

## Assessment Brief

### 1. Unit and Assessment Details

Course Title: HND Public Services  
Unit Name: Organizations and Behavior  
Unit Number: Core Unit: 03  
Assessor: Usman Saddique  
Internal Verifier:  
Assessment Title: Dynamics of organizations  
Assessment Method: Report  
Assessing in: Individual  
Number of Words: 3000 words (Max 8 pages)  
Outcomes Covered: (1, 2, 3 & 4)  
Issue Date: 03/01/2012  
Pre-submission Date: 10/01/2012  
Due Date: 17/01/2012

College No.	Learner Name	Learner Signature
<i>Learner's Declaration: I confirm that the work submitted for this assignment is my own.</i>		
		<i>Date</i>

### Outcome Covered

OUTCOME	
1	Explore organizational structure and culture
2	Examine different approaches to management and leadership and theories of organization.
3	Examine the relationship between motivational theories.
4	Demonstrate an understanding of working with others, team work, groups and group dynamics.

**Tracking Sheet** (*Mention A for Achieved & NA for Not Achieved*)

<b>Outcome</b>	1.1	1.2	1.3	2.1	2.2	3.1	3.2	3.3	4.1	4.2	4.3
A/NA											

<b>Outcome</b>	M1	M2	M3	D1	D2	D3
A/NA						

**Assessor's Signature** \_\_\_\_\_ **Date** \_\_\_\_\_

*NOTE: Attach this page as first page of your report*

**Purpose and Aim**

This assignment will compel the student to read different books and visit organizations, study their Human Resource policies which are used to motivate employees, leadership style incorporated by the upper management for better controls and increased efficiency, also to visit organizations, study their procedures and working, make an understanding of how organizations are structured in terms of authorities, power and responsibilities.

### **. Task 1 (Outcome 1.1)**

- Draw organizational chart of Edwardes College. The chart shall be vertical chart.
- Identify the type of organizational structure of the Edwardes College. Here you are supposed to comment on the basis of departmentalization i.e. product, geographical basis or function.
- Identify the weaknesses of the structure of Edwardes College. Be specific in identification of problems.

### **Task 2 (Outcome 1.1 & 1.2)**

- You are a student of Department of Professional Studies. Identify the culture existing in the department.
  - Power Culture
  - Role Culture
  - Team Culture
  - Person Culture

**Scenario:** You are working as a manager of customers' services department of a large multinational telecommunication company. This department is in the heart of city area and is always overflowing with the customers. There are basically two shifts of employees, 1<sup>st</sup> shift arrives at 09:00am in the morning and leave at 05:00pm, the 2<sup>nd</sup> shift arrives at 12:00pm and leaves at 08:00pm. The peak hours are from 10:00am to 02:00pm, during these hours the customers' no in the office area is from 70 to 90 and total no of Customer Services Officer is only 7. After 12:00pm no of employees increase but there are only 7 systems for the officers to work. Most of the officers are not very highly educated and are perusing there studies in the evenings. The salary of these officers is also very low and because of that there is high labor turnover rate. There is an office order to entertain customers within 8 minutes starting from customer's entrance into the office, because of these constraints officers work under immense pressure. You have been facing problems in handling the customers' queries because of high rush on officers. You are also receiving complaints regarding the bad behavior of officers. You have informed higher authorities about these problems and they have asked you to inform them about the major reasons affecting the behavior of Customer Services Officers so that appropriate action can be taken to improve things. Higher authorities have allowed you to hire two more Customer Services Officers.

### **Task 3 (Outcome 1.3)**

- After reading the scenario, list the reasons which are affecting the behavior of officers.
- Give appropriate suggestion to improve performance of employees.

### **Task 4 (Outcome 2.1)**

- Interview the Internal Verifier of your programme and ask about his daily tasks and categorize them into Planning, organizing, commanding, co-ordination and controlling.

### **Task 5 (Outcome 2.2)**

- Analyze the structure & culture, processes & procedures of your department and identify which management approach is in practice.

### **Task 6 (Outcome 3.1):**

- What are different leadership styles discussed in class. Explain each of them.
- List a few personality traits that you think are necessary for a leader in different leadership styles.

### **Tasks 7 (Outcome 3.2 & 3.3):**

- Explain the motivational theories discussed in class. Use diagrams where needed.

### **Tasks 8 (Outcome 4.1):**

- If you need to find out about the formal groups in an organization, can you do it by looking at organizational chart?
- With the help of organizational chart produced for Edwardes College in task 1, identify formal groups.

### **Tasks 9 (Outcome 4.2):**

- Can cross departmental teams be created in the Edwardes College for improved performance?

### **SCENARIO:**

Suppose you are team leader of a sales team of fast moving consumer goods, team consists of 10 salesmen working in different areas of the province. All the orders are placed with the team leader and he dispatches the consignment next day which reaches the destination after 1 day, so it takes in total 2 days for the consignment to reach its destination. You being a team leader want to reduce the no of days and win the upcoming contest of best team among four. You cannot use the cell phone for this purpose because it is the requirement of the company policies that regional manager should know about all the orders placed by salesmen and kept in loop.

**Task 10 (Outcome 4.3):**

- Devise a system (you might use any software, hardware or communication tool or a combination of any of these), adopting which will help the company as well as help you in winning the contest and have following features
  - Orders placed are received in 1 day.
  - Regional manager is kept in loop regarding all matters.
  - Better co-ordination among all the salesmen.

