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| **EXAMINATION ANSWER BOOK** | | |
| **This script will be marked anonymously. Please complete CANDIDATE / EXAMINATION DETAILS but do not start writing anywhere else until the start of the examination is announced by the invigilator. Please show your student identity card upon request. It is student’s responsibility to fill in the details fully and accurately.** | | |
| **CANDIDATE / EXAMIMNATION DETAILS** | | |
| **University of Westminster Student ID Number:** | **WIUT Student ID Number: 00010443** | |
| **Course:** | **Date:** | |
| **Module Code:** | **Module Title:** | |

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| **QUESTIONS ANSWERED** | | | | |  | **REGULATIONS FOR CANDIDATES**  **PLEASE READ CAREFULLY**  1. You are warned that any breach of the rules is likely to result in severe penalties including suspension of studies or exclusion from WIUT.  2. You must show your WIUT student identity card upon request..  3. You are not allowed to leave during the first 30 minutes or the last 15 minutes of the examination.  4. All mobile phones and other electronic devices must be switched off.  5. If you are caught cheating in the examination, you will most probably get zero marks. If you have any revision, you have a chance to remove them before the start of the examination without being penalized.  5. You may use blue or black pen only. Any answers written in pencil may not be marked.  6. You must not commence writing, other than to complete identification details on the answer book, until the start of the examination is announced.  7. You are not allowed to talk, to whisper or to turn around - all of which are academic misconduct and may incur a penalty. You will be given a single written warning only for such kind of misconduct; should you do any of these things again you will be reported to the Academic Misconduct Panel.  8. You may NOT use whiteout/correction fluid or disappearing ink pen. Possession of this constitutes an academic misconduct. If you make a mistake, simply draw a line through the mistake with pen and continue  9. If you have not come to the examination properly prepared, you must make do with what you have brought with you.  11. If you are found to have any unauthorized materials during the examination this will constitute an academic misconduct and you will be reported to the Academic Misconduct Panel.  12. You must not leave your place without the permission of the invigilator.  13. If you do not feel well enough to complete the examination you should leave the room and submit a Mitigating Circumstance claim for non-attendance.  14. When the invigilator announces the end of the examination you must stop writing, remain seated and silent until all scripts have been collected and counted and until you are dismissed by the invigilator. |
| Write in **the first column only** the numbers of the questions attempted in the order in which you attempted them. | | | | |
| **CANDIDATE USE** | **EXAMINER USE** | | | |
| **Question Number** | **Internal Examiner** | **Internal Examiner** | **External Examiner** | **Agreed**  **Marks** |
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Student ID 00010443

Case 1

Question 1.

Founder John Owen embarked on the Autocratic Style during his management of Owen Healthcare. He fully trusted only his work. Autocratic Style needs a very responsible management of the head and there is a minimum power of attorney and maximum control over the company's employees.

After the death of her husband, Diane had to change her management style to Delegative Style, as she was given a lot of work and responsibility for the future of the company. Since Diane was not knowledgeable about pharmacy and leadership, she almost completely trusted the team of professional pharmacists of the company and together they brought back 90% of their clients.

Delegative Style is a set of management techniques, a leader's demeanor based on the transfer of tasks to subordinates, who also take on part of the responsibility for their implementation. A leader who prefers a delegating style gives his subordinates almost complete freedom of action.

Further, below is an analysis of three types of hypotheses and according to my research, one of which was applied by Diane. These are the Contingency Theory, Behavioral Theory and Management Theory.

Contingency Theory explains leadership not as a set of personal characteristics, but as an environment, a situation that determines the leader and his actions. Developed in the late 1940s and early 1950s, this approach was shared by Stogdill, Mann, and others. New concepts of leadership emerged from their developments, and behavioral and situational analysis of this phenomenon was applied. At the same time, environmental theory was the beginning of the emergence of an integrative approach to the study of leadership, which unites it and the theory of traits. The latter, by the way, is being developed by many scientists today.

Behavioral Theory is progressive, since it claims that leadership qualities can be acquired in the process of life, one can learn them, because they are not always inherent in a person from birth. As a result of research conducted at the universities of Ohio and Michigan, scientists have come to the conclusion that two behavioral categories prevail in leadership - task orientation and people orientation. Also, this approach studies leadership styles in detail, which forces many authors specializing in the problems of effective management to turn to this theory.

The management theory is sometimes called transactional leadership, and focuses on supervision, organization, and group performance. Transactional leadership is a system of rewards and punishments, and transactional leadership is regularly used in business. When employees do something successful, managers reward them.

From my research, I found that Diane applies Management Theory, as far as she trusts her team of employees. The work of company is more focused by employees work.

Question 2.

