



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Principles of Managing Organisations

Tutorial 15:

**Assignment 2:
Teamworking
Briefing**



Welcome to Assignment 2 (by royal appointment)

- We start NOW!
- Rolling assignment with key deadlines
- Need to be on it throughout! /



This session – 1 hour A2 briefing

Now:

What's it all about?



Think, think, think.

**THEN MEET IN YOUR GROUPS TO START WORK
AND MAKE SOME KEY DECISIONS:**

TOPIC / LEADER / SECRETARY / NAME

PLAN OF ACTION

INITIAL RESEARCH INTO **ALL** ORGANISATIONS

Later today – AS229



2pm Introduction to Change Management

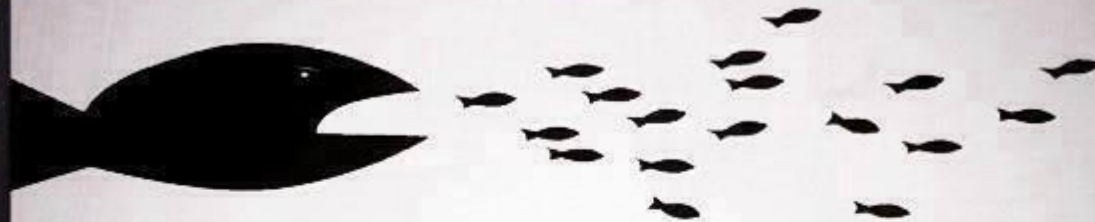
3pm Perception and Communication

All groups to feedback on progress made today

Tomorrow – Leisure Marketing all day

- Huw AM
- Suzanne PM in POMO timeslots (1pm>)
- Essential for progress with A1!





DON'T PANIC,



ORGANISE!

POMO A2 Overview



Assignment brief is contained in the module handbook on moodle

2 activities:

Work as a team to produce an audit of your group's chosen organisation

Then audit your own individual contributions to the performance of this task

Report and 2 presentations

Skills tested: Teamwork & Research Ability

Marks

- Organisational Audit 50
 - Contribution Audit 20
 - Presentation 1 (5m,next week) 10
 - Presentation 2 (10m, final) 20
- = 100



Your organisational smorgasbord – choose 1



- Butlin's
- TUI/Trailfinders
- National Botanic Garden of Wales
- Victoria & Albert Museum, London
- Blackpool Pleasure Beach
- National Trust
- Wales Airshow 2018
- BBC Proms
- Edinburgh Fringe Festival
- Llandrindod Wells Victorian Festival
- Crufts
- Swansea Jazz Festival

• Or



Next week

Lectures as normal;
Meetings in tutorial slots



Group presentation 1 is due (in tutorials: 5m, 10 marks)

All groups to present on Tuesday

Monday tutorials = time for meetings/finalise work

Further advice on draft report and presentation

Report Submission date: 4 May

Final Presentations 15 May

15 May

- All final presentations take place
- All groups members must attend and present – this is a formal assessment point.
- Slots will be allocated and posted on moodle
- 2 groups per hour – both to please arrive together a the START of the hour
- Feedback will be given on your reports and overall module marks confirmed

A2 Guidance: The Report

2 audit reports:

Organisational Audit
Contribution Audit





WARNING -



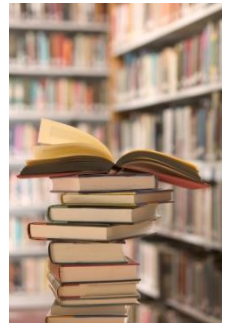
Step 1:

RESEARCH WIDELY

BEFORE

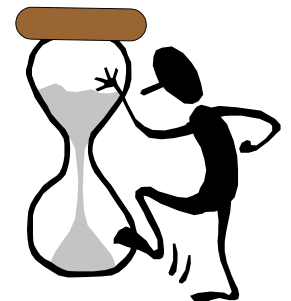
YOU ATTEMPT TO ANSWER

THE QUESTIONS



Top Tips:

- Know the ORGANISATION before you begin your case study analysis.
- Give yourself enough time to write the report. You don't want to rush through it.
- Be honest in your evaluations. Don't let personal issues and opinions cloud your judgement.
- Be concise and analytical
- Do not describe – write critically
- Proofread your work!



How to do it.....