Outcome 1: Explore organizational structure and culture.	P1: Compare and contrast different organizational structures and culture.
	P2: Analyze the relationship between an organization’s structure and culture and the effects on business performance.
	P3: Analyze the factors which influence individual behavior at work.
Outcome 2: Examine different approaches to management and leadership and theories of organization.	P4: Analyze how organizational theory underpins principles and practices of organizing and of management.
	P5: Compare the different approaches to management and theories of organization used by two organizations.
Outcome 3: Examine the relationship between motivational theories:	P6: Discuss different leadership styles and the effectiveness of these leadership approaches.
	P7: Explain the different motivational theories and their application with in the work place.
	P8: Assess the relationship between motivational theory and practice of management.
Outcome 4: Demonstrate an understanding of working with others, teamwork, groups and group dynamics.	P9: Describe the nature of groups and group behavior within organizations.
	P10: Investigate the factors that lead to effective teamwork and the influences that threaten the teamwork.
	P 11: evaluate the impact of technology on team functioning within a given organization.

M1: In task 1 suggest an alternative structure for the Edwardes College. Draw Organizational chart for alternative structure. Provide supporting arguments for the better performance if alternate structure is adopted.
M2: In task 2 identify the reasons for the culture existing in the organization. You can interview the faculty of Department.
M3: In task 3 while hiring new employees, what personality traits you will be looking in a job applicant?
D1: In task 7 give practical examples discussed in class about how these theories are applied in organizations. 1 example for each motivational theory.
D2: In task 8 what are the essentials that are needed in behavior of the group members, for the success of group?
D3: In task 9 list a few action to be taken to promote and encourage informal groups in Edwardes College

### Notes to Students

- Proper format of report should be followed including table of contents, executive summary, page numbering etc.
- Include a last chapter in your report about the limitations of your report and write any difficulty you faced while collecting data. Critically evaluate your work if possible.
- Give proper evidence of all your activities for completing the tasks e.g. videos, pictures, visiting cards, or reference letter of personnel from whom data is collected.
- The safety of your assessments is your responsibility. You must not permit another student access to your work. And upon completion of each task keep a backup of the work completed by for e.g. keeping a copy in your email inbox etc. So, that no excuses are put forward on the day of submission.

### Plagiarism Policy

The college has strict penalty for plagiarism and the assignment will be cancelled if the assignment is observed for this.

The definition and scope of plagiarism are presented below:

Plagiarism occurs when a student misrepresents, as his/her own work, the work, written or otherwise, of any other person (including another student) or of any institution. Examples of forms of plagiarism include:

- The verbatim (word for word) copying of another's work without appropriate and correctly presented acknowledgement;

- The close paraphrasing of another's work by simply changing a few words or altering the order of presentation, without appropriate and correctly presented acknowledgement;
- Unacknowledged quotation of phrases from another's work;
- The deliberate and detailed presentation of another's concept as one's own.

All types of work submitted by students are covered by this definition, including, written work, diagrams, designs, engineering drawings and pictures.

### **Resources Required**

- Lectures slides
- Communication and Achieving Results BTEC Course Book
- Reference books (in library)
- Business magazines and journals
- Quality management 2<sup>nd</sup> edition by Donna C S Summers (Chapter 11)
- Operations and Quality Management by Samuel K M Ho (Chapter 6)
- Dale B G – *Managing Quality* – 2nd Ed. (Prentice Hall, 1994)

### **General Instructions**

- Books and online resources can be used of the college library and Central Computer Lab for any assistance. But direct copying from these resources is not allowed.
- Visits need to be arranged and made to the organizations. For meeting the respective managers, the college will provide a reference letter for the project and the manager of the organization is welcome to contact the administration at the college
- The college has strict penalty for plagiarism and the assignment will be cancelled if the assignment is observed for this.
- Proper referencing should be given in the Harvard Style/Chicago/MLA etc.
- All work should be comprehensively referenced and all sources must be acknowledged fully, this includes books & journals used as well websites visited. Details such as page numbers, publishers and publication year should also be stated, in addition to the name of the author(s) and publication. Books, articles and journals should be the main sources; online sources are allowed up to 15%
- The Assignment should have a cover page that has assignment title, assignment number, course title, unit title, lecturer / tutor name and student's name.
- Attach all the pages of assignment brief with your report as annexure at the end.
- Ensure that statement of authenticity has been signed and attached as the first page of your report.
- Contents sheet (TOC) with a list of all headings and page numbers is must for your report.
- Use A4 page size, 12 point Arial or Times New Roman font with 1.5 line spacing.
- Your assignment should be word-processed and should not exceed 4500 words in length (or 20 pages). Exhibits / appendices are outside this limit
- Pages should be numbered (bottom right hand corner)



- Spell-check the document and read thoroughly for grammatical errors

## Feedback to Learner

Criteria	Feedback to learner (Evidence presented against the published criteria)
1.1	
1.2	
1.3	
2.1	
2.2	
3.1	
3.2	
3.3	
4.1	
4.2	
4.3	
M1	
M2	

<b>M3</b>	
<b>D1</b>	
<b>D2</b>	
<b>D3</b>	
<b>General comments</b>	

<b>Assessor signature</b>	<b>Date</b>
<b>Internal Verifier signature</b>	<b>Date</b>

**Internal Verifier**

**Assessor**