Assignment:
Common MGT 360 Management Analysis Report
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Course: MGT 360  
Title: Management and Organizational Behavior (3 units)

“Theory is about the connections among phenomena, a story about why acts, events, structure, and thoughts occur. Theory emphasizes the nature of causal relationships, identifying what comes first as well as the timing of such events.”
--R. Sutton and B. Staw

Goal:
The Department of Management strives to ensure that all students enrolled in MGT 360 are critical thinkers and strong writers. In essence, the Department wants all students to be able to demonstrate competency and efficacy in applying the principles of management and organizational behavior to the issues of a contemporary organization and its broader environment.

Objective:
In narrative essay format, I want you to address a business/organization case study using multiple concepts from class. The case question and case text begin on page 5 of this document.

Building upon your knowledge from MGT 360, students should demonstrate their best understanding of management and organizational behavior theory, and the application of those ideas to improve the understanding of various issues. You need to clearly identify at least three distinct, substantive issues. For each issue you need to 1), identify evidence from the case text that shows why this issue is important, 2), use theory from our textbook as a base for your analysis, and 3), draw an analogy from library materials other than the textbook to strengthen your argument. You also need to use appropriate in-text citations and provide a “Works Cited” (Reference) page.

Additionally, building upon your skills from general education and lower-division core courses, students should demonstrate their best composition and technical writing skills.

Length:
This essay is to be no less than three full pages and in length and no more than four full pages in length. Other relevant formatting requirements (“style guide”) are
linked from the course web page. The “Works Cited” page is in addition to the required page length (i.e., the “Works Cited” page doesn't count as one of the 3-4 pages).

**Deliverable:**
This assignment is due on the date specified on the course outline.

**Performance Measurement:**
There will be two different scores for this assignment. The first score will be for content, and the maximum numbers of points for content will be 20. The scoring rubric for the content portion of this assignment is as follows:

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<td>1</td>
<td>clearly identifying at least three key issues to be addressed</td>
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<td>3</td>
<td>appropriate and rigorous use of evidence from the case text(s)</td>
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<td>6</td>
<td>appropriate and rigorous use of relevant theory from our Textbook</td>
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<td>6</td>
<td>appropriate and rigorous use of the class Library materials</td>
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<td>3</td>
<td>correct and proper use of In-Text Citations</td>
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<td>1</td>
<td>correct and proper use of a Works Cited (“References”) page</td>
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The details for earning strong scores are enumerated below.

**Requirements Rationale:**

- *You must* clearly identify at least three key issues. Readers, especially important readers whose time is valuable and decision-making you want to influence (which eventually will be you, at some point after graduation), can’t be guessing as to what you are writing about. Four techniques can help immensely to improve clarity in this regard. The first is to identify the three issues by the end of the first paragraph, probably in the last line of the paragraph. This first step is crucial because it sets the expectations for the reader. The second is to use sub-headings liberally (think of sub-headings as “signposts”). The third is to repeat the issue in the first or second sentence of the paragraph that will address the issue. You might use slightly different words, but the issue, in essence, is the topic sentence of the paragraph. The fourth and final technique is to repeat the three issues (summarized, of course)—along with recommendations, if any—somewhere in the final, concluding paragraph.

- *You must* use evidence from the case text(s). The evidence must be at least one direct quote. Without some supporting evidence, there is no way to demonstrate that the issue you wish to discuss is even an issue, much less a distinct and substantive issue that key, senior decision-makers should consider. There might even be more than one piece of evidence, even from a single, journalistic article.
• You must lead the reader through the process of inference. That is, apply the general principles (theories, models, and frameworks) from this course to explain a phenomenon that occurred in the past or predict what phenomenon is likely to occur in the future. Both explanations and predictions require a deep understanding of “why”. Support for “why” is demonstrated primarily by the rigorous use of appropriate theories, models, and frameworks. For this assignment those theories must originate from the course textbook readings. The theory must be at least one direct quote. There are many theories in a textbook; choosing the best one requires diligent focus, a comprehensive understanding of course approach and detail, and fervent review of technical subject matter. There are no “shortcuts” to using the best theory, models, or frameworks in an objective, purposeful manner.

• You must make a strong argument in your analysis. Convincing another smart person that your thinking is right or best is some of the most difficult work you’ll do after you graduate. In addition to evidence and theory, another critical piece of a strong argument is the elegant use of an analogy. You offer additional support for your analysis of an issue by the use of a relevant analogy between a fact from the case text and a fact from a class Library materials listed on the course outline. You must use at least one direct quote from the library materials. As with evidence and theory, each issue will use analogies from different library materials. Library materials are labeled on the course outline as such; they are not materials from the textbook, supplementals, lectures, or video clips.

