

Senior High School

Department of Education
National Capital Region
SCHOOLS DIVISION OFFICE
MARIKINA CITY

Accountancy, Business and Management

Organization and Management

Organizing

First Quarter – Module 7



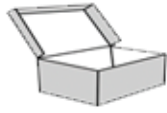
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What I Need To Know

This module was designed and written with you, as the student, in mind. It was prepared to help you develop the knowledge, skills, and attitudes in the performance for business management setting. The scope of this module permits it to be used in many different learning situations as applied in business setting. Also, it was carefully designed so that you can work at your own pace and allow self-discovery of the concept through activities that you will perform. Activities presented in this module allow you to do independent learning which also aims to develop your reading comprehension skills through understanding the written texts.

At the end of the module you shall be able to:

- define organizing;
- identify the elements of organizing;
- analyze the nature of organizations and types of organization structures.
- apply organization theories for effective business management.

This module is divided into two (2) lessons namely:

Lesson 1: Nature of Organization and Types of Organization Structures

Lesson 2: Organization Theories and Application

Before we start may I remind you that you need your big notebook. It will serve as your portfolio for this subject.



What I Know

To begin with this module, let us assess first what you have already know about the lesson.

I. Match column A to column B. Write the letter of your answer on your portfolio notebook.

- | | |
|--|------------------------|
| 1. A type of horizontal structure which deals directly with the firm's primary goods and services. | a. Divisional Approach |
|--|------------------------|

- | | |
|---|---------------------|
| 2. It is considered a hybrid form of structure where managers and staff personnel report to the superiors, functional manager, and divisional manager | b. Staff department |
| 3. A structure where departments are formed based on management of their products, customers or geographic areas covered. | c. Line department |
| 4. A function of management in which the harmonization of human, physical and financial resources of the organization takes place. | d. Matrix Approach |
| 5. A type of horizontal structure which support the activities of the line department. | e. Organizing |

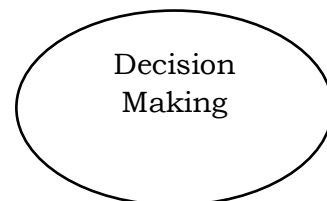
II. Write the word “**Fact**” if the statement is correct and “**Bluff**” if the statement is incorrect. Keep your responses on your portfolio notebook.

1. Contemporary theories refer to the usual or old-fashioned way structure.
2. Team design is made up of different work groups in the organization.
3. Authority, responsibility, and accountability are the elements of delegation.
4. Group chat in Messenger can be considered formal group.
5. Informal group exist because of the kind of working environment in the company.



What's In

- I. Develop a concept map about the topics discussed from the previous module. Keep your responses on your portfolio notebook.



Rubrics for scoring: (20 points)

Description	4	3	2	1
Content	-very thorough responses -great content	-good responses -good content	-not very thorough -little content	-poor responses -poor content
Organization	-well organized	-good organization	-little organization	-poor organization
Creativity	-great over all look	-good look	-little creativity	-not creative
Presentation	-evidence that pride and care was taken and the message of the illustration is clearly defined	-clear, uncluttered and attractive	-appears rushed of somewhat careless but the content is legible	-careless, hurried and illegible presentation
Clarity	-easy to understand	-makes some sense	-hardly makes sense	-no clear idea

What's New

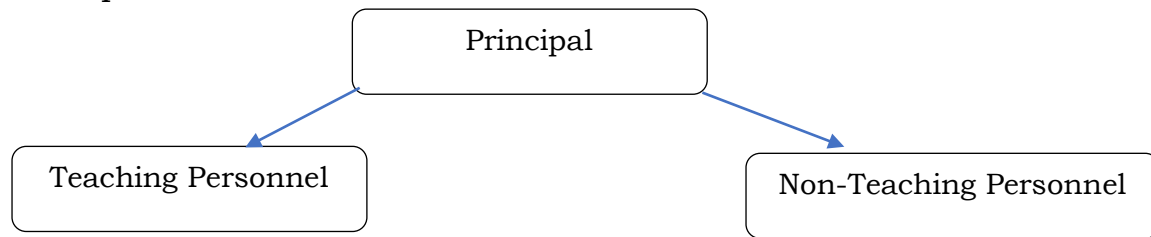
After planning, it is a must for every manager to do organizing. The planned goals and objectives of the company must be put into action through effective organizing. It requires an interlocking of decision and communication work units to coordinate all efforts toward the achievement of the organizational goals and objectives set during the planning stage.

To begin with, let us accomplish the activities below.

