**For the progressive delivery, could you give me the part 1:** Case study outline **before ？**

**Business failure case study**

Part 1: Case study outline – (10%)

Peer-reviewed during Tutorials

Part 2: (90%)

3,000 word case study (+/-10%)

Choose one of 5 options: BHS, Cambridge Analytica, Carillion, Monarch Airlines, H&M Global

Deadline:

**For this assessment you will produce 2 documents.**

1. A paragraph-length introduction to your company and a skeleton outline of your case study. Include key points from the case and some supporting theory and evidence. This document will be due in HARD COPY in the final tutorial of the third week (24 May), during which it will be reviewed and marked by a peer.

o Weighting: 10% of total mark.

You receive 5 points for bringing a complete outline, which will be marked out of 5 by a peer to determine your total mark.

o Min 1 page, Max 2 pages (excluding reference list).

o 12pt Times New Roman font,1.5 spacing

If you do not attend the tutorial or submit an outline for review, you will automatically receive a score of 0 for this portion.

o HARD COPY DUE AT START OF TUTORIAL . Put your name and student number on the document.

2. The final document will be a 3,000 word case study (word limit +/- 10% ok) in which you present and analyse a company experiencing

business failure.

o Sections and approximate weighting:

Identify

– Conduct a multi-level root cause analysis (60%)

Strategise

– Develop a turnaround or exit strategy (30%)

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From the organisational options you will be given, choose one and justify why you believe this why you believe this organisation is failing/has failed. Use tools, theories and concepts drawn from lecture material, recommended reading, reputable business and news media

sources (e.g. Forbes, BusinessWeek, BBC), and independent study to identify root causes of failure and develop a turnaround or exit strategy.

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A good assignment will:

• Conduct a multi-level analysis to identify and evaluate the root causes of failure, and any changing conditions or major decisions central

to failure

• Have a clear argument and thesis, with a balance of analytical and descriptive writing, and diagrams where necessary

• Frame and support analysis with relevant company performance information, industry evidence, references to material from the module and wider academic reading

• Offer considered rationale for turnaround or exit strategy

• Be clearly structured and written with references in Harvard style format

All assignments will be marked against the standard Institute for Innovation and Entrepreneurship marking rubric.

**Outline:**

1, Identify one of the company options

2, Justify why it is failing/has failed

3, Create a systematic outline for analysis, e.g.

\*Bring a paragraph justifying your company choice and a skeleton outline of your coursework structure, e.g.

1)Introduction to company

2)Macro

Issue 1

Issue 2

3)Meso

Issue 1

4)Micro

Issue 1

Issue 2

Issue 3

5)Turnaround Strategy

6)Conclusion

Don’t forget to include concepts and evidence from the module, research or reading

**Case study:**

1. Case study to present and to analyse a company experiencing business failure (3000 words)

2. Develop a turnaround or exit strategy (30% of the mark – multi-level root analysis being the other

60%)

3. Gather the information you need to assess current operating health (Hofer, 1980). Use the below as a

starting point. Critically consider your sources!

• Financial

• Market

• Technological

• Production capabilities

• Position

4. Consider the components of the Trahm et al (2013) model from today’s lecture. What strategic

options/decisions are available based on the evidence you have found?

5. Is there evidence of turnaround strategy already in place?

Recommended Reading

Chowdhury, SD and Lang, JR (1996) Turnaround Efficiency in Small Firms: Strategies. Journal of

Business Research 36:169-178.

• DeTienne, DR (2010) Entrepreneurial exit as a critical component of the entrepreneurial process:

Theoretical development. Journal of Business Venturing, 25 (2010) 203–215

• Hofer, CW (1980). Turnaround strategies. Journal of Business Strategy, 1(1): 19 - 31.

• Robbins, DK and Pearce, JA. (1992) Turnaround: retrenchment and recovery. Strategic Management

Journal, Vol. 13, 287-309.

• Trahms, CA, Ndofor, HA, Sirmon, DG. (2013) Organizational Decline and Turnaround: A Review and

Agenda for Future Research. Journal of Management, 39(5): 1277-1307.

• Wennberg, K, Wiklund, J, DeTienne, DR, Cardon, MS (2010) Reconceptualizing entrepreneurial exit:

Divergent exit routes and their drivers. Journal of Business Venturing, 25:361–375