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| Module Name and Code | Introduction to Management and Organisational Behaviour 4MNST001C-n |
| CW weighting | 30% |
| Module Leaders contacts | Alisher Ismailov  Phone: 238 74 00 ext.654  E-mail: a.ismailov@wiut.uz |
| Submission Deadline | TBA |
| Results date and type of feedback | Oral |
| **The CW checks the following learning outcomes:** | |
| 1. Explain management process and manager’s functions at different levels of organization 2. Identify and analyse the role of individual differences, motivation, group dynamics, culture, leadership, diversity, organizational culture and structure in organizations by means of conducting research | |

**Task**

**Presentation which highlights the students’ identification of a management problem as well as recommendations on how to improve the situation.**

To accomplish this CW you are required to take on a role of a consultancy firm employee. The firm has a number of clients requesting assistance and professional advice on various matters. You are provided with THREE cases and have to **select only ONE** and prepare a presentation that should identify management problems and suggest recommendations.

This is an individual assignment. The consultant has to work out solutions and suggestions to the client. **All ideas, arguments and recommendations MUST BE justified and supported with references to academic sources or findings of primary research (if any). It is suggested (NOT A MUST) that the consultant interviews one person** (phone interview, email or via zoom), who they believe to be an expert in the sphere covered by the case. Please attach evidence of a conducted interview in the end of your presentation. It may be in form of photo or an official letter. The results of the interviews might be shared with a client later on. During seminars all consultants will be presenting their findings in the form of an oral presentation during TW10 and T11. Exact slot with time and date for each student will be provided during TW9. In the event that students are unable to attend their allocated presentation slot, it will result in a failure for the presentation.

Each Presentation will last for approximately 6 minutes and MUST be attended. After the presentation there might be a short Q/A session lasting 2 mins.

**The following points summarise the information above and simplify the comprehension of the assignment:**

1. Imagine that you are an employee of a consultancy firm.
2. Collect and analyse information, which will be necessary for your oral report.
3. Structure your speech and prepare technology (PPT slides or other) to support your speech if necessary.
4. Present your oral report. You will be given the exact date and time of the meeting beforehand by IMOB module leaders. Your speech should be no longer 6 min.
5. Participate actively in a follow up discussion with the assessors that will last 2 minutes. In this part, you can

* be asked clarifying questions
* argue about any points
* agree/disagree with any points

1. Anticipate possible questions from your lecturers regarding your work.

See the cases below.

**CASE 1**

Recently opened cosmetics brand from France in Uzbekistan, operating for only six months under the brand name "LuxeCosmétiques," has established its presence with retail outlets in Tashkent, Samarkand, and Jizzakh. The company offers a diverse range of premium French cosmetics and prides itself on providing top-notch customer service. Currently, the company boasts a workforce of over 120 dedicated professionals. "LuxeCosmétiques" is committed to upholding the global brand guidelines for customer service set by its headquarters in France, which is considered a pivotal element of its competitive advantage. However, a significant portion of the staff members appears to be indifferent to these guidelines and struggles to find motivation to adhere to the stringent rules governing customer interactions, as staff got used to “passive” level of service in Uzbekistan and think that it is normal. In response to this challenge, the management of "LuxeCosmétiques" has resorted to frequent punitive measures such as salary reductions and imposing additional overtime hours. It is essential to note that Uzbek management quite often assigns tasks outside of employees' job descriptions, which makes situation worse. Unfortunately, this situation has resulted in a decline in the quality of customer service provided by the team. This decline, in turn, has a negative impact on the brand's efforts to establish a strong and favorable image among the enthusiastic Uzbek customer base, which has shown a burgeoning interest in French cosmetics.

Given the aforementioned circumstances, "LuxeCosmétiques" seeks your expert advice on the following matters:

1. What are effective leadership strategies that can be employed to enhance employee commitment to the company?
2. When it comes to management style, what balance should be struck between concern for people and concern for task? Which style is more suitable for our organization?
3. Could you provide recommendations for motivation strategies aimed at increasing staff motivation and engagement?

**CASE 2**

Oybek Sobirov, a determined self-made entrepreneur with a vision, founded "CraftCoffeeShop," a burgeoning chain of three coffee shops nestled in the heart of Tashkent, Uzbekistan. Having spent five transformative years in Canada, Oybek felt compelled to introduce the joy of high-quality coffee to the eager Uzbek consumer base. His core belief centers around respecting his employees and nurturing a work environment where individuals can perform their tasks autonomously without the need for stringent controls. However, this idealistic approach has led to a frequent occurrence of staff members falling short of fulfilling their responsibilities. Furthermore, Oybek singlehandedly oversees the management of all three stores, convinced that his enterprise remains too modest to warrant the employment of store managers. This has resulted in him grappling with the complexities of problem-solving and control within each outlet. Each "CraftCoffeeShop" branch employs two baristas, two assistants, a cashier, a janitor, and security personnel. Presently, a distinct organizational structure is lacking. Oybek envisions a sustainable leadership approach that ensures fair treatment of employees, customers, and the environment. "CraftCoffeeShop" now seeks guidance to address these challenges while staying true to Oybek's dreams and values.