I. Junior High School Organization Structure

Can you still recall the names and positions of your previous school's teaching (teachers) and non-teaching personnel (registrar, guards, clerks, etc.). Illustrate their organization structures from the top to bottom. Label each box with the name and position of the personnel. Continue the given example below. Keep your responses on your portfolio notebook.

Example:



Rubrics for scoring: (20 points)

Description	4	3	2	1
Content	-very thorough responses -great content	-good responses -good content	-not very thorough -little content	-poor responses -poor content
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Clarity	-easy to understand	-makes some sense	-hardly makes sense	-no clear idea

Lesson

1

Nature of Organizations and Types of Organization Structures



What Is It

Organizing is the function of management that involves developing an organizational structure and allocating human resources to ensure the accomplishment of objectives.

<https://open.lib.umn.edu/principlesmanagement/chapter/1-5-planning-organizing-leading-and-controlling-2/#:~:text=and%20tactical%20plans.-,Organizing,within%20which%20effort%20is%20coordinated.>

In the organization, managers often implement the plans developed in the planning stage to regulate the implementation of objectives. Managers assign the responsibilities to different people in the organization based on their abilities, capabilities, hours of work, and job description. It is normal for the organization that some employees will obtain authority to delegate extra tasks or responsibilities to other employees. This will help the management to release some undue load and lets each department inside the organization get involved more effectively.

<https://www.tonex.com/principles-organization-management-training-course/>

Organizations differ in size and structures. These differentiations will involve division of labor and specialization. According to Cabrera, et.al (2016) **division of labor** involves assigning different tasks to different people in the organization's different work units. This is related to **specialization**, the process in which different individuals and units perform different tasks.

Another process involve in the organization is the **Integration and Coordination**. During the **Integration** the different departments or divisions in the organizations will need to collaborate and coordinate with one another. On the other hand, **Coordination** refers to the procedures that connect the work activities of the different work divisions/ units of the firm to achieve its overall goal. (Cabrera, et.al, 2016).

Four Distinct Activities of Organizing

1. It determines what work activities must be done to accomplish organizational objectives.
2. It classifies the type of work needed and groups the work into manageable work units.
3. It assigns the work to individual and delegates the appropriate authority.
4. It designs a hierarchy of decisions-making relationships.



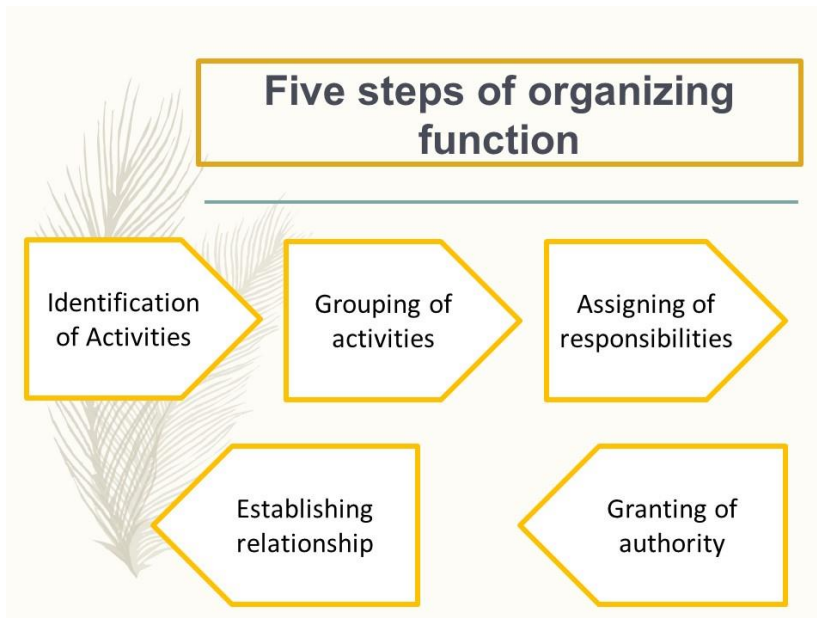


Figure 8-1

Figure 8-1 illustrates the five steps of organizing function. First is the **identification of activities**. Identification of activities are anchored at the organizational plans and the goals of the organization. It is based on plans formulated that needs to be carried out by the departments or divisions. Second is to **group activities** to determine which are necessary to accomplish organization objectives. In this step, managers need to examine each activity to determine its general nature like marketing, production, finance or personnel. Activities must be grouped according to interrelated functional areas. Third is the **assigning of responsibilities**. After grouping these activities into major operational areas, managers now must assign the activities to individuals in the organization. Fourth is the **granting of authority**. The nature, purpose, tasks, and expectations dictate the type of authority needed by the manager to perform his function effectively. The activities assigned to the individuals will form the basis of authority thereafter. Finally, manager must **establish relationship**. The final step determines both the vertical and horizontal operating relationships of the organization. This final step is “putting it all together”.

