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| Module Name and Code | Introduction to Management and Organisational Behaviour 4MNST001C-n |
| CW weighting | 30% |
| Module Leader’s contacts | Alisher Ismailov  Phone: 238 74 00 ext.654 E-mail: a.ismailov@wiut.uz |
| Submission Deadline | 22nd of November to the Intranet. Presentations will be held TW10-TW11. |
| Results date and type of feedback | Oral |
| **The CW checks the following learning outcomes:** | |
| **Fundamentals of Management**   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. Make sure you concentrate your advises on management issues, try to connect topics covered on module, marketing and sales advices are not primary and are NOT the aims of this assessment.

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. All conducted interviews must be supported with evidence of: written confirmation letter from company, and/or recorded video, and/or photo materials. 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.

Each Presentation will last for approximately 6-8 minutes and MUST be attended. After the presentation there might be a short Q/A session lasting 2-3 min. **You have to submit PPT formatted slides to the Intranet.**

All cases are based on real life companies, names of companies and people were changed, some cases were edited to pursue an educational purpose.

**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 6-8 min.
5. Participate actively in a follow up discussion with the assessors that will last 2-3 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**

In 1995 Akmal Radjapov and Sanjar Jurabekov have founded a company named “TRON”, they were reselling home appliances. Today, company has grown to a Group of Companies that include variety of businesses that work in construction industry, canned food manufacturing, production of commercial buses, marketing and advertising, gadgets and home appliances chain of retail stores, and furniture manufacturing. In 2019 Akmal and Sanjar realiesed that it is quite hard for them to be shareholders of the company and at the same time to make important decisions at every subsidiary company they have. Moreover, they realized that “TRON Group of Companies” has grown so big that it is impossible to control everyone and everything. During 2020 Akmal Radjapov and Sanjar Jurabekov have created a managing company, that is going to monitor, control and manage subsidiary companies. To fulfil positions of CEO, CFO and other top managers, they have hired professional managers from abroad. After some time, foreigners have brought their people to many positions in the managing company. As a result, there was following structure: companies working in many different industries, that belong to “TRON Group of Companies”, Managing company that makes strategic decisions and controls companies, and Akmal Radjapov and Sanjar Jurabekov that make final decisions and get reports from Managing Company. In 2021 lots of conflicts have started appearing between Managing Company and Directors of subsidiary companies, CEO and CFO have reported to Akmal and Sanjar that there is high probability that directors of subsidiary companies are underperforming, hiding real profits, steal money and make wrong decisions. They have designed a roadmap for each subsidiary company how to restructure business (usually recommending to lay off 20-30% of staff and increase job responsibilities of managers) in order to become transparent and increase profits. Of course, directors of subsidiary companies were not happy with these recommendations and their jeopardized image. They have claimed that foreigners do not understand the reality of Uzbek market, that their “roadmap” contradicts the approach of doing business in many industries and that they have spent years to find the best people for their organizations and provide them with good working conditions. As a result of this dispute between Directors and Managing Company, many regular employees in subsidiary companies have started to steal company’s property or money, as they have thought that soon Director of their company would be changed to foreigner and they are going to be kicked out from their job. Day by day situation is getting critical Akmal Radjapov and Sanjar Jurabekov. For the reasons mentioned above, “TRON Group of Companies” is looking for your advice on the following matters:

1. Centralized or decentralized decision making? Which one is potentially a smarter move for the Akmal and Sanjar to take? Which one would solve current problems and at the same time make subsidiary companies transparent? Discuss advantages and disadvantages of the choice you have made.
2. What organizational structure might be most appropriate considering the size of the company and many industries in which it operates? Possibly try and present the organizational chart, considering the fact that Managing company should stay and that significant restructuration would be too costly for “TRON Group of Companies”.
3. What is the management style is used by Managing Company? What is the management style used by Directors of subsidiary companies? Support your answer with examples from the case and theories covered. Which management style would fit everyone? Provide your recommendations.

