70	% of total mark
<b>Analysis and Reflection</b> Demonstration of logical analysis of the problem.	No critical analysis.	Poor critical analysis and lack of understanding of the problem	Some weak critical analysis.	Good critical analysis	Excellent arguments, strong analysis.	40%
<b>Style and Structure</b> 1) Clear structure, and attention to grammar and spelling. 2) Use of recommended and other reading materials. 3) Correct academic referencing.	Poor structure and grammar which is hard to follow or understand; incorrectly formatted.	Weak structure with a number of missing elements	A reasonable structure and use of language. Some errors in grammar and vocabulary.	Good structure and grammar, which is easy to follow & understand. Few instances of typos or formatting errors.	Clearly structured and lucidly expressed. Only minor errors in language, grammar or referencing. Evidence of further research.	20%
<b>Practicality of the solutions offered</b> Are the solutions practical and would they be implementable in practice?	Solutions are badly defined or thought through and likely to fail.	Solutions are poorly defined and practicality is not evident in any way	Solutions are poorly defined and laid out, and practicality has not been fully demonstrated.	Solutions look sound, there is a clear demonstration of practicality	A persuasive and well described set of solutions that are clearly defined and practical	40%
						Total 100%

### Submission Guidelines

Please submit your assignment(s) electronically only through the assignment submission link on the Exeter Learning Environment (ELE) module webpage. Do not submit any paper copies.

**All submissions when uploaded must include the following information on the front sheet:**

**Module Code:** BEMM115DA

**Module Name:** Managing Performance

**Candidate Number:** e.g. 012345 (on every page)

**Word Count:** e.g. 2500 words

**Page numbers:**

You should **not** include your student number (9 digit number beginning with 6) or your name

### Late Submission of Assignments

You must submit your assignment(s) by the deadline(s) specified, if you fail to submit on time, the following penalties apply:

- The penalty for assessed work submitted up to two weeks and without an agreed extension is a capped mark of 50%.
- Assessed work submitted more than two weeks beyond a submission date will receive a mark of zero.

Genuine mitigating circumstances should be supported by a Medical Certificate from your doctor in the case of illness. In all circumstances we will require formal evidence.

**Referencing:** You must provide a list of the articles and texts you have referred to. You should use the **APA** system of referencing. Details are on the student intranet and on The Library ELE course <http://vle.exeter.ac.uk/course/view.php?id=3608> under 'Referencing and Research'

**APA Referencing Examples:**

**Journal or periodical article (online with DOI)**

**Reference list entry:**

Delahaye, A., Booth, C., Clark, P., Procter, S., & Rowlinson, M. (2009). The genre of corporate history. *Journal of Organizational Change Management*, 22(1), 27-48. doi: 10.1108/09534810910933898

**In-text citation:**

(Delahaye, Booth, Clark, Procter, & Rowlinson, 2009, p. 28)

**Book (single or multiple author)**

**Reference list entry:**

Krugman, P. R., Obstfeld, M., & Melitz, M. J. (2012). *International economics: Theory & policy* (9th ed.). Harlow: Pearson Education. In-text citation: (Krugman, Obstfeld, & Melitz, 2012, p. 23)

**Further examples can be found here:**

[http://vle.exeter.ac.uk/pluginfile.php/433748/mod\\_resource/content/4/Business%20School%20AZ%20of%20example%20APA%20references%202014.pdf](http://vle.exeter.ac.uk/pluginfile.php/433748/mod_resource/content/4/Business%20School%20AZ%20of%20example%20APA%20references%202014.pdf)

There are a number of referencing programmes which may help you in your work, details of these may be found on the Library web pages at:

<http://as.exeter.ac.uk/library/usingthelibrary/referencing/referencingsoftware/>

**Cheating and plagiarism:** You will be able to use a system called "Turnitin" through ELE to check your assignments for plagiarism before you submit. If we suspect that you have plagiarized, we may also use this system to check (in addition to our usual methods of identifying plagiarism). Plagiarism can lead to exclusion from the module and is taken extremely seriously. "The University treats very seriously any case of a student attempting to seek unfair academic advantage through plagiarism or cheating". Extract from Plagiarism and Cheating issued by the Academic Secretary, August 1996. For further guidance on Academic Honesty see the following web link:

<http://as.exeter.ac.uk/support/staffdevelopment/aspectsofacademicpractice/assessmentandfeedback/academichonestyandplagiarism/>

**What is Turnitin?** Each of the DA modules has an accompanying page on ELE where you will find details of Turnitin, our electronic submission system. Turnitin is a Web-based service that can find and highlight matching or unoriginal text in a written assignment. It uses data-mining to compile a large database of electronic academic materials which it indexes and stores. Faculty can send their students' assignments to the Turnitin database or allow students to send their own assignments to the service for checking. Turnitin basically checks the assignment against its database of materials to look for matches or near-matches in strings of text. Turnitin then generates an Originality Report online. The Originality Report summarizes and highlights matching text. Students find the Originality Report useful for editing papers that include too many quotes and paraphrases. For further information, see the following website:

<https://turnitin.com/static/training/student.php>

### Word Counts

You are required to meet the specified word count as detailed in the module handbook. There is a margin of +/- 10% (please refer to the list below on content included in the word count) on the specified word count e.g. 1500 words (permitted margin of 1350 or 1650). You must specify the word count on the assignment submission form and checks will be made to ensure that this is correct.

The following content is **NOT** included in a final word count:

- Reference list
- Bibliography
- Appendices
- Front cover sheet (refer to detail above)

The following content **IS** included in a final word count:

- Title
- Contents page
- Abstract
- Executive summary
- Main body of text
- Words used in tables, graphs and other forms of data presentation (including titles of figures)
- In text quotations
- In text references
- Footnotes
- Section headings