Source: <https://www.businessmanagementideas.com/management/functions/5-main-steps-involved-in-organizing-process-management/7546>

Types of Organization Structures

According to Cabrera, et.al (2016) **Organization Structure** is a system made up of tasks to be accomplished, work movements from one work level to other work levels in the system, reporting relationships and communication passageways that unite the work of different individual persons and groups.

The organization chart has its value to managers in depicting the basic framework of the organizations. It emphasizes the following:

1. Who reports to whom – the chain of command
2. How many subordinates work for each manager – the span of control
3. Channels of official communication through the solid lines that connect each job.
4. How the company is structured by function, customer, or product.
5. The work being done in each job
6. The hierarchy of decision making where a decision maker for a problem is located.

Types of Organization Structures:

A. **Vertical Structure** clears out issues related to authority rights, responsibilities, and reporting relationships. (Bateman and Snell 2008), **Authority rights** refers to the legitimate rights given to the person in position to give orders to their subordinates. Appointed individuals like the president, vice president, manager, among others, have the authority to issue

orders to their subordinates, who in turn, needs to report to them what they have done.

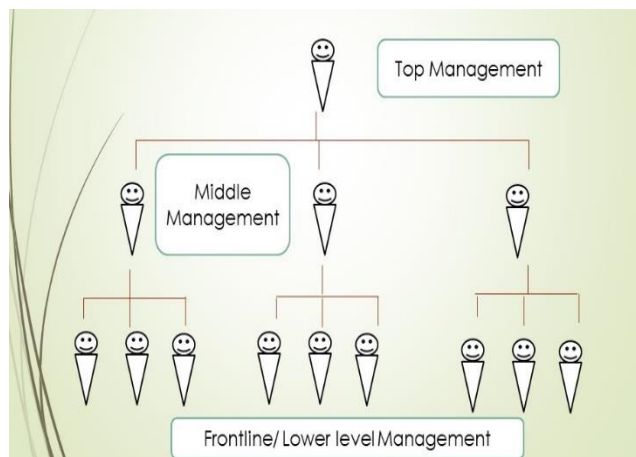


Figure 8-2 Vertical Structure

B. **Horizontal Structure** refers to the departmentalization of an organization into smaller work units as tasks become increasingly varied and numerous. (Cabrera, et. al, 2016)

The following are the types of department under horizontal structure according to Cabrera, et. al, (2016):

1. **Line departments** are those whose primary responsibility are for the firm's primary goods and services. They are responsible for the selling, manufacturing, and providing services to customers.
2. **Staff departments** support the activities of the line departments by doing research, attending to legal matters and performing public relations duties.

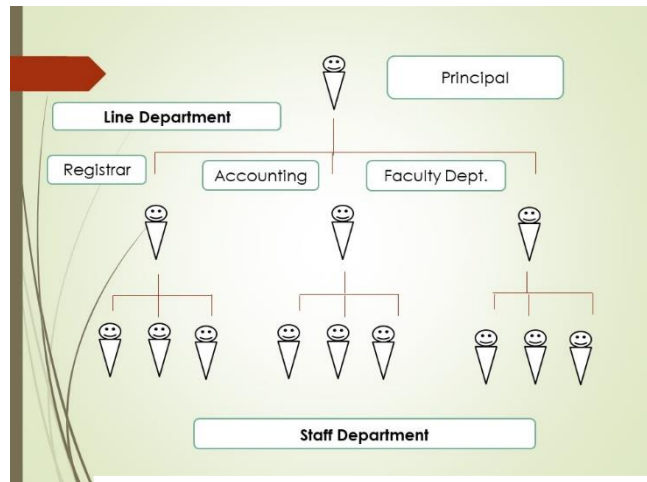


Figure 8-3 Horizontal Structure

C. Functional approach is where the subdivisions are formed based on specialized activities such as marketing, production, financial management and human resources management.

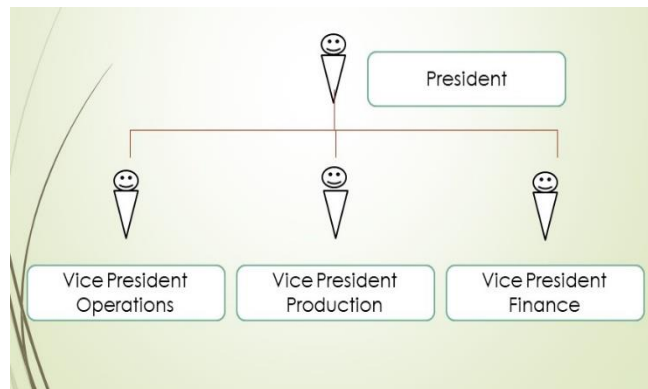


Figure 8-4 Functional Approach

D. Divisional approach is where departments are formed based on management of their products, customers, or geographic areas covered. The benefit of this structure is that the needs of the organization can be met more immediately and specifically as each division can operate independently.