• You must cite your references, including specific page numbers (or from WileyPlus, the Section number or name), in-text (i.e., “in-line”) in the sentence in the narrative. You cannot make crass, unsubstantiated arguments or use ambiguous references. You need to provide tangible support for your reasoning. You build authority and credibility by acknowledging and referring to the work of others. Put another way anything you write that isn’t cited is assumed to be your own work. If you intentionally or unintentionally let the reader assume that the work of other individuals is your own work, you are plagiarizing. You cannot do this...ever...in either academic or professional work. I prefer APA format, but you may use MLA format as well. For the textbook, the citation must contain the Author’s name, year of publication, and page number (or WileyPlus Section number or name). For other materials, the citation must contain the Author’s name and year of publication. There are examples of in-text citations in the APA Style Guide summarized nicely by the CSUN Library:

http://library.csun.edu/egarcia/documents/apacitation_quickguide.pdf
• **You must** use a “Works Cited” page (sometimes called a “References” page). Someone else must be able to locate and use each reference on the “Works Cited” page. Multiple, In-text citations from the narrative that refer to the same reference in the “Works Cited” page are listed only once in the “Works Cited” page (even if different elements are used in the In-Text citation).

Again, I prefer APA format, but you may use MLA format as well. There are examples of how references are to be formatted on “Works Cited” pages in the APA Style Guide summarized nicely by the CSUN Library:

http://library.csun.edu/egarcia/documents/apacitation_quickguide.pdf

**Other Tips:**

• *Don’t* write haphazardly. *Do* balance **breadth** (broad coverage of multiple issues) with **depth** (sufficient, detailed analysis of each distinct issue). These issues emerge from your reading of the article, your education and experience, and your understanding of what the firm needs to succeed. You’ll write a better paper if you identify issues that resonate with you **viscerally** because you’ll have more acumen and concomitant passion for those issues.

• *Don’t* focus on principles, concepts, and materials from *other* business classes (lower-division or upper-division). *Do* focus on principles, concepts, and materials covered in *this* course—MGT 360. Take the perspective that the materials from this class on “Management and Organization Behavior” are **unique and distinctive** from other upper-division business courses. Here are two tips: 1), review the titles of the textbook chapters, HBR and supplemental readings, and 2), review the organizational structure and details of the course outline.

• *Don’t* just use concepts from the current part of the course, or materials just after the mid-term exam. *Do* use materials from the **entire** course, including from materials on leadership and change near the end of the course. Therefore, you need to review prior materials and you need to read ahead. This class doesn’t have a cumulative final exam. However, this assignment is indeed a **cumulative** assignment.

• *Don’t* arbitrarily ignore General Education courses. *Do* incorporate materials from one or more of G.E. courses if you feel those materials strengthen your thinking.

• *Don’t* write like you speak. *Do* organize your thoughts well. The main body of the report are the issues. Additionally, the first paragraph of the report should be an introduction, and the last paragraph should be a conclusion.
The last sentence of the introduction might be a summary of what is to come in the main body, while the conclusion might be a summary of what was said and final recommendations.

The second score will be for writing, and the maximum numbers of points for content will be 10. The scoring criteria for the writing portion of this assignment will be similar to the writing scoring criteria used previously in this class.

Although the raw scores differ for Content (20 points) and for Writing (10 points), both scores are weighted equally (i.e., half of 10% overall is 5% for Content and 5% for Writing).

Case Question:

Assume that you are an external management consultant. The Board of Directors of Snap Inc. is conducting a review of its CEO, Mr. Evan Spiegel. As part of that review, the Board of Directors has asked you to conduct an independent analysis of Mr. Spiegel in all aspects of management. As with all publicly-held firms, the CEO reports to the Board of Directors.

Write a brief management analysis report to the Board that informs them about the issues surrounding Mr. Spiegel, and what might be done to rectify the issues proactively. That is, using the language of our class, describe (explain or predict) specific examples of management skills or abilities (either observed or missing) along with possible suggestions for future interventions. Be certain to touch upon how strengths can be leveraged and weaknesses can be overcome.

Use details from both of the two articles below as needed.

(If you need to make any assumptions or background regarding anything you might have read in the case text, simply state them as needed.)