1. Considering Oybek's desire for staff members to work autonomously while maintaining accountability, what leadership style or approach would you recommend to effectively address the issues with staff members' performance and responsibilities?
2. Could you design a comprehensive organizational structure for "CraftCoffeeShop" that encompasses all three shops, outlining the roles, responsibilities, and reporting relationships, while aligning with Oybek's vision for the business?
3. What sustainable leadership practices and strategies would you advise Oybek to implement to ensure that "CraftCoffeeShop" can achieve his goals of fair treatment for employees and customers, as well as minimizing the environmental impact of the business operations?

**CASE 3**

TechSolutions Pro, an IT firm operating in Uzbekistan, specializes in developing customized software solutions for businesses in the region. Renowned for providing cost-effective software solutions with superior localization and customization compared to foreign competitors, TechSolutions Pro has established itself as a prominent player in the Uzbek IT market. Over the past three years, the company has experienced significant growth, expanding its workforce from 30 to 150 employees. Notably, TechSolutions Pro has transitioned from a predominantly local workforce to one that includes a substantial number of international experts, primarily from CIS countries. Operating in the B2B sector has presented unique challenges. Local employees argue that they possess a deeper understanding of how to navigate the Uzbek business landscape and anticipate potential risks and issues. Conversely, international experts advocate for aligning the company with international cooperation standards and elevating its operations to a global level. This ongoing disagreement has led to conflicts and a notable decline in employee motivation within project teams. Presently, management recognizes that this situation adversely affects the successful completion of several projects. Furthermore, concerns persist regarding the performance evaluation and assessment of the staff, given the unique blend of expertise within the organization. While TechSolutions Pro has not received any negative feedback from its clients thus far, the management is taking a proactive stance and is seeking guidance on addressing the following issues

1. Suggestions on appropriate motivation schemes based on the type of work and industry in question.
2. Advise on the most effective leadership style to implement, using Fred Fiedler’s Contingency Theory
3. Are there any personality theories, which might help TechSolutions Pro in quickly sorting employees to particular jobs based on their traits? Justify your answer with specific examples of a theory and suggested implementation.

