COMM1180 T2 2023
Assessment #2
Term Project

Introduction

Purpose

Early on in COMM1180, you are learning about several frameworks and practical tools that can help identify, measure, or even create value: for example, Porter's value chain, the Value Proposition Canvas and modern multi-stakeholder frameworks such as "Creating Shared Value" and "Grow the Pie". This term-long project will allow you to apply these frameworks to a real company case. Thus, you will need to draw on the knowledge you have acquired during lectures and the skills you have practiced during the tutorials, especially those of the first 2 weeks. You will also be asked to analyse ethical dilemmas around corporate decision making and critically review corporate actions.

An additional learning outcome is for teams to learn to collaborate effectively, incorporate different perspectives, produce quality work according to an agreed plan, and provide constructive feedback to each other.

Setting the scene

You have been hired as part of a management consulting team by ONE of the two companies listed below (take your pick) to provide an outside opinion on several value-relevant aspects of the company's activities:

> **Option 1: Qantas** (https://investor.qantas.com/Home/)
> **Option 2: A2 Milk (**https://thea2milkcompany.com/sustainability)

The management of the company is keen to raise its public profile and be recognised for being a good corporate citizen. To this end, they have set their eyes on an award for "Creating Shared Value"[1]. Your consulting report will help management to understand their strengths and the challenges they are facing as they are getting ready to apply for this award.

You will find a lot of information that is relevant to the questions below in the annual report of your chosen company as well the linked website (e.g. values, governance, sustainability). Feel free to use other credible sources to support your arguments. For example, you might consult related information from a supplier or use product reviews to inform yourself about their product quality or level of service. If you do use additional sources, please reference them, including an URL where applicable.

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[1] These awards do exist. For an example, see http://sharedvalue.org.au/awards/application-form/apply-organisational-award/

Timeline

In stage 1 of the project, each student will pick one of the two companies and submit a written, individual report. Note that there are several submission steps involved. Students are required to:

1) submit a draft of their report to Smarthinking (UNSW's free online writing support service) by Wednesday Week 4 at the latest.
2) upload the feedback provided by Smarthinking to Moodle by Friday of Week 4.
3) incorporate Smarthinking feedback into your final individual report and make the final submission by Friday of Week 5.

The first 2 steps of the assessment are formative in that the quality of your draft does not affect your mark. You are required to upload your Smarthinking feedback in time to gain access to the submission link for the final written report. The turn-around time of Smarthinking is quite fast (24-48 hours). However, this still means that you must submit your draft to Smarthinking at least 2 days before the first deadline to ensure timely receipt of feedback. Students should aim to have a well-developed draft at that point to maximize the usefulness of the feedback. Students then have until the second deadline to incorporate this feedback. You can find more details about using Smarthinking for this assignment on the Moodle course page.

In stage 2, students will form consulting teams to combine their perspectives and skill sets to work on a detailed and critical analysis of several value-related activities of the same company. This stage will start after the submission of the individual report and run until the final submission at the end of week 10.

Assessment part	Due date (11:59pm)	Weight	Deliverable
Smarthinking submission	1-2 days before first deadline	n/a	Draft of milestone
Feedback upload	Friday of Week 4	n/a	Smarthinking feedback
Milestone submission	Friday of Week 5	14%	Short individual report
Final submission	Friday of Week 10	20%	Final team consulting report

Stage 1 - Individual Milestone

Near the front of your company's annual report, you might notice that, unlike U.S. based companies, Australian companies report a lot of non-financial information, e.g., the 'shared value' they create for their various stakeholders. Many also use 'integrated reporting' - something you will learn much more about towards the end of this course – to elaborate on how they have grown along the six dimensions of capital (not just financial capital) over the reporting period.

Individual fact-finding report

In preparation for the final report described later, you are tasked with writing a short report on **ONE** non-financial stakeholder of the company (i.e., NOT shareholders or creditors!). The purpose of this report is to provide your team members with an understanding of the key issues that affect this stakeholder-company relationship.

1) **Stakeholder description:** Define and describe this stakeholder clearly. The stakeholder should be sufficiently specific. Examples: pick one representative supplier or a well-defined group of suppliers of a particular input that the company uses; a homogeneous group of customers that use a particular product or service; a particular community affected by the company; or some aspect of the environment.

2) **Stakeholder relationship with the company:** Identify and describe relevant ways in which this stakeholder interacts with the company, how they affect the company and how the actions of the company affect them. Think beyond the purely transactional here: What forms of value does the stakeholder receive from the company (this could be positive or negative e.g., in the case of pollution) and vice versa?

3) Use the **value chain framework** to identify and discuss at least one critical primary activity and at least one critical support activity that currently enable the company to create the value or reduce the harmful effects for your stakeholder identified in (2).

Submission format
- A preliminary report covering the 3 items above plus introduction and summary sections using the template provided.
- Length: No more than 700 words (excluding titles, headers, and reference list).
- There is a margin of +/- 10%.
- Students should include in-text citations for all references used.
- Must be 1.5 line spaced, 2.5 cm left aligned margin, 12-point font (Times New Roman or Arial) and the footer must have ZID and page numbers.
- **You must first submit a draft to Smarthinking and then upload to Moodle the feedback received from Smarthinking by end of Friday of Week 4. This will earn you access to the submission link of the finalized report. Not doing this will mean that your report may not be marked, and you have a risk of receiving ZERO in this assignment.**
- Submit the finalized report by end of Friday of Week 5.