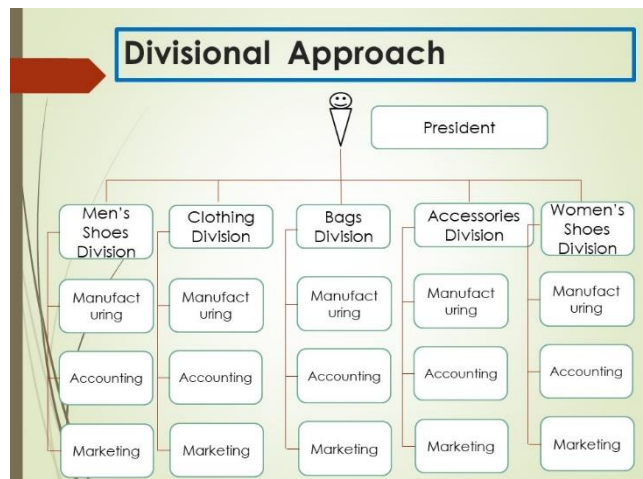


Figure 8-5 Divisional Approach

E. **Matrix approach** is a hybrid form of departmentalization where managers and staff personnel report to the superiors, the functional manager, and the divisional manager. It allows for the benefits of functional and divisional structures to exist in one organization.

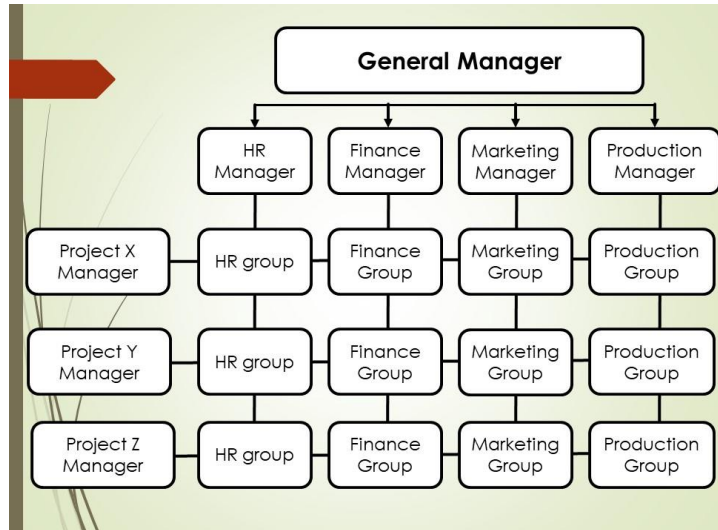


Figure 8-6 Matrix Approach

F. **Network Structure** is a collection of independent, single function organizations that work together in order to produce a product or service.

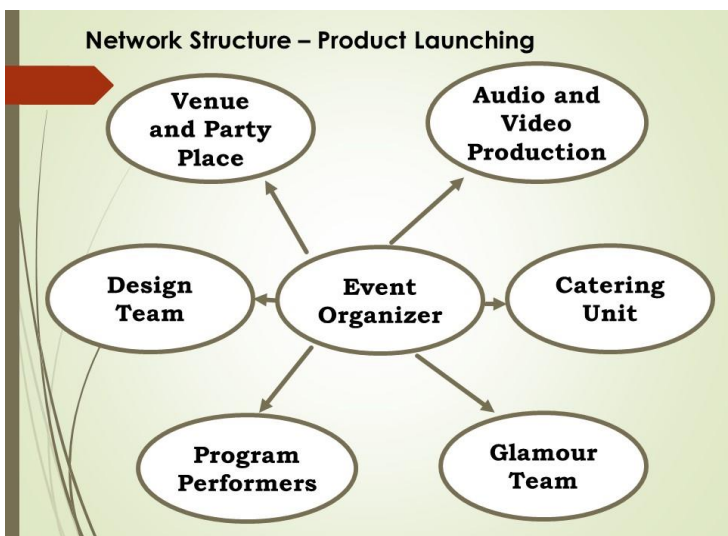


Figure 8-7 Network Structure Approach



What's More

Activity 1. Let's try this...

Going back to your activity in **What's New**, your Junior High School Organization Structure, answer the following questions on your portfolio notebook:

1. Based on your previous illustration, who is the head of the organization?
2. How will you explain the organization chart based on division of labor and specialization?
3. What type of organization structure the school follows? Why?

