

Academic and Employability Skills

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Executive Summary

The provided report has the introduction on the skills such as hard skill and soft skill. The academic skill as well as the employability skill has been defined. Reflection has been presented on the personal skills that are required in the management of workplace. The importance of each skill has been assessed concerning the business development. The affects of deficiency of the skills have also been presented along with the emphasis on the activities that are required for development of the mentioned skills. The goals have been discussed related to the skills in the personal development plan as well.

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Introduction

Skill is the capability to perform something in a proper way. Skills are divided into **soft** and **hard** skills. The former are the traits of a person such as communication, leadership, and such while the latter are the technical skills such as knowledge about specific subject (Matteson *et al.*, 2016). The **employability skills** include skills of communication, problem solving, team management, and such. The academic skills are the approaches that are applied to the process of learning. The **academic skills** involved critical thinking, academic writing, note making, researching, and others.

This report will discuss my understanding of academic and employability skills aims how they are developing in my case.

Skills that I possess

Time management skill

I have the time management skill that has made me complete the task in proper time with no delays. I have been punctual in performing the work of the project by making proper plans and scheduling every task within specific period. Moreover, I have tried to mark the plan in the calendar so that I am aware of the activities. Thus, I am able to manage my time in an effective way (forbes.com, 2013) (Refer to appendix 2). In a workplace, there is utter need of time management skill to complete the project to gain success in the business (Jackson, 2015). As mentioned in the profession development plan provided in the appendix, I have put the time management skill as the short-term goal that would be developed by me within six months. The development of this skill can be attained by indulging in study modules to improve the time management skill. In order to carry out this activity, I would need free time to provide myself some moments of learning. In this way, I will be able to improve the skill of time management that would enable me in using time efficiently. I have also monitored that there are various types related to time management such as prioritizing, scheduling, task management, workload management and many others. In the workplace, I have sorted the work as per its priority and completed the work accordingly. This process not only helps me to manage the time but also assists to manage the workload (thebalancecareers.com, 2019) (Refer to appendix 2).

However, the insufficient time management skill would lead to loss in the business, as the tasks would not be planned in a structured way that will result in delaying in the completion of the work (Harrison and Lock, 2017). Thus, the business will suffer loss when the products are not supplied to them in a proper time.

Organisational skill

Organisation skill is the skill of organising the tasks in a proper way and using the physical space as well as energy in efficient way to avoid wastage. Organisation skill refers to the skill of thinking effectively for development of the business and having concern of every aspect of the various departments including engagement of workers and proper functioning of every area (Bhardwaj, 2016). It is also observed that physical organisation skill is required in order to manage the work in the workplace. Physical organisational includes various aspects such as arranging rooms, setting layout for the work and many others. Moreover, teamwork highlights

this skill. If the individual has the organisation skill, proper planning can be done and it helps to complete the teamwork properly (thebalancecareers.com, 2019) (*Refer to appendix 2*). I have been effective in managing the workforce as well as the workplace of the enterprise. In the organisation, I have taken consideration of management of every section by making proper acknowledgement on the business' development strategies. This skill can be developed within two to three years. Running a business successful needs time and patience therefore, I have put this skill in the section of long term goal in the personal development plan. In order to meet the goal of running business successful, I would need to open a business at first and then develop the leadership skills to lead the human resources in an effectual manner.

The lack of organisational skill would have hindered proper organising the tasks that would affect the operations in a negative way (Scott and Davis, 2015). The deficiency in using the resources would have resulted in wastage of resources as well as the physical space would have been under or over utilised due to lack of organising skill. This might have affected my business in a severe way.

Researching skill

Researching skill is the capability of searching, analysing, collecting, interpreting, and evaluating the data for gathering vital information about a specific subject (Mason, 2017). I possess the skill of researching that has enabled me in searching about the ways of development of business. This capability has assisted me in researching about the market for assessment of the preference of the consumers. Through proper researching, I have been capable of enhancing the work process of the organisation. The researching skill is one of the academic and hard skills that are needed for business improvement. This can be fulfilled by using information technology. Creation of online website would help in running the business effectively as well as evolve the knowledge with gathering of information collected from internet. Development of this skill would require period of around two to three years for better implementation in the organisation. The activity that will be required for development of this skill is researching the topic of the subject through using keywords to get better relevant information. Articles and journals reading will also assist in getting reliable information.

Insufficient knowledge of researching would become an obstacle in the development of business. The organisation will not be able to meet the requirements of the market without proper market research (Hair *et al.*, 2015). There is also need of internet connection to collect data from various journals and articles.