**CASE 2**

Driven is a network of carwashes and detailing, that is operating across the territory of Uzbekistan, it has branches in Tashkent, Jizzakh, Samarkand, Namangan, Andijan and Bukhara. The company majorly works with people representing B2C sector. The management has borrowed the experience of colleagues from United States in terms of technologies and business process, however struggles with the issues of management. The firm is relatively young, but already employs over 30 staff members on a regular payroll (Store managers, accountants, hostess and others) and over 150 people in the database (washers), ready to get to work on short notice. After quarantine in 2020, company’s management has found out that lots of people have changed their workplace or have become very passive, after they have come back to work. The management is concerned with the performance of those 150, since it is quite hard to evaluate their performance and aptitudes. Moreover, being contractors and not formal employees their motivation and commitment to company standards are rather weak. Although the company has not yet received any negative feedback from its clients, the management is looking to be proactive and seeking assistance in 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 Driven in quickly sorting employees to particular jobs based on their traits? Justify your answer with specific examples of a theory and suggested implementation.
      4. What type of organizational structure might most effectively suit the Driven company, considering an unusual nature of their business operations?

**CASE 3**

Champion sports apparel company has been founded by Zokir Izzatov. Each item they produce has a label of: “Proudly made in Uzbekistan”. Zokir Izzatov had an idea of making good and fashionable sports apparel that will be affordable for everyone in Uzbekistan and would compete with famous brands. The company he has established had around 100 people and was growing steadily. Unfortunately, in 2021 Zokir Izzatov has passed away, his son Timur and daughter Camilla have started managing company. Timur was very motivated to pursue his father’s dream and became number one sports apparel company in Uzbekistan. However, he had an engineering background and was not completely aware how business works. His approach was very straight forward: he used to push employees to do certain tasks, sometimes even shout if something goes wrong, he thought that if you constantly put people under stress, it would bring results. His general idea was to keep the company his father left it, but squeeze people and get better result. Camilla, on the other hand, was still a student but her major was in management. She used to talk a lot with employees and gather information about what is happening and then after some time, she would process it and come up with a new idea that she would suggest to staff. Her approach was to concentrate on important task and solve it as soon as possible, then to move to another task. She has seen an opportunity to move sales to online platform and to shut down some stores that have very limited costumer turnover, needless to say that her brother was against it. After couple of months “Champion”’s staff was divided into two groups: One that supported Timur’s approach and did not want to change. This group majorly consisted from Accountants, IT staff, Factory team, sales assistants in shops. The other one that supported Camilla, as they liked her personality and willingness to chase innovations, it consisted from Marketing staff, Designers, HR-manager. Staff motivation was steadily decreasing, as representatives of two teams did not want to work with each other. Timur and Camilla is looking for your professional advice in following areas:

1. Use MARS Model of Individual Behavior to describe Timur’s and Camilla’s behavior. Describe Timur’s and Camilla’s personality, using relevant theories.
2. What has motivated staff members of “Champion” to form two groups? Classify those groups. How could it impact the organizational performance?
3. Advise appropriate leadership style to implement, taking into consideration that two groups should start working with each other.
4. What type of organizational structure might most effectively suit Champion, if Timur and Camilla would stay in the company.

**Computer Science Fundamentals**

**Task overview**

The coursework requires you to produce a written report on the given task using GoogleDocs and publish relevant files to the GitHub repository. You should complete the assignment **individually or in pairs**. If the work is done in pairs there has to be clear evidence of contribution from both students in both Google doc (fairly equal contributions from students) and Github repository (more than 3 commits per student).

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| Deadline for choosing pair and starting the work on CW to show progress | 20 October 2021 |
| Link for filling out details: | <https://forms.gle/xCZQzfLL6ugzPHMD6> |

Recommended word limit: **1500** words excluding information in tables, references.

Specify two sets of options for hardware and one set for the software. Use sources that are applicable **only for Uzbekistan.**

To produce coursework:

Part A:

1. Analyse the needs of different user groups of the given case
2. Find and review applicable hardware and software solutions for different user groups
3. Write a report summarizing the findings using Google Docs demonstrating the progress. Google **account name should contain your ID number**. Share with [wiut.tutor@gmail.com](mailto:wiut.tutor@gmail.com) in a commenter role.

Part B:

1. Create GitHub account **(choose a free option)** with a **username that contains your ID number**
2. Access <https://classroom.github.com/g/NWre6muB> and accept the assignment. Follow the instructions listed on the page. Create a team named with IDs of team members. Once the assignment is accepted, refresh the page and access the created GitHub repository link.
3. Once the repository link is accessed follow instructions to set up a new repository or push an existing repository from the command line.
4. Work on the coding part of coursework and push updates to the GitHub repository before the submission deadline. The code files should also be submitted along with the coursework file in a zipped file through the WIUT intranet system.