Activity 2. Check your understanding...

Using your individual portfolio, illustrate the appropriate organizational structures for the following situations: Identify the organizational structures and explain why in not more than five (5) sentences.

1. Mr. Santos built a new company named Bishu Enterprise. He will be the new president. It is just a small company who will cater for a small group of customers. To help him in the operation of the business, he hired a supervisor, Miss Carlota Ruiz. Ms. Ruiz handles 5 employees namely Rita, Juan, Malou, Joseph and Rina.
2. Company Prime Enterprise is a big shoe company in Marikina City. It caters to a big number of customers. To ensure that the company functions well, the President, Mr. Luis Gomez, created different departments such as Marketing, Finance, Administration and Operations. Draw the appropriate organization structure.
3. C-Point, one of the biggest shoe company in Marikina City, would like to expand its operation. The owner/president, would like to divide its products into different division and put different functional departments such as Marketing, Finance, Administration, Operations under every division. He plans to divide its products according to the following:
 - a. Children Shoes division
 - b. Men Shoes division
 - c. Sports and Recreation Division
 - d. Female Shoes Division



What I Have Learned

After you have learned the lesson, answer the few questions below: Keep your responses on your portfolio notebook.

1. What is the nature of organizations?
2. What are the different types of organization structures?
3. What is division of labor? Why is it necessary in the organization?
4. Why should the organization create their organization structure?

Rubrics for Scoring (20 points- 5 points each question)

Outstanding (5)	Very Good (4)	Good (3)	Adequate (2)	Needs Improvement (1)
<ul style="list-style-type: none"> • Demonstrate an excellent understanding of the lesson • Responses are supported with important details 	<ul style="list-style-type: none"> • Demonstrates a good understanding of the lesson. • Most responses are supported with important details. 	<ul style="list-style-type: none"> • Demonstrates some understanding of the lesson • Responses are simple and predictable 	<ul style="list-style-type: none"> • Demonstrates little understanding of the lesson • Responses have no supporting detail • Some responses may be incorrect 	<ul style="list-style-type: none"> • Demonstrates no understanding of the lesson • Responses have no relation to the story • Responses are incomplete

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What I Can Do

Assuming that you are planning to put up your own business. Using the names of the members of your family, create your ideal organization structure that you think will help your business operate harmoniously. Keep your responses on your portfolio notebook.

Rubrics for scoring: (20 points each activity)

Description	4	3	2	1
Content	-very thorough responses -great content	-good responses -good content	-not very thorough -little content	-poor responses -poor content
Organization	-well organized	-good organization	-little organization	-poor organization
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	the illustration is clearly defined		the content is legible	
Clarity	-easy to understand	-makes some sense	-hardly makes sense	-no clear idea

Lesson

2

Organization Theories and Application



What's In

Two Truths, One Lie.

Two out of the three statements are true, and one is a lie. Identify the statement that is a lie by choosing the letter corresponding the statement. Keep your responses on your portfolio notebook.

- Organizing is the function of management where managers need to organize the different resources of the organization to accomplish the goals/objectives.
 - Organizations are the same in size and structures.
 - Different departments in the organizations will need to collaborate and coordinate with one another.
- Organization chart clearly define the chain of command.
 - Organization chart provides the channels of official communication.
 - Organization chart will not state the work being done in each job.
- Authority rights refer to the illegitimate rights given to the person in position to give orders to their subordinates.
 - The firm's primary goods and services are the responsibility of the Line departments.
 - Doing research, attending to legal matters, and performing public relations duties are responsibility of the staff departments.
- Functional approach is formed based on specialized activities in the organization.

b. Matrix approach is a collection of independent, single function organizations that work together in order to produce a product or service.

Divisional approach is where departments are formed based on management of their products, customers, or geographic areas covered.

5. a. Collaboration and coordination are two factors important in integration.
- b. Collaboration refers to the procedures that connect the work activities of the different work/divisions of the firm.
- c. Specialization is the process in which different individuals and units perform different tasks.

What's New

Understanding the culture of the organization will greatly help every manager to plan the appropriate organization structure of the company. This culture of the organization can be best understood and appreciate by knowing the organizational theory that the manager can apply.

To begin with, let us accomplish the activity below.

Activity:

Recall the different organizations you joined during your Junior High School years. Answer the following questions in not more than five (5) sentences. Keep your responses on your portfolio notebook.

1. What are the different academic and non-academic organizations you joined during your junior high school years?
2. What made you join the different organizations?
3. What do you think are your benefits in joining this organization?
Does it help you become a better student? Why?