- Investigate and analyse
- Gather relevant information – key definitions/theories
- Key books/articles
- Analyse your findings
- Compare the organisation with the theories
- Which theories best help to explain the theme? Why?
- Analyse your conclusions
- Answer the questions set



Remember to write a **Report**

- Not an essay
- 4000 words (1a);
- 1000 words (1b)
- Report structure needed



How to write a Report

- It is essential that you plan your report before you start writing it!
- Remember to decide on:
 - Definition of the aim
 - How your ideas and findings will be presented
 - How you will structure the document.



Structure of a Report

Title Page

Contents Page

Executive Summary

1. Introduction
2. Main Findings
3. Conclusions
4. Recommendations
5. References
6. Appendices



Executive summary

- A short summary of the whole report in a few paragraphs.
- Give the reader a basic understanding of the whole report, including its conclusions.
- Imagine that the person reading this has just a few minutes to read the report before an important meeting.
- This section should give them all the key information they need.
- Although this section is placed at the beginning of the report, it is recommended that you write it **last**.

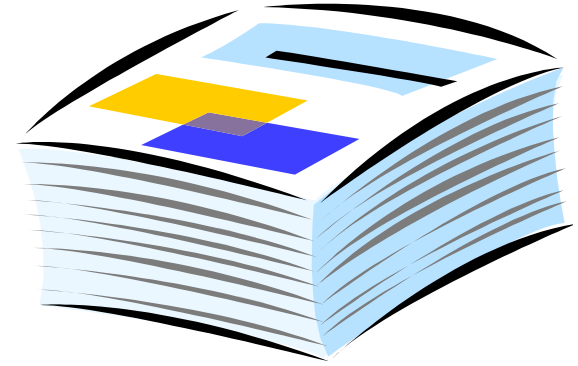
Introduction

- Make 'terms of reference' clear
- Detail the topic to be covered
- Include aims and objectives
- 'Set the Scene': 'This report will...' + summarise the questions set
- Keep it
RELEVANT, FACTUAL AND BRIEF.



Main Body

- Findings/Analysis
- Develop your ideas
- Well structured and follow a logical sequence
- Clear headings and sub-headings
- Include graphs, etc. in this area
- Move from 'descriptive' to 'analytical/evaluative'
- Justify the conclusions / recommendations.



Critical Thinking - Definitions



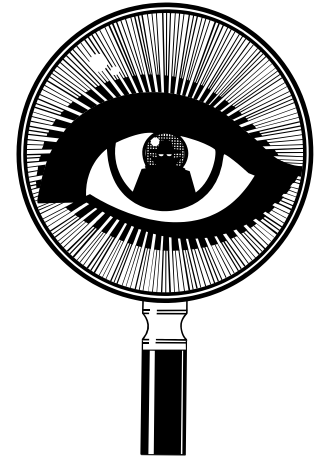
Critic:

- one who pronounces judgement – on a thing, or a person
 - someone who assesses the quality of something
 - one who rigorously discriminates
- “...reviews or judges the merits”

What's good.....what's not so good



Being Critical



- Analysis - not description
- Evidence of thought and reflection
- Arguments supported by evidence
- Discussion of issues and ideas - not just a reporting of facts
- An understanding of why the topic is significant and interesting
- An attempt to relate the topic to broader issues - to see the bigger picture

QUESTION YOUR OWN ASSUMPTIONS



- What are my own views on this issue?
- What would the opposite view be?
- What stance do I want to take on this issue?
- Whose side am I on?
- Are any values or political issues involved?
- What conclusions do I want to come to/want my reader to come to?

Assessing and evaluating



- Judge the quality and strength of your argument/view point
- Judge the quality and strength of the opposing argument/view point



Activity

In pairs: critically analyse one the following statements from **two opposing perspectives**:

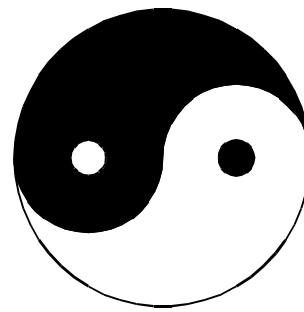
**Cyclists who wear helmets
are better road users**



Men are better drivers than women



CRITICAL ANALYSIS



- **Back up** criticisms and evaluation with evidence
- **Make** your own biases, assumptions and stance clear
- **Make** any biases, assumptions or stances by others clear –
‘X states that... Y, however, argues against that idea....’
‘X appears to assume that...Y, on the other hand, puts forward another point of view....’
- **Be concise** – avoid long-winded explanations
- **Be relevant** – don’t go off on a tangent; make sure criticisms and evaluation are relevant to your purpose