Skills that I do not possess

Language skill

Language skills refer to the communication skill that includes presentation of the ideas and thoughts in correct form of words to others (Abeer and Al-Zoubi, 2018). Due to insufficient language skill, I have been failed in communicating with the members of the firm. Delivering the information and making other understand the concepts become difficult due to lack of communication skill (Coffelt *et al.*, 2016). It has become difficult at time to convey my feelings to others due to lack of knowledge of vocabulary that would enable me in informing the members in proper way about my thoughts. However, I would not face much difficulty in developing this skill as it can be learned by performing the activity of studying and learning modules to develop language. I have thereof put it as the short-term goal in the plan of personal development. After achieving the goal of improving the learning skill, I will be able to communicate properly with the staffs of the company. I would be able to deliver messages regarding the development of business with appropriate use of words so that they would not face problem in understanding the concepts.

Academic writing

Academic writing skill involves usage of precise words for enhancing the quality of writing. This includes creative writing with appropriate usage of vocabulary and proper sentence structure. The skill of academic writing enhances the presentation quality of a specific project as well as appeals the readers in a positive way (Bruning and Kauffman, 2015). Due to lack of academic writing skill, I have failed in paraphrasing the words appropriately. I would try to develop my writing skills through the activity of paraphrasing as well as learning vocabulary to improve the quality of the writing.

I would need free time to conduct this activity for personal development. This skill will be enhanced within six months therefore; I have put it in the section of short-term goal. I would

require resources such as internet to learn vocabulary. Paraphrasing practice can be done with the help of a coach who would guide me in improving the skill as well as provide me with feedback for the same. After development of academic skill, I will be able to enhance the quality of project prepared by me. In business development, academic writing skill will be helpful in defining the purpose (Howson *et al.*, 2019). It will be significant in informing decision in a precise way to the members that has been made by me.

Knowledge about business

Knowledge about business is required to run the business successfully. I do not have much knowledge about the business that has hinder the growth of the firm. I would need to develop the knowledge about the business with the use of internet for proper research about the business management concepts. The resource that will be needed for achieving this skill is the existence of business to implement the knowledge gathered in the business' operations. I will be able to develop the knowledge about the business in a proper manner within two to three years. I will be able to lead the business towards success through this way. Leading the team members will not become difficult after acquiring the knowledge about the business (Sekaran and Bougie, 2016).

I have prepared the ***personal development plan*** in which I have set some ***short-term goals, mid-term goals***, and ***long-term goals***. In the short-term goals, I have mentioned that I want to accomplish the skill of ***learning*** and ***studying***. In the mid-term goals, I have put that I want to improve my skills of ***problem solving***. While in the long-term goals, I have mentioned that I want to improve my ability of ***running*** the ***business***. I want to develop the business through ***online method*** by creating an official website of the company, Global Crypto Consulting, of which I am the entrepreneur.

I want to apply the skills on directing the operations of the coffee shop that is located in Romford. The skills that I want to attain by ***six months*** are ***time management, team leading***, and ***communication skill***. I want to achieve the skill of ***leadership*** within ***2-3 years***. I would meet the short-term goals by dedicating time in ***studying*** the ***module***. The mid-term goals will be attained by development of ***project*** of selling ***online products***. The long-term goals will be achieved by ***evolution*** of the acquired skills and ***finding solution*** that would assist in ***living a better life***.

One of the shortcomings that I have is the **lack** of **knowledge** of **running business**; however, I am involved in **trading products** through the **online** mode. I also **need** to **improve** my **language** that is **communication skill**, both writing and verbal. I **lack** the **knowledge** of **new things**; therefore, I need to indulge myself in **studying**. The **resources** that I will need in development of my skills by learning new things is **free** or leisure **time**. The mid-term goals of acquiring skills of problem solving, team leading, communication, and time management can be accomplished with **funding** and support of **finance**.

However, the ability to run a business that is the long-term goal would be fulfilled by **opening** a **new business**. Some **activities** are important in gaining the skill of time management; they are **solving problems** and **personal evolution meeting**. The former is urgent therefore; it needs to be done first while the latter is not urgent therefore, it can be delayed. While there are few activities that are not important for achieving the goals such as **project reception** at the end of project and **calling clients for** getting **updates**. The former should be minimised and the latter should be avoided completely.

I have given the opportunity of **paraphrasing** to assess my skill. This has been conducted to assess my language skill that is of academic writing. I have been provided with sentences that I would need to paraphrase in order to **avoid plagiarism**. I have been able to paraphrase the sentences but due to the lack of language skills, I have not been able to use appropriate vocabulary to paraphrase every word. In this way, I have not been effective in words formation in a proper manner. Due to the lack of academic writing skill, I have not been able to perform well in the project.