Rubrics for Scoring (20 points- 5 points each question)

Outstanding (5)	Very Good (4)	Good (3)	Adequate (2)	Needs Improvement (1)
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What Is It

Organizational design establishes the way management achieves the right combination of differentiation and integration of the operation of the organization. This is in response to the level of uncertainty in the firm's external environment. It can be classified as **traditional** or **modern**. **Traditional** organizational design theories refer to the usual or old-fashioned ways. It focuses on the improvement of individuals' performance in the company. On the other hand, modern organizational design theories refer to the contemporary or new design theories. It focuses on the flexibility, team work and problem solving skills of the people in the company. (Cabrera, et.al, 2016)

The following are the types of traditional structure according to Cabrera, et.al (2016)

a. **Simple organizational design** adapts a centralized operation of the company. There are few departments and a big number of subordinates normally report only to the manager. It is widely used by small companies in entrepreneurial ventures.

b. **Functional organizational design** is an organizational design which groups together similar or related specialties. Functional departmentalization is utilized and put into practice in the entire organization. Example of which is an insurance firm that sell life plan and related products like educational plan and memorial plan.

c. **Divisional organizational design** is made up of separate business divisions or units. The parent corporation act as the overseer to coordinate and control the different divisions and provide financial and legal support services. Examples are companies with different branches and products.

The following are the types of modern organizational design theories according to Cabrera, et.al (2016)

a. **Team Design** is made up of work groups or teams. It empowered the team members and reduced barriers among functional areas. Example is a call center company handling different accounts in different countries.

b. **Matrix Design** is an organizational design where companies put together specialists from different departments to work on one project. It is usually supervised by a project manager. In this design, workers need to report to their functional manager and project manager thereby normally results confusion among subordinates because of double chain of command. Example is a company planning for their annual budget preparation. In this example, department heads of different division are tasked to prepare their department budget and submit it to the Vice President for Finance.

c. **Project Design** is an organizational design where employees continuously work on a project. Because of the nature of the activity, there is a fast decision making and flexible designs. Example is a firm holding company events like sports fest or socialization event.

d. **Boundary-less** design is an organizational design where there is no limitation for vertical, horizontal and external boundaries. In this structure, there are no hierarchical levels that separate employees, no departmentalization, and no boundaries that separate the organization from customers, suppliers and other stakeholders.

DELEGATION

Delegation is an administrative process of assigning new or additional tasks to a subordinate by giving him responsibility. It can also get things



done by others by giving them the right to make decisions and take corrective action.

The elements of delegation includes **authority** or the right to set officially or legally, **responsibility** or the state of being answerable legally/morally for the discharge of a duty, and **accountability** is to be liable to be called to explain.

Delegation is a very important task of a manager. Once it is properly implemented, it will lead to empowerment of employees or subordinates assigned to do the task.

Steps in delegation:

- 1. Defining the goal clearly.** The role of the manager is to clearly explain the task objective and the expected work or duties to be done by the subordinates.
- 2. Selecting the person who will be given the task.** In delegating, the manager must choose competent subordinates.
- 3. Assigning of responsibility.** Managers must clearly explain to the subordinates the responsibility assigned to him to perform well.
- 4. Asking the person assigned about his or her planned approaches to accomplish the task objectives.** The subordinates chosen must present his tentative plan to the manager to ensure that he can achieve the task objective.
- 5. Granting the assigned person, the authority to act.** The manager will now grant the authority to the subordinates. This can only be done if he will be satisfied to the plan presented by the subordinates.
- 6. Giving the assigned person enough time and resources to do the task, while at the same time emphasizing his or her responsibility.**
- 7. Checking the task accomplishment progress.**
- 8. Making sure that the task objective has been achieved.**

FORMAL AND INFORMAL ORGANIZATIONS

An organization normally have two groups formed based on the kind of culture and working environment the company have. **Formal organizations** are organizations formed by the company owner or manager to help the firm accomplish its goals. While **Informal organizations** exist because of friendship or common interest made up of informal groups in the organization. It exists for the member's need for social affiliation. Informal groups maintain the social and cultural values of the group members and it influence the work environment.



Both groups have the following functions: **Formal organizations** accomplish goals that require cooperation or collaboration among formal groups in the organization; produce or bring about new and creative ideas and solutions to company problems; coordinate interdepartmental activities; implement company rules/regulations and policies; and orient/train new employees. On the other hand, **Informal organizations** satisfy the member's need for affiliations; give the individual members a chance to develop their self-esteem; give individual members an opportunity to share their ideas; lessen individual members' insecurities; and provide a mechanism to solve members' personal and interpersonal problems.

Source: Organization and Management Textbook-SHS DepEd issued.