Case #1 Citation:


Full text:
SANTA MONICA, Calif. -- Snap Inc. chief Evan Spiegel pressed his team this year to launch a redesign of the company's Snapchat app. The executives and designers repeatedly responded with an urgent message: We need more time.

Mr. Spiegel had unexpectedly dropped the redesign plan on them in late 2017. After a visit to China, he decided the messaging app needed an overhaul inspired by trends he saw there. It was a quintessential Spiegel decree, say people familiar with the episode -- a gut decision without seeking input from most of his team, presented as a done deal.

He set a punishing timeline and dismissed concerns among senior executives and key designers that the new look wasn't testing well, say some of the people. He rejected his team's pleas for more time.

It was a debacle. When the redesign made its debut in February, users widely panned it. Snap lost users for the first time in its history over the next quarter. Its revenue, which comes mostly from advertising, continued to rise. But its share price has fallen roughly 76% since its February peak, reaching an all-time closing low of $4.99 Friday and reducing Snap's market capitalization from nearly $25.5 billion to about $6.5 billion.

Snapchat's popularity among young people and celebrities once helped give its owner a peak valuation of about $31 billion after its March 2017 initial public offering. The messaging app, which lets a person send a friend "snaps" -- photos and videos that can disappear seconds after the recipient views them -- once looked capable of becoming a viable social-media competitor to Facebook Inc.

The redesign mess adds to troubles swirling around Snap and raises questions about whether Mr. Spiegel's management instincts can help it pull through. His style -- trust instincts, take control of details, ignore naysayers -- paid off during Snap's meteoric rise after its 2011 founding.

Mr. Spiegel has publicly said it was his "stretch" goal for Snap to be profitable next year. But he has lost credibility with some on Wall Street, says Youssef Squali, lead internet analyst at investment bank SunTrust Robinson Humphrey, who projects Snap will run at a loss until 2021. Of Mr. Spiegel's decision-making, he says: "He is doing this not just to make money, but to try to prove that he is right."

Snap Chairman Michael Lynton calls Mr. Spiegel "a brilliant, responsible and thoughtful leader," adding that "Evan's decisions on how best to grow Snap are exactly what has created such a positive user experience."

A picture of Snap's troubles emerges from interviews with current and former Snap employees, advisers and people who have worked with the company and Mr. Spiegel. Former employees
say they fear talking publicly about their experiences, because Snap's lawyers have threatened workers with jail time if they talk to the media.

Mr. Spiegel is an intensely private man who says little publicly about his company. That may be hurting Snap, says Chris Paradysz, CEO of digital-marketing firm PMX Agency, which has bought ads on Snapchat for clients: "Advertisers want to hear from Evan. Leadership matters in a time of transition, and Snap is still in a time of transition."

Unlike many tech executives, Mr. Spiegel, 28, hasn't relied heavily on data for most of his decisions. He considers himself a designer, say some former employees, and often responds better to presentations rooted in emotional responses to the company's products and strategy rather than numbers.

He often discounts the views of those around him -- or doesn't seek them. He pushed continued spending on hardware, in the form of video-recording sunglasses named Spectacles, over the concerns of the chief financial officer at the time, a person familiar with the decision says. The Spectacles sold poorly and resulted in a write-off of nearly $40 million.

He has left much of his board out of some decisions. In mid 2016, he dismissed approaches from Mark Zuckerberg about the Facebook CEO's interest in buying Snap, say people familiar with the overtures, which haven't previously been disclosed and which Mr. Spiegel didn't report to the entire board.

Separately, Facebook Chief Operating Officer Sheryl Sandberg reached out to members of Snap's board to gauge their interest. The Facebook executives never specified prices. At the time, Snap was expected to achieve a value in excess of $25 billion for its IPO. A person familiar with Mr. Spiegel's thinking says there was never a formal offer to take to the full board and he doesn't regret turning down the overtures.

In 2013, the Journal reported that Mr. Zuckerberg offered Mr. Spiegel about $3 billion for Snap.

Meanwhile, Federal Bureau of Investigation agents about a year ago showed up unannounced on the doorsteps of former employees of Snap to question them about how Snap collected and reported user statistics, according to people familiar with the questioning. Former employees have also met with Justice Department attorneys, they say.

Snap disclosed last month it received subpoenas from the DOJ and Securities and Exchange Commission. The company in a statement said: "Snap believes the DOJ inquiry is now focused on our IPO disclosures about Instagram competition." Instagram, Facebook's photo-sharing app, has mimicked many of Snapchat's most popular features.