Total Quality Management includes various theoretical principles and practical methods, tools for quantitative and qualitative data analysis, elements of economic theory and analysis, which share one goal - continuous improvement of quality.

TQM can be defined as a quality-focused approach to managing an organization. Quality is achieved by involving all personnel in work improvement activities. The goal of quality improvement is customer satisfaction and gain by all stakeholders (workers, owners, suppliers) and society at large.

8 elements of TQM:

1. Ethics
2. Integrity
3. Trust
4. Training
5. Teamwork
6. Leadership
7. Recognition
8. Communication

Ethics – Ethics is the discipline concerned with good and bad in any situation. It is a two-faceted subject represented by organizational and individual ethics. Organizational ethics establish a business code of ethics that outlines guidelines that all employees are to adhere to in the performance of their work. Individual ethics include personal rights or wrongs.

Integrity – Integrity implies honesty, morals, values, fairness, and adherence to the facts and sincerity. The characteristic is what customers (internal or external) expect and deserve to receive. People see the opposite of integrity as duplicity. TQM will not work in an atmosphere of duplicity.

Training – Training is very important for employees to be highly productive. Supervisors are solely responsible for implementing TQM within their departments, and teaching their employees the philosophies of TQM. Training that employees require are interpersonal skills, the ability to function within teams, problem solving, decision making, job management performance analysis and improvement, business economics and technical skills. During the creation and formation of TQM, employees are trained so that they can become effective employees for the company.

Teamwork – To become successful in business, teamwork is also a key element of TQM. With the use of teams, the business will receive quicker and better solutions to problems. Teams also provide more permanent improvements in processes and operations. In teams, people feel more comfortable bringing up problems that may occur, and can get help from other workers to find a solution and put into place.

Recognition – Recognition is the last and final element in the entire system. It should be provided for both suggestions and achievements for teams as well as individuals. Employees strive to receive recognition for themselves and their teams. Detecting and recognizing contributors is the most important job of a supervisor. As people are recognized, there can be huge changes in self-esteem, productivity, quality and the amount of effort exhorted to the task at hand.

According to my research, in this case, three elements such as Integrity, Teamwork and Recognition were applied.

As you can read the description of these three elements, they describe well the state of the company.

After the death of the founder, customers and workers expected to get good results from the future activities of the company. In terms of duration of work, the results show that customer expectations are met, as most of the customers renewed their contract with the company. Focus is on collegiality and informality, and on keeping formal relationships to a minimum, which creates the most friendly atmosphere among workers.

The use of Teamwork in this case is that a team of professional employees achieved their goals and the necessary budget, which they set for themselves, and solved problems.

Finally, the Recognition element. During the management of John Owen, he had little confidence in the employees and did all the affairs of the company himself. This element is the disclosure of the skills and talents of workers. Diane was forced to put her trust in the work of the workers and they showed their potential. They really achieved success, returned customers and did not get into a crisis after such a difficult situation.

Question 3.

There are three categories of organizational change: developmental, transitional and transformational.

Developing is a change where there is an ascent and organization. This change focuses on improving a skill or process.

Transient - the goal is to achieve a desired state that is different from the existing one.

Transformational - This can lead to the creation of an organization operating in development mode - an organization that constantly learns, adapts and improves.

A category of change such as Transformational is seen at Owen Healthcare.

Organization and management styles changed completely during Diane's management, employees' associations changed in accordance with changes in management and other methods were applied to maintain credibility and return on budget.

There are 4 types of changes: structural, technological, automatic and personnel.

According to the director, the company has undergone workforce changes. Since many teams, after achieving their goals, left the company and new employees appeared. Structural changes have also taken place in some areas, due to the current situation. Mrs Owen, compared to her husband, had complete confidence in the employees of the company and since then there have been changes in the structure of the organization.

Case B.

Question 1.

There are Types of business communications:

Based on Structure

* Formal
* Informal

Based on the Medium of Communication

* Verbal
* Non-Verbal

Based on Flow of Direction

* Upward
* Downward
* Horizontal
* Diagonal

Based on Response

* One-Way
* Two-Way

The organization uses such types as Formal, Informal, Upward, Downward. Since the management structure is hierarchical, there is such a connection in the organization as the head, chief managers of departments, managers in each of these departments, workers and their assistants, trainees.

Question 2.

Job description - this is the responsibilities of performing work in the company and the criteria necessary for the vacancy. It is very good at helping job seekers navigate job applications by focusing on their skills. This makes the work of HR managers easier by filtering out people who submit multiple applications. Spacesavers have been using this method of selecting new employees for a long time and train them specializing in the company's activities.

Question 3.

The strength of Spacesavers is described in becoming professionals in their field of ophthalmology. They have a wide selection of glasses of all kinds. Specialists use the latest technology and equipment for eye examinations and examinations.

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