



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Change & Stability Management

**Producing the Report:
Key Considerations**



Preparing your report



Reminder – key points

- Review the assignment brief in detail: make sure you understand what is required
- Review and incorporate the presentation feedback
- Ensure that your material is well organised and presented
- Take advantage of the pre-submission review clinic – book a slot via moodle
- Proof read your final draft before submission
- Check the deadline for submission – don't be late!



Assignment brief - Report

a) REPORT: ANALYSIS/EVALUATION/CRITIQUE (75% of total marks)

- The specific objectives of the module should be met with clear aims and objectives that are fully addressed throughout the assignment. The discursive content of the assignment should be supported by pertinent facts and figures. There should be a critical focus on analysis and evaluation based on effective critique of business practice using theoretical concepts and ideas on change management.
- Build on the work undertaken for the presentation. Link theory with practice and present evidence to support conclusions reached. The conclusion should be informative and cogently structured. Recommendations should be relevant in relation to the information and analysis produced in the main body of the assignment.
- **The assignment content should be evaluative, analytical, have a strong business case, strategic focus and customer orientation so as to re-enforce the business case for change.**

- **Your analysis and evaluation should make reference to theoretical models, ideas and concepts, focusing on organisational development, the socio-psychology of resistance to change and sustaining organisational effectiveness.**
- Utilise a variety of data sources, which might include primary data, to inform the reader and support your analysis, conclusions and recommendations.

Please note the following when completing your report:

1. **Writing:** Written in English in an appropriate business/academic style
 2. **Focus:** Focus only on the tasks set in the assignment.
 3. **Length:** 3000 words(+/-10%)
 4. **Formatting:** Typed on A4 paper in Times New Roman or Arial font 12 with at least 2.5 centimetre space at each edge, double spaced and pages numbered.
 5. **Document format:** In business report format, with a clear title, course, and name or ID number on a cover sheet and including a bibliography using Harvard referencing throughout.
 6. **Research:** Research should use reliable and relevant sources of information e.g. academic books and journals that have been peer reviewed. The research should be extensive.
-
- **The use of a range of information sources is expected – academic books, peer reviewed journal articles, professional articles, press releases and newspaper articles, reliable statistics, company annual reports and other company information.**

Writing up the research: considerations & contents

Aim:

To introduce the student to the key considerations, conventions and requirements in the process of writing up research & preparing reports

Objectives are to:

- discuss the main considerations involved in writing up research
- identify the conventions to which writers should adhere
- outline the structure and format of the document
- consider the purpose and contents of the different sections
- identify the components of different types of documents



Material adapted from: Denscombe, M (2008) The Good Research Guide 3rd ed OUP Maidenhead

Writing up the research

‘Writing up’ is an integral part of the research process. It is not something which is tagged on at the end.

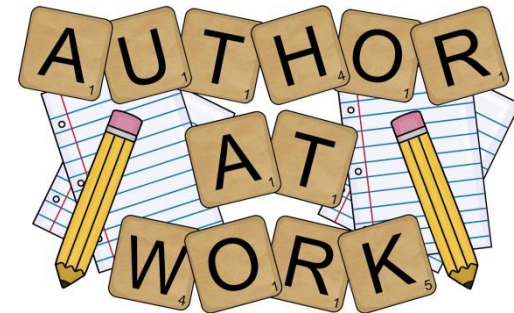
Nor is it a straightforward, simple task.

Far from it, writing up is skilful.

It involves a blend of interpretation, craft and convention aimed at producing a formal record of the research that can be evaluated by others.’

(Denscombe, 2007:136)

Material adapted from: Denscombe, M (2008) The Good Research Guide 3rd ed OUP Maidenhead

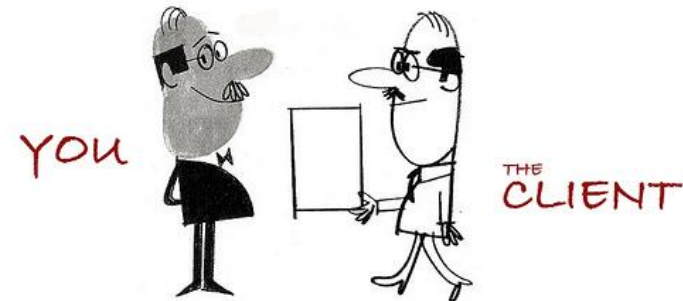


Material adapted from: Denscombe, M (2008) The Good Research Guide 3rd ed OUP Maidenhead

“Writing up in essence, calls on researchers to exercise skill and judgement”

Writers need to:

- Produce an **account** of the research
- Tailor the material to suit the needs of **the assignment brief**
- Use an appropriate **writing style** and **adhere to certain conventions**



Considerations:



1. Who is your audience?

Different audiences expect different things so the document and information must be tailored to their requirements e.g. in this case:

Academic report e.g. undergrad project, post-grad dissertation, PhD will be assessed on 'detail, rigour, coherence and originality'



2. Careful planning is needed

Successful report writing depends on careful planning;

- ***Decide on the purpose of the report.*** Is it for describing a situation, recommending changes, providing facts, recording progress, producing some form of plan – or a mixture of these? AIMS & OBJECTIVES!!!
- ***Be selective*** – don't take the approach 'I've collected all this stuff so they can have the lot whether they want it or not'!
- ***Consider the brief and what is needed*** – don't be too hasty about making decisions/ reaching conclusions. Allow time to prepare an initial draft and re-vamp it if necessary

Which will your report be?