The SEC, FBI and DOJ declined to comment.
Snap is also in arbitration with its former head of growth, Anthony Pompliano, who alleges Snap wrongfully terminated him for raising concerns it misled investors with false metrics ahead of its IPO. “We are continuing to pursue all of his legal claims,” says Mr. Pompliano's lawyer, Christopher LaVigne. Snap faces two class-action lawsuits from shareholders based in part on Mr. Pompliano's allegations.

The company in its statement said the allegations "stem from an employee who worked at Snap for just 3 weeks more than 3 years ago -- long before the IPO -- and whose claims are demonstrably wrong."

Mr. Spiegel has maintained an unusual level of control. In Snap's IPO, he didn't allow public shareholders to have votes as part of their ownership. Nearly all senior executives who worked with him before the IPO are gone, and more than 10 senior employees have departed in the past year.

Mr. Spiegel co-founded Snap while a design student at Stanford University, where he was a fraternity party planner and used his sense of how young people communicate to design the early versions of Snapchat.

From the beginning, he exerted control over minutiae, regularly weighing in on fonts and colors. Mr. Spiegel often reports glitches in software and once said he was surprised his name wasn't on a leaderboard Snap kept of who spotted the most bugs. After that, Mr. Spiegel frequently appeared as No. 1.

Many employees saw Mr. Spiegel as an aloof leader. During Snap's roadshow to meet investors in the weeks before its IPO, he took a private jet rather than flying with bankers, landing next to the plane used by the others.

Those tendencies have become more pronounced, particularly since he married supermodel Miranda Kerr in 2017 and then became a father, people who have worked with him say.

In a new Santa Monica office, Mr. Spiegel sits with two assistants on the top floor of what employees call the "ivory tower." Other executives have desks on that floor but sit with their teams on other floors.

Mr. Spiegel has been accompanied by heavy security when he travels, even to other Snap offices. A team of security people have often inspected New York offices ahead of his visits and cleared out many floors before he arrives. Mr. Spiegel asked for full-time armed security personnel in Snap's offices following violent incidents in the neighborhood, but executives pushed back because of other security concerns that would come with an outside team of people with guns.
In May, Snap's chief financial officer, Drew Vollero, left the position after clashing with Mr. Spiegel about the company's spending on hardware, including Spectacles, say people familiar with the conversations.

In November, Snap's No. 2, Chief Strategy Officer Imran Khan, left and Nick Bell, who helped Mr. Spiegel conceive the redesign and was considered one of his closest allies, announced he was leaving.

Some former employees say Mr. Spiegel's management stifles dissent and can hurt Snap in ways the redesign illustrates. "As soon as people speak up, Snap won't listen to them, and they lose status in the company and get bullied out," says Joe Hood, an early video editor who says Snap fired him in 2014.

The redesign became a lightning rod. Mr. Spiegel in October 2017 met in China with executives of a news-aggregator app popular there. He thought he could try a similar design -- one that made a tailored news feed for users based on habits -- in hopes of differentiating Snapchat from Instagram, say people familiar with his thinking.

He also believed Snapchat users would be more comfortable expressing themselves on his platform if it separated the social aspect of the app from the news. The change reduced the number of panels in Snap's app and put content from friends far away from content from publishers and social-media influencers.

Snap turned a hangar-like building in Venice, Calif., into a redesign war room. Engineers were instructed to work through Thanksgiving weekend.

Mr. Spiegel set the goal of getting the app to students by the time they returned home for the holidays, when Snapchat usage typically spikes.

The team didn't meet that goal. And early tests in Australia and New Zealand came back inconclusive -- it wasn't clear if some users didn't like the new design or were frustrated by the glitches in it.

More than a dozen senior-level employees and many on the design team began approaching Mr. Spiegel to tell him they felt the app wasn't ready. Snap called a "council," a meeting where employees talk about their feelings, for designers to meet with Mr. Spiegel to air their frustrations. In January, the executives tried to convince Mr. Spiegel they needed more time.

On Mr. Spiegel's insistence, Snap rolled out the new app version in February.

Users reacted swiftly, and negatively. More than 1.2 million signed a petition to roll back the revamp. Many users say they couldn't find messages from their friends because the new inbox reordered content. Celebrity Kylie Jenner tweeted: "sooo does anyone else not open Snapchat anymore?"
Snap executives had expected disruption, but were surprised by the level of frustration among users.

Snap publicly pledged to redesign the redesign to make it simpler to navigate, rolling it out in May. The company says that in the third quarter, ended Sept. 30, users watched premium content more than previously. A Snap spokeswoman says the company is making progress in improving its Android app, which hasn't worked as well as its iPhone app, to attract more users in developing countries where Android is more common.