**Case scenario**

A start-up specializes in mobile application development and needs to equip its employees with relevant hardware and software tools. Due to the recent outbreak of Covid-19, it decided to explore options for remote mode of work. You are hired as an apprentice and given a task to demonstrate skills through fulfilling a task. The task consists of two parts. The first part involves exploring relevant computers (desktop/laptop/server) and software solutions/tools for the start-up to aid the development process and summarize your findings in the report. You have to organize the hardware solutions into two sets: Basic and Premium, whereas a software set is expected to be one. Consider including cloud-based solutions where appropriate. Differentiate between hardware and software used in various development activities: project management, design (UI/UX), development, testing, and make an appropriate choice further supported with justification.

The second part consists of creating a prototype simplified program in Python for a given problem. Details are given below.

**Part A details**

Prepare a report summarising the findings and include justification and relevant recommendations taking into consideration suitability, costs, benefits and limitations, compatibility (where applicable).

In detail, your report should include the following:

1. Introduction

* Describe the case, mention specific needs assumed and any other assumptions (e.g. size, mode of work, programming language preference)

2. Review of hardware[[1]](#footnote-1) and software solutions.

* Group the hardware into two *different sets of options (e.g. option A set -“Basic”, option B set - “Premium”),* where “Basic” option mostly contains low cost computers and “Premium” mostly contains appropriate commercial solutions for each user category. Include configuration details for computers for different user categories and server
* A software set should contain several software solutions for each development-related activity (project management, design, development, testing).
* Specify description, price, advantages, and disadvantages for each item.
* Specify Saas/PaaS/IaaS model(s) of the chosen cloud-based solutions where applicable
* Table format is recommended for this section, see the example below

3. Justification and recommendations.

* Refer to the hardware and software solutions listed in a previous section and provide justification and relevant recommendations about the sets above
* Comment on the advantages and disadvantages associated with reliance on cloud and/or open-source technology.

4. Conclusion

* Make conclusions based on the recommendations given above. Suggest further actions regarding the purchase and further arrangements.
* Provide a link to GitHub repository for Part 2 of the coursework

5. References (appendices if applicable)

**NB: Consider using the table format below for the review part of the coursework.**

**Table 1: Hardware Set A ‘Basic’**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name and Price** | **Computer configuration** | **Short description** | **Benefits** | **Limitations** |
| **Design and Prototyping** | | | | |
| Computer name | Computer configuration details | Provide a very short description in approximately 10-15 words, include only key information. Use [numbered in-text referencing](https://www.citethisforme.com/cell-numeric/source-type) (1) | * List the key benefits for your chosen case in bullets | * List the limitations in bullets * Be brief |

**Table 2: Software Set**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Name and Price** | **Minimum system requirements** | **Short description** | **Benefits** | **Limitations** |
| **Design and Prototyping** | | | | |
| Adobe Photoshop CC  **Price**: US$407.88/year | List details here | Provide a very short description in approximately 10-15 words, include only key information. Paraphrase the information | * List the key benefits for your chosen case in bullets * Be brief | * List the limitations in bullets * Be brief * Use [numbered in-text referencing](https://www.citethisforme.com/cell-numeric/source-type) (1) |

**Google docs instructions**

Work on the coursework under a Google account named with your ID. For example, [0000XXXX@gmail.com](mailto:0000XXXX@gmail.com), where XXXX is your ID. Add [wiut.tutor@gmail.com](mailto:wiut.tutor@gmail.com) to Google Document version of the report as collaborator in editor mode. For submission the coursework document should be downloaded as .docx file and submitted through intranet.

There should be clear evidence of:

* work started early (e.g. at least before 20 Oct)
* progress made (named version history)
* detailed history of edits
* use of comments

**Part B details**

***Code instructions***

Create a simplified program in Python. The program should show information about Mitigating Circumstances to students of Westminster International University. Demonstrate the use correct use of proper variables, data types (list, tuple, dictionary or set), conditionals, loops, functions, modules in the program. See Appendix A for detailed information regarding the program logic.

The code examples should be pushed to a **private git repository** (see instructions below).

***Git instructions***

Demonstrate how you can use git to track changes made to code files. Keep working under a repository automatically generated when you accept an assignment by following the link <https://classroom.github.com/g/NWre6muB>. You will be keeping track of changes made to files while working on code in part B of the coursework. The name of the repository should contain your ID number(s). Your username should be your ID. If you want to use your existing account, it should not contain any reference to your real name but have an ID in name or description. Make sure your GitHub repository is **private.** The project should have evidence of several (at least 3) commits. Demonstrate use of commit, branch, merge. Push the updates to GitHub and specify a link to your repository in the report.