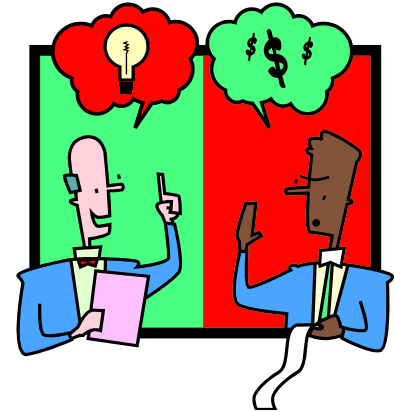
Conclusions



- Drawn from the analysis
- Clear and concise
- NO NEW INFORMATION
- What have you deduced about the situation

Recommendations

- Suggested actions
- Based on your findings
- State any further investigation



Additional Sections

- References / Bibliography
- Appendices



Presenting your report



- Arial font size 11
- 1.5/double spaced
- Informative heading for each section reflecting content
- Consecutive numbering 1.0, 1.1, 1.2, etc
- Numbered pages
- Referenced correctly using Harvard
- 5000 words (1a + 1b)
- Word limit +/- 10%
- Only Exec Summary, Conclusion and references excluded from this
- All graphics labelled
- Check draft thoroughly – get someone to proof read
- NB spelling/grammar
- Team name and members on cover

Report Structure 1



Report Front Page:

- Your team name/list of members, BA/HN
- Student P numbers
- Report title: Organisational Audit of.....
- Name of the recipient of the report (MD)
- Date of the report (submission date)
- Module & course details

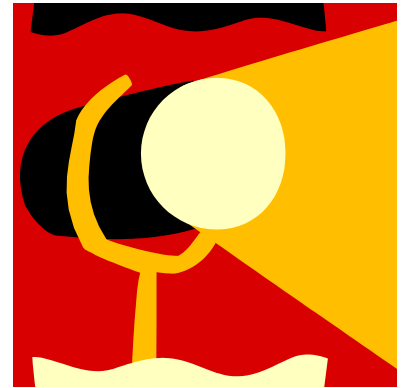
Report Structure 2

Title:

- Indicate the focus of the report
- Brief
- Generate interest in report's content



Report Structure 3



Executive summary:

- Acts like an overview includes:
 - purpose of report
 - how the topic was investigated
 - an overview of the findings
 - the key recommendations
- 200 words maximum

Report Structure 4



Table of contents:

- Acts as an 'at a glance' view of content and where information is located
- List all section headings, heading numbers and the page number on which each item features
- Microsoft Word can do some of this for you
- List graphics - charts/diagrams – also
- Name the editor(s) for each section of 1a

Report Structure 5



Findings/analysis/discussion:

- The main body: 4 sections for 1a
- Not just WHAT was found
- How, when, where, who, why?
- Keep it simple and clear
- Use appropriate graphics to reduce your words

Report Structure 6

Report conclusion:

- 300 words
- Concise, coherent
- Forcefully summarise findings
- Nothing 'new' at this stage



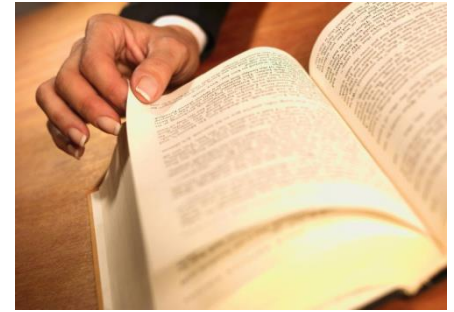
Report Structure 7

Appendices:

- Additional to the report
- Optional reading to support main body
- 2 maximum, labelled, listed in contents page
- For 1b Contribution Audit need to append minutes of meetings to show progression



Report Structure 8



Bibliography/References:

- Alphabetical order
- List of authors/sources quoted in report
- The more references, the more marks
- Harvard system
- In-text citations also: essential to avoid plagiarism
- At end for whole report

Presentation 1 – Tuesday 27 March

- Key information – plan/scope the project
- Justify your choice of organisation – why?
- Who's doing what?
- Plan of activity – key milestones
- Communications plan

- All members must be attend, not all have to present

- Upload to turnitin by 10am Tuesday 27 March

Final presentation



Recommendations:

- How can your organisation improve in this area?
- What, why, to whom, where, how, when?
- Costed recommendations if possible

Recap: 23/24/30 April; 1 May

- A1 feedback
- Review work so far in tutorials/continue work

Be prepared!