**Assessment Criteria**

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| **Mark** | **Understanding of organizational design, structure and/or role of individual and groups in organization (25%)** | **Leadership style, aspirations and motivation, individual differences and/or different personalities and their implications on organizations (25%)** | **Recommendations (25%)** | **The level of consistency, style, structure and accuracy of the produced oral report and ability to answer questions(25%)** |
| **80-100** | Professional assessment of the organizational design and organizational structure its role in achieving organizational outcomes. Arguments are well-developed and always supported by relevant evidence. There is a clear and vivid narrative of how selected positions/departments fit under the designed structure as well as their contribution in attaining organization objectives. Interrelation among selected positions is clearly depicted. | Demonstrates an outstanding understanding of individual needs, aspirations and motivation, different personalities. Individual differences and their implications on organizations are presented, complete and demonstrate very high level of critical analysis. The format is always appropriate to the task. | Theory presented is complete and relevant at all parts. There is a transparent and appropriate link between theory and argument at all parts.  The quality of evaluation and recommendations is excellent. | All parts of the oral report are fully consistent and linked to each other well. Well-organized, very clear and logical structure. Superior level of accuracy of the report. Progression of ideas always logical and clear. Visual aids, if used, are well designed and help make the presentation clear. Well within time limitations. All questions are answered correctly. |
| **70-79** | Organizational design and organizational structure as well as its role in achieving organizational outcomes is very well examined. Argument well-developed and supported by relevant evidence. Selected positions, designed structure as well as its contribution in attaining organizational objectives are well described. Interrelation among selected positions/departments is well depicted. | There is an evidence of very good quality research and proficient understanding of individual needs, aspirations and motivation, different personalities. Individual differences and their implications on organizations are presented, relevant and demonstrates high level of critical analysis. The format is mostly appropriate to the task. | There is a clear link between theory and the practical cases. Theory presented is complete and demonstrates high level of relevance. The quality of evaluation and recommendations is very good and appropriate. | The report is mostly consistent and linked to each other at most parts, which indicates very good commitment to produce coherent and consistent work.  Organized and logical structure. High level of accuracy of the produced report.  Visual aids, if used, are well designed and help make the presentation clear. Well within time limitations. All questions are answered correctly. |
| **60-69** | Organizational design, organizational structure and its role in achieving organizational outcomes is well understood and clearly described in the report. Argument are logical and supported by relevant evidence. Selected positions/departments, designed structure as well as its contribution in attaining organizational objectives are described. | There is an evidence of good research and understanding of individual needs, aspirations and motivation, different personalities. Individual differences and their implications on organizations are presented, mostly relevant and demonstrates good level of critical analysis. | Demonstrated strong ability to apply theory to practice. The used theory is relevant and adds value to the produced work. The quality of evaluation and recommendations is good and relevant to situation. | Generally a coherent and consistent line of arguments. Parts of the oral report are linked to each other, which indicate good commitment to produce the consistent work.  Structured and accurate work.  Some minor errors exist but they do not put strain on the reader. Generally clear point of view presented throughout.  Visual aids, if used, are appropriate and help illustrate the speaker’s point.  Within required time limit.  Questions answered but with some minor mistakes |
| **50-59** | Organizational design and organizational structure as well as its role in achieving organizational outcomes is understood and described in the report. Arguments generally relevant. Evidence of logical reasoning. Selected positions, designed structure are described. Interrelation among selected positions/departments is depicted. | Examination of individual needs, aspirations and motivation, different personalities has been undertaken demonstrating decent understanding of the learned concepts and theory. Individual differences and their implications on organizations are presented, relevant and demonstrates average level of analysis. | Demonstrated an ability to apply theory to practice. Arguments are mostly supported by the knowledge of the theory. Learned concepts and theoretical principles are related to reward systems and other interconnected areas at most parts. The quality of evaluation and recommendations is good and relevant to situation. | The parts of the oral report are consistent with some minor inconsistencies. The point of view is not clear at times.  Visual aids, if used, are mostly suitable.  Time limit is satisfactory.  Only some questions are answered correctly. |
| **40-49** | Organizational design and organizational structure is partially covered. Arguments may lack relevancy. Some evidence of logical reasoning. Selected positions and designed structure are described with some inaccuracies. Interrelation among selected positions/departments is depicted. However, some omissions exist. | There is an evidence of study of individual needs, aspirations and motivation, different personalities as well as basic understanding of their relevance. Individual differences and their implications on organizations are presented and mostly relevant. Work demonstrates acceptable level of analysis. | There is relevance between the produced work and reward concepts and principles covered in module. However, some more relevance to the theory and supporting data is needed.  The quality of evaluation and recommendations are reasonable and relevant to situation. | The parts of the oral report are not always consistent. There is evidence of an underlying structure, but it is not very clear. Demonstrated weak commitment to produce coherent work. The writing introduces some ideas, but these are sometimes unclear.  Visual aids, if used, are adequate but do not add much to his/her point.  Over/under time limit.  Students had problems with answering questions clearly or limited answer is provided. |
| **30-39**  **(Taken)** | Organizational design and organizational structure are only partially understood. Arguments are often irrelevant and inconsistent. Little or no logical reasoning. Selected positions/departments and theirs interrelation is described with significant omissions. | There is a limited evidence of the study of individual needs, aspirations and motivation, different personalities. Partial information about the Individual differences and their implications on organizations is provided. Work presented demonstrates low level of analysis. | Work presented contains related results, but with no or very little relevance to the covered IMOB concepts and theory.  Quality of evaluation and recommendations is weak. | The parts of the report are not consistent. Demonstrated very weak commitment to produce one whole work. Weak structure and accuracy.  Visual aids, if used, are poorly designed and do not enhance the presentation.  The presentation is either too short or too long.  Answers to questions were weak and very limited |
| **20-29**  **(Fail)** | Lack of understanding of organization and its structure.  Arguments are irrelevant and inconsistent. No signs of logical reasoning.  Limited presentation of structure and positions/departments. Interrelation among selected positions is weakly depicted. | Little or no evidence of the study of individual needs, aspirations and motivation, different personalities. Little argumentation is presented but is not related to individual differences and their implications on organizations. | The quality of output is poor and is irrelevant to topic covered. Very weak or no link with the learned principles and theory. The quality of evaluation and recommendations is poor and may be irrelevant to situation. | Work demonstrates collection of inconsistent paragraphs. Limited commitment to produce one report. There is no structure. Information is presented in confusing, indistinct form.  No visual aids.  The presentation is either too short or too long.  Students had problems to answer questions, or did not answer some questions |
| **0-19**  **(Fail)** | No understanding of organization and its structure. Arguments are irrelevant and inconsistent. No signs of logical reasoning. Extremely poor designed structure. No interrelation among selected positions/departments is depicted. | No evidence of research is seen. No coverage of individual needs, aspirations and motivation, different personalities. No evidence of finding on individual differences and their implications on organizations. | The quality of output is very poor and is irrelevant to topic covered. There is no link to the learned principles and theory.  The quality of evaluation and recommendations very is poor and totally irrelevant to situation. | No attempt to produce holistic work. There is no structure. Shows an inability to present ideas in single source. No clear point of view is presented. Highly inaccurate. |