Check that the CW has a standard cover page, table of contents, page numbers and bibliography. Your name should not appear on the cover page or anywhere else. Put your ID number on the cover page and on every other page.

**Useful sources (consider using other resources as well)**

https://www.wired.com/story/how-to-buy-the-right-laptop-for-you/

https://archa.uz/en/

<https://mediapark.uz/>

**Recommended structure of the report:**

1. Introduction
2. Review of computers/solutions/tools
3. Justification and recommendations
4. Conclusion
5. Links: Google doc, GitHub
6. References

**Format**

1. Word-processed Times New Roman/ Arial 12, double-spaced.

2. The cover sheet should state your ID number, module title and marker’s name, available at <http://sp.wiut.uz/Shared%20Documents/Forms/AllItems.aspx>

3. Recommended word count: 1500.

4. Include a contents page giving the headings and page numbers of each section.

5. Pages should be numbered.

6. Word count must be included on the cover page (do not include attachments and bibliography in the word count).

7. Please do not submit any loose pages.

8. Use [numbered referencing style](https://www.citethisforme.com/cell-numeric/source-type)

**Submission requirements**

Electronic submission only. No hard copy is required.

Coursework must be submitted electronically through the intranet. Log in under your account, find the Computer science fundamentals module and find designated places on intranet for submission.

Put your report and .py file into .zip archive folder. Archive should be submitted electronically to the corresponding place in intranet.

**In addition, report should be submitted to designated place on intranet to be checked on plagiarism.**

**File naming conventions**

Always save the file as follows: **Modulename.NumberofCW.IDnumber**

Example: **CSF.CW1.467**

This is your responsibility to put CW through the anti-plagiarism software before submission.