Snap is also working to make up for the years it underinvested in data collection and beef up information it collects, say people familiar with the effort.

Snap's revenue grew to nearly $298 million in the third quarter, up about 43% from a year earlier -- something people who work with Mr. Spiegel say indicates his commitment to Snap as a business rather than just to the product's success.

Advertisers want Snap to succeed as a counterweight to ad behemoths like Facebook, says Mr. Paradysz, the ad executive. "You shouldn't be saying 'no' to Snap, because Facebook and Instagram have so much of advertiser budgets."

Mr. Spiegel has acknowledged mistakes in the revamp. "We rushed our redesign, solving one problem but creating many others," he wrote in a memo this autumn to employees. "We learned that moving really fast can help move us in the right direction, but we also need to take the time to rest and reassess."

There are signs Mr. Spiegel is shifting his style. For the past seven months, he has held monthly employee town-hall meetings in the Santa Monica office.

"I don't think there is one way to win as CEO," says Michael Jones, former CEO of Myspace, the early social-media startup that faded in the shadow of Facebook. He is now CEO of Los Angeles venture fund Science Inc. and is an acquaintance of Mr. Spiegel's. "Evan has a way he is obviously behaving now, and my hope is that he finds product-market fit and continues to scale Snap, and that that management style works."

**Case #2 Citation:**


**Full text:**
Snap Inc. last year paid settlements to at least three female employees who were let go in layoffs that they alleged disproportionately targeted women, according to people familiar with the matter.

The layoffs came months after an engineer at the company raised concerns in an email to colleagues about what she said was a sexist culture, an assessment that Chief Executive Evan Spiegel later described as a "wake-up call."

Snap, the parent company of the Snapchat messaging app, more recently has launched initiatives designed to support and promote female employees.

The job cuts were part of a companywide culling that began in March 2018. Within the firm's growth and design teams, which work closely with Mr. Spiegel and his top lieutenants, all six of the employees who were eliminated in one round were women, according to a number of people familiar with the company's structure and the layoffs.

When some of the affected employees wrote letters asking why so many targeted on those high-profile teams were women, Snap agreed to pay at least three of them extra shares of stock and cash in addition to normal severance packages, the people said.

A spokeswoman for Snap said roughly 70% of the 218 layoffs were men, and said the company defines the growth and design teams more broadly. Under those definitions, there were nine total layoffs on those teams: six women and three men. The company said it negotiated additional severance benefits for some male employees.

"The companywide restructuring we implemented in the first half of 2018 impacted both men and women," said the spokeswoman for Snap. "The decisions we made when determining the people impacted had absolutely nothing to do with gender."

The tech industry broadly has struggled to boost the number of women employees. Across the industry, women make up about 30% of employees at Silicon Valley tech firms, according to a report by the U.S. Equal Employment Opportunity Commission.

Unlike many of its technology peers, Snap hasn't produced an annual diversity report that describes the numbers of women and minority employees.

After a rocky 2018, in which Snap's share price dropped more than 60% and user growth slowed, Snap's business has improved of late, with the company making strides toward profitability. Snap, based in Santa Monica, Calif., has continued to grapple with personnel issues, including the departure of more than a dozen senior executives over the past year.

Mr. Spiegel said the company is more aggressively enforcing its values of being kind, honest and creative.
"Rather than just having values, we started saying things like: 'Hey, if you're a top performer, but you're not living our values, you're not kind, then this really isn't the right fit for you,'" Mr. Spiegel said at a conference in San Francisco in February.

Some women who used to work for Snap said they felt they were passed over for leadership roles and that managers instead groomed male colleagues with less experience for advancement.

In November 2017, a software engineer at Snap wrote an email to colleagues on her last day at the company saying that an engineer can be a person of color, or a woman, or a person who isn't straight.

"I'm just done fighting for it when very few other people seem to care," the engineer wrote in the note. Business news site Cheddar earlier reported the email. Mr. Spiegel later said the email helped him conclude the company "needed to do more and needed to do it faster."

Since the layoffs, Snap has instituted standardized performance reviews that include a way for employees to evaluate their managers, according to the spokeswoman. It also now requires all employees to participate in training that aims to teach people how to recognize their own prejudices.

Snap in the past few months has added four senior women to its executive leadership team, which is now comprised of four women and six men, according to the spokeswoman. Snap last spring held the company's first leadership summit for women, and out of that meeting, the company launched a mentoring program for all female employees.