Your final opportunity for feedback!

Class time only – not by email

Presentation Key dates: 15 May

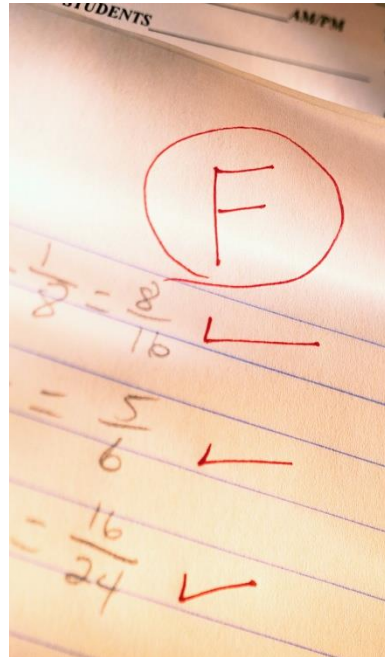
- 2 groups per hour, both arrive at start of hour
- 20 minutes plus 10 minutes of questions
- Final 20% of marks for assignment 2
- **ALL TEAM MEMBERS MUST PRESENT**
- Review [assignment brief](#)

Final Presentation: Key elements

- Is your organisation performing effectively?
- Recommendations for improvement
- Build on organisational audit results

Key skills being tested

- Knowledge
- Comprehension
- Application
- Analysis
- Synthesis
- Evaluation

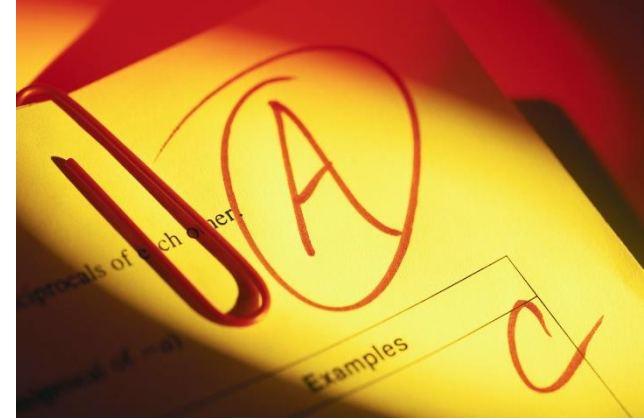


= PASS

= HIGHER
MARKS

For better marks....

- Be critical and analytical
- It could be argued that.....
- Get a debate going – on the other hand....
- Critique the theory (journals)
- Show evidence of wider reading
- Read the grade descriptors in the brief for guidance
- Mullins (2016)



Question 1a:

Organisational Audit Sections

- 1: Structure, culture, goals
- 2: Impact of recent change management initiatives
- 3: Key organisational stakeholders – internal & external
- 4: Organisation's approach to sustainability & the Green Agenda

Q1b: Contribution Audit

Apply Tuckman & Belbin's models to review your performance as a group/team

Give yourselves/justify marks out of 20

Start to consider your criteria for
evaluating your performance



Contribution Audit 1b

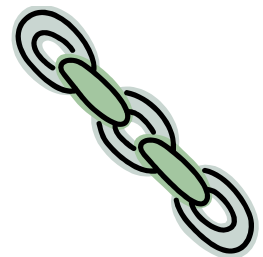


- 1 only per group; 1000 words
- Needs to be agreed
- If disputed, needs to be highlighted
- 2 theories here:
 - Tuckman's group development model
 - Belbin's team roles
- Assess and evaluate: define criteria used
- Critical reflection
- **Attach minutes to justify/substantiate decisions**
- Each team member gets a mark out of 20/or less.

Tips for theories



- Relevant theories for each section in 1a
- Specific theories for 1b
- Don't try to apply them all – be selective
- Which best help to explain the section?
- Review lecture material on Moodle carefully
- Use a textbook – no wacky websites!!!
- Be aware that subjects have linkages – don't view them in isolation



Next steps.....



- Finalise your choice of organisation
- Agree group structure/method
- Prepare Presentation 1 for next week
- Get to work!
- Upload REPORT by **4 May, 10am**
- Turnitin ESSENTIAL – 1 per group only
- Upload PRESENTATION by **14 May 10am**
- Results in presentation
- Feedback on drafts in class only

Do you have any?



Theory -> Application ->
Analysis ->Example -> Evaluation



Today 2-4pm: This week's lectures

Introduction to change management Perception



GO TEAM!



**KEEP
CALM
AND
GOOD
LUCK**