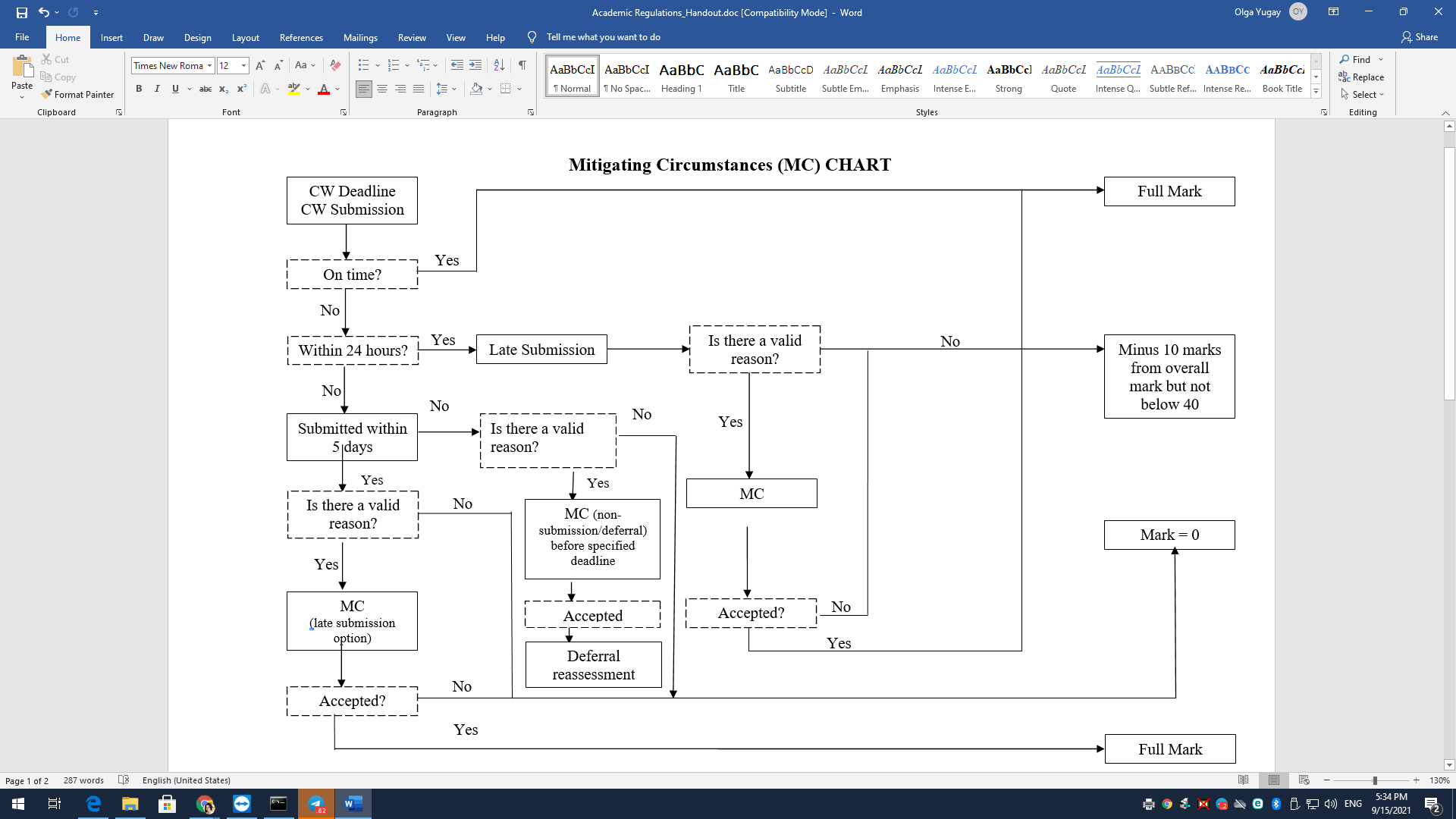
**Assessment criteria/marking scheme**

The report will be marked according to the following criteria:

* The quality of the submitted report
* There is good evidence of the research performed in order to complete the task.
* There is evidence of critical thinking demonstrated in evaluation (justification) of the recommendations

All referenced sources should be acknowledged.

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|  | **Weight (marks)** |
| **PART 1** | **65** |
| **1. Case introduction** | **5** |
| 1.1 Describe the case and specific needs assumed by the chosen company. Assumptions should be fully outlined to get a full mark. Assumptions should be fairly well described to get a passing mark. | 5 |
| **2. Review of hardware and software solutions and tools** | **30** |
| *Hardware Option A “Basic” set:*  2.1 To get a full mark appropriate hardware choice is listed (desktop/laptop/server) taking into consideration each type of user and a server. To get a passing mark for the section, some appropriate attempt is identified for 2 user categories. No repetitions are allowed. | 10 |
| *Hardware Option B “Premium” set:*  2.2 To get a full mark appropriate hardware choice is listed (desktop/laptop/server) taking into consideration each type of user and a server. To get a passing mark for section, some appropriate attempt is identified for 2 user categories. No repetitions are allowed. | 10 |
| *Review of software.*  Description of solutions. Brief and to the point description of 3 or more relevant solutions per development process category should be provided to get a fullmark. Fair description of at least 2 relevant solutions per category should be given to get a passing mark for the section. Benefits and limitations are carefully considered. | 10 |
| **3. Justification and recommendation** To get full mark: full justification is done taking into consideration the specifics of a given case and relevant recommendations are given. To get a passing mark for this section: fairly justified taking into consideration only some of the specifics. | **15** |
| **4. Conclusion** To get full mark: relevant conclusions are made taking into consideration the specifics of a given case and relevant recommendations are given. To get a passing mark for this section: fair attempt to make conclusions taking into consideration only some of the specifics of the case/solutions | **10** |
| **5. Google Docs:** To get full mark: detailed planning started early (e.g. at least before 20 Oct): version history, detailed history of edits, comments. To get a passing mark for this section: fair attempt to plan and keep track of changes is present. | **5** |
| **PART 2** | **30** |
| **Code:** To get a full mark for the code part the solutions provided should be correct and well commented. Moreover, code shows the correct use of proper variables, data types (list, tuple, dictionary or set), conditionals, loops, functions, modules.  To get a passing mark for this section: fair attempt to produce the solutions is evident. There is a fair attempt to use at least 3 different data types, conditionals, loop, function. There is evidence to code contributions from both students from git commits. In case of no evidence marks will be decreased. | 20 |
| **Git:** To get a full mark there should be evidence of correct use of git commands: multiple commits, branch, merge. To get a passing mark for this section: attempt to produce at least 3 commits is present per student | 10 |
| **6. General requirements.** General requirements are fully satisfied to get a full mark. General requirements are fairly well satisfied to get a passing mark. | **5** |
| 6.1 Presentation of the report. Report should be well formatted to get a full mark. Report should be fairly well presented to get a passing mark. | 2 |
| 6.2 Referencing. Good range of current references should be given to get a full mark. Fair range of fairly current references should be provided to get a passing mark. | 3 |



1. The task is simplified not to include office and network related hardware and etc. Only personal computers/laptops and server [↑](#footnote-ref-1)