- A sloppy report suggests a 'couldn't care less approach'
- Make it attractive & interesting to the client!
- Graphics should only be used to illustrate or justify your analysis – don't overuse them!

3. Producing the goods



It's impossible to produce a 'literal account of the research process' so researchers need to:

- 'provide an edited version of the totality'.
Consequently decisions need to be made about *what will* and *won't be* included

Conventions

Writers should adhere to various conventions when writing up research:

- ✓ **Referencing** follow the Harvard referencing system, sources are also needed for work place reports where relevant (see uni guide on referencing/library)
- ✓ **Layout of document & order of material** – follow guidelines; a conventional report format should be followed
- ✓ **Writing style** - use the third person, past tense & correct grammar & spelling. Check work manually e.g. to avoid their/there, an/at & ensure work makes sense!
- ✓ **Presentational issues** – link sections logically, use headings/subheadings, consider page layout, main sections numbered, sub sections point numbered, adopt a consistent style for graphs & charts



Settling down to the writing

When you start writing bear in mind:

1. The original reasons for the report (aims & objectives)
2. What you actually did
3. What you found out
4. What you've made of your findings
5. The conclusions you've reached
6. Your recommendations



Report structure

“A report is a statement of the results of an investigation or of any matter on which definite information is required”

(Oxford English Dictionary)

All reports have a similar format or structure

Although the structure may vary slightly depending on the intended audience and complexity of the material there will be:

- a. a preliminary section
- b. the main text
- c. the end matter



A. Preliminary section will contain:

- a. ***Title page*** containing report title, author's name, date, P number, classification e.g. private/confidential
- b. ***Acknowledgements***
- c. ***Executive summary*** i.e. synopsis of research & findings – last thing to be written. Should be short, sharp, to the point & contain main details of the WHOLE report.
- d. ***Contents page*** - lists each section with page numbers, may also list sub-sections
- e. ***List of tables and figures*** - with locations





B. Main text (body of the work) will contain:

a. *Introduction* -

- **Brief context** – terms of reference, situational details, statement of change scenario researched, how information was collected

b. **Research Methods** - What form did the research take? Primary/secondary research; Data collection methods e.g. questionnaires/interviews/focus groups/observation/other. Measurements, selection, analysis?

Presentation = what you planned to do. *Update here with what you actually did*

c. **Findings** – present the data & show what the research has uncovered plainly & simply. Use graphs, pie & bar charts, diagrams but be selective, don't cloud the issue

B. Main text (body of the work) will contain:

- d. **Discussion & analysis** – findings are scrutinised, discussed, analysed & interpreted. Theory, application, example, analysis. ‘Rolling application of theory’ rather than ‘blocking’ sections of theory separately to the analysis. Apply don’t repeat theory. Introduce concept briefly then apply it with researched examples. This is an applied case study so your organisation’s change scenario needs to be the focal point throughout. This should occupy the majority of the report as it is the key section.
- e. **Conclusions** - draws together the threads of the research & arrives at conclusions. If the case has been reasoned effectively then the readers should already be following your train of thought. Address the task set directly and summarise your arguments – no new information here. Make sense of the report.
- g. **Recommendations** - should be brief points only & relate to the main conclusions. Should include recommendations/guidelines for moving forward



C. The Final Section will contain:

- a. *Appendices*** i.e. supplementary material which supports the information in the body of the report e.g. data, copy of questionnaire / interview questions, memos, minutes of meetings, technical specifications. **Ensure the material is relevant. Should be brief!**
- b. *References/Bibliography*** - essential to show sources & avoid accusations of plagiarism. You need to meet the brief's key requirements. Mixture of books, journals, company information, articles. Cover both theory and case specific material. **Always source theory from academic sources not generalised websites.**



Module learning outcomes - SSBAT

- critically analyse theoretical perspectives and approaches to change management and demonstrate their practical application in a variety of organisational environments;
- critically evaluate whether change is beneficial or a hindrance to organisations today by examining key internal and external drivers such as culture, leadership, power, digitalisation, economic and political pressures and the forces of competition.

Previous examples

- Good reports!
- Anonymised
- Available for review at assignment clinics
- Smorgasbord of theories/concepts – be selective and employ those which assist you in analysing your own chosen change case study



Any Questions

?



Next: 1-1 Report Advice Clinic

Tuesday 7 & Monday 13 May

Book your slot via moodle

Report due in by

2359, 17 May

(worth 75%)



KEEP
CALM
AND
GOOD
LUCK