What's More

Activity 1: Let's try this...

Identify if the following Organizational Structure Design is **Traditional** or **Modern**. Keep your responses on your portfolio notebook.

1. Design that groups together similar or related specialties.

2. It is made up of work teams. _____
3. Design where employees continuously work on a project.

4. Focus on performance improvement of people. _____
5. Focus on flexibility and problem solving. _____
6. Design made up of separate units where parent corporation act as overseer. _____
7. Boundaryless. _____
8. Big number of subordinates reporting to a centralized authority figure.

9. Matrix Design. _____
10. Design with few departments, wide spans of control.

Retrieved from Cabrera, et. al (2016)

Activity 2. Check your understanding...

Identify the elements involve in the steps of delegation. State if it is **authority**, **accountability**, or **responsibility**. Keep your responses on your portfolio notebook.



1. Defining the goal clearly.
2. Selecting the person who will be given the task.
3. Assigning of responsibility.
4. Asking the person assigned about his or her planned approaches to accomplish the task objectives.
5. Granting the assigned person the authority to act.
6. Giving the assigned person enough time and resources to do the task, while at the same time emphasizing his or her accountability.
7. Checking the task accomplishment progress.
8. Making sure that the task objective has been achieved.



What I Have Learned

After you have learned the lesson, answer the few questions below: Keep your responses on your notebook portfolio.

1. What is the difference between traditional and modern organizational structure?
2. What do you think is the most adaptive organizational structure during pandemic situations?
3. What is delegation? What are the elements of delegation?
4. How will you differentiate formal from informal organizations?

Rubrics for Scoring (20 points- 5 points each question)

Outstanding (5)	Very Good (4)	Good (3)	Adequate (2)	Needs Improvement (1)
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What I Can Do

Using web organizer, illustrate the formal and informal organizations of your previous school. Answer the following questions:

1. In the formal organization you identify, how do you think the leader delegate the tasks to his subordinates?
2. In forming informal groups, how do you think it helps lessen its members' insecurities?

Rubrics for scoring: (10 points- 5 points each question)

Outstanding (5)	Very Good (4)	Good (3)	Adequate (2)	Needs Improvement (1)
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Assessment

- Multiple Choice.** Write the letter of your correct answer on your portfolio notebook.
 1. Organization structure that groups together those with similar or related specialized duties.
 - a. Divisional structure
 - b. Horizontal structure
 - c. Functional structure
 - d. Matrix structure
 2. A collection of people working together to achieve a common purpose.
 - a. Organization
 - b. Committee
 - c. Workers
 - d. Managers

3. Company X will join the Sea Food Expo in Marikina Hotel on December 10, 2020. The president called his department managers and executives to plan and prepare for the said event. What type of organization structure is being used?
 - a. Matrix structure
 - b. Network structure
 - c. Functional structure
 - d. Vertical structure
4. The function of management that involves combining the different resources of the organization to ensure the accomplishment of goals and objectives.
 - a. Controlling
 - b. Organizing
 - c. Planning
 - d. Leading
5. It refers to the procedures that connect the work activities of the different work divisions of the firm to achieve its overall goal.
 - a. Integration
 - b. Division of labor
 - c. Specialization
 - d. Coordination
6. A process which involve the collaboration and coordination of the different departments or divisions in the organizations.
 - a. Integration
 - b. Division of labor
 - c. Specialization
 - d. Coordination
7. It is the legitimate rights given to the person in position to give orders to his subordinates.
 - a. Responsibility
 - b. Specialization
 - c. Authority
 - d. Division of labor
8. Telekomuniks Incorporation is the sole distributor of Huawei phones in the Philippines. The President, Mr. Dong Chan, instructed all his department heads to create a committee in preparation for the launching of the new Huawei Phone, Amber Sunrise. He wanted to ensure that the launching will be the biggest event in the telecommunications industry. What organizational structure did Mr. Dong Chan formed?
 - a. Divisional
 - b. Functional
 - c. Network
 - d. Matrix
9. It is a collection of independent, single function organizations that work together to produce a product or service.
 - a. Divisional
 - b. Functional
 - c. Network
 - d. Matrix
10. They support the activities of the dine departments by doing research, attending to legal matters, and performing public relations duties.
 - a. Line department
 - b. Staff department
 - c. Functional department
 - d. Divisional department

II. Fill in the blanks. Answer may be one of the word/words found on the table below. Write your responses on your portfolio notebook.

Specialization	Divisional	Project	Modern	Division of labor
Legally	Informal	Hybrid	Delegation	Coordination
Responsibility	Formal organizations	Specialized	Few	Liable

- _____ is characterized by hierarchical and reporting relationships among groups or members.
- _____ design refers to an organizational design where employees continuously work on a project.
- _____ refers to assigning a new or additional task to a subordinates.
- _____ is the process in which different individuals and units perform different tasks.
- Accountability is to be _____ to be called to explain.
- Functional approach is where the subdivisions are formed based on _____ activities such as marketing, production, financial management, and human resources management.
- The state of being answerable legally and morally for the discharge of duty is called _____.
- _____ approach is where departments are formed based on management of their products, customers, or geographic areas covered.
- The assigning of different tasks to different people in the organization's different work units is called _____.
- Authority is the right to act _____ or officially.
- Simple organizational design has _____ departments, wide spans of control, or a big number of subordinates directly reporting to a manager.
- _____ organizations refer to organizations that exist because of friendship or common interest.

13. _____ refers to the procedures that connect the work activities of the different work divisions/units of the firm in order to achieve its overall goal.
- 14 Matrix approach is a _____ form of departmentalization where managers and staff personnel report to the superiors, the functional manager, and the divisional manager.
15. _____ theories are contemporary or new design theories.



Additional Activities

Challenge yourself...

I. The Marshmallow Challenge

Online Activity:

Watch the video about activity “Build a tower, build a team” the “marshmallow challenge”, presented by Mr. Tom Wujec.. Here is the link: <https://teamings.com/blog/11-videos-to-inspire-collaboration-and-teamwork/>

Perform the same activity with the members of your family. After performing the activity, answer the following questions on your portfolio notebook:

1. How did you find the activity? Did you enjoy it together with your family?
2. How will you relate it to our lesson for today? Do you think organizing helps you perform the activity successfully?
3. Based on the activity, enumerate the concepts learned on our lesson today which you think help you understand the activity “marshmallow challenge”.
4. How will you explain the relationship of division of labor, coordination, and integration on the activity?

Offline Activity:

Do not worry that you cannot watch the video about the “marshmallow challenge”. You can still perform the said activity with the members of your family.

You will need 26 sticks of spaghetti, one yard of masking tape, one yard string and 1 big marshmallow (this should be on top of the structure). The members of the family need to collaborate to build the tallest freestanding structure using only the above materials.

After performing the activity, answer the following questions on your portfolio notebook:

1. How did you find the activity? Did you enjoy it together with your family?
2. How will you relate it to our lesson for today? Do you think organizing helps you perform the activity successfully?
3. Based on the activity, enumerate the concepts learned on our lesson today which you think help you understand the activity “marshmallow challenge”.
4. How will you explain the relationship of division of labor, coordination and integration on the activity?

Outstanding (5)	Very Good (4)	Good (3)	Adequate (2)	Needs Improvement (1)
<ul style="list-style-type: none">• Demonstrate an excellent understanding of the lesson• Responses are supported with important details	<ul style="list-style-type: none">• Demonstrates a good understanding of the lesson.• Most responses are supported with important details.	<ul style="list-style-type: none">• Demonstrates some understanding of the lesson• Responses are simple and predictable	<ul style="list-style-type: none">• Demonstrates little understanding of the lesson• Responses have no supporting detail• Some responses may be incorrect	<ul style="list-style-type: none">• Demonstrates no understanding of the lesson• Responses have no relation to the story• Responses are incomplete

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<https://i.pinimg.com/originals/96/55/1d/96551de7f5b56ed06308393b2d3774a0.jpg>



II. Integration

Interview one working member of your family and ask the following questions:

1. How will you describe the organizational design of your company?
2. How do you think the organizational design helps your company to achieve its goals?
3. Can you enumerate the most notable delegation activities given to you by your manager? How do you think it helps you grow as employee in the company?
4. What are the formal or informal groups you belong?
5. How did these groups help you in your working relationship with your co-workers?
6. Do you think you gain benefits from joining these groups? What are those benefits?

Keep your responses on your portfolio notebook.

Rubrics for scoring: (30 points- 5 points each question)

Outstanding (5)	Very Good (4)	Good (3)	Adequate (2)	Needs Improvement (1)
<ul style="list-style-type: none">• Demonstrate an excellent understanding of the lesson• Responses are supported with important details	<ul style="list-style-type: none">• Demonstrates a good understanding of the lesson.• Most responses are supported with important details.	<ul style="list-style-type: none">• Demonstrates some understanding of the lesson• Responses are simple and predictable	<ul style="list-style-type: none">• Demonstrates little understanding of the lesson• Responses have no supporting detail• Some responses may be incorrect	<ul style="list-style-type: none">• Demonstrates no understanding of the lesson• Responses have no relation to the story• Responses are incomplete

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