I would try to develop the skills as per the personal development plan. In the course of learning modules and regular writing practice, I would be able to improve my academic writing skill so that paraphrasing would be done in an appropriate manner. I will be able to develop my understanding about the business and new things through proper research and learning by using the internet for business management.

Conclusion

It can be deduced from the provided report that the personal skills have been analysed as well as the skills have been described that are required in the business. The reflection has been provided on the professional development plan as well as the goals that have been created for developing the skills. Activities are explained with every skill that would be required to develop the skills in a further way.

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Appendix 1 (in-class exercises)

In-class exercise 2: Summarising

Student Name: RAUL-MARIAN OBREJA Student ID: 1816173

Time allocated: 1 hour. Please return your paper to the lecturer upon completion. It will be returned to you at the next session. You will need to include a scanned copy of this exercise in the form of an appendix together with your Task 1 (part of the Assignment for this module).

Ex.1

Read the following text and make notes on the main ideas. You can do this on a separate piece of paper which you do not have to hand in.

The success of ALDI

The food retail industry is a highly competitive market. Aldi understands that its customers want value for money but do not want to compromise on quality. This case study will demonstrate how Aldi uses a lean approach to its business operations to offer its customers quality products at competitive prices. What distinguishes Aldi from its competitors is its competitive pricing strategy without reducing the quality of its products. In fact, in some cases Aldi's products are 30% cheaper than those offered by its competitors. Aldi can do this because the business operates so efficiently. The three core values of Aldi are simplicity, consistency and responsibility. Lean production ties in closely with these values. For example, Aldi stores are simple in design and all stores are very similar which creates consistency.

For Aldi operating efficiently involves reducing costs in all areas of the business. Some of the key areas where Aldi is able to minimise costs are by saving time, space, effort and energy. Aldi's approach to doing this is to run its business around the principles of lean thinking. Whereas other food retailers have elaborate displays, additional services and promotions that draw customers into the business, Aldi's core purpose is to 'provide value and quality to our customers by being fair and efficient in all we do'. The principles of lean production are planned and built into everything that Aldi does. This starts within its supply chain. For example, up to 60% of Aldi's fruit and vegetables are sourced locally where possible, reducing the need for long and costly delivery journeys.

The principles of time based management are also built into the training provided for Aldi's employees. Through training staff to do a variety of tasks around store Aldi can minimise its staff requirements. Staff costs can also be reduced as fewer staff are required if they can perform a variety of duties throughout the store. Aldi's 'no-nonsense' approach to retailing therefore leads to cost saving in numerous areas. These cost savings are passed on to customers in the form of lower prices, allowing the business to differentiate itself from its competitors in terms of price, as well as the quality of the products it has on offer.

Lecturer's signature: _____ Date: _____

Ex.2

This task is designed to see if you can **summarise** ideas from course materials **in your own words**.
Re-read the text 'The success of ALDI' on previous page. Now answer the following question in
your own words: What factors contribute to ALDI's success? Write about 175 words.

The food retail industry is highly competitive market. Aldi understands that its customers want value for money but do not want to compromise on quality. The three core values of Aldi are consistency, responsibility, and affordability, these are factors that contribute to Aldi's success. Aldi stores are simple in design and all stores are very similar, with every consistency. For Aldi operating efficiently involves reducing costs in all areas of the business. Some of the key areas where Aldi is able to minimise costs are by saving time, space, effort and energy. Aldi's approach to doing this is to run its business around the principles of lean thinking, that are built into everything that Aldi does. Through training staff to do a variety of tasks around the store Aldi can minimise its staff requirements. Staff costs can also be reduced as fewer staff are required if they can perform a variety of duties throughout the store. Aldi's no-frills approach to retailing therefore leads to its costs saving in numerous areas. All the costs savings transform for the customers in lower prices for the products.

* In a summary you must

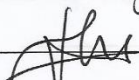
- ① Find the key words and ideas
- ② Change the words used by writing short paraphrases.

So * you should not use exactly the same phrases, as you have done sometimes here.

Lecturer's comments:

A useful practice - try some more examples and you will improve.

Lecturer's signature:



Date:

20.08.19

Personal Development Plan

	Short-Term Time Frame What do I want to accomplish in the next three to six months?	Mid-Term Time Frame What do I want to accomplish in the next six months to two years?	Long-Term Time Frame What do I want to accomplish in the next two to three years?
Section 1 - My Goals What are my overall goals that I want to accomplish in this time period? <i>Example: become a Student Affairs Officer; learn computer graphics</i>	LEARN STUDY	IMPROVE MY SKILLS	ABILITY TO RUN A BUSINESS WORLD WIDE WEB
Section 2 - Skills and Knowledge to be Learned What specifically do I need to learn? What project do I need to work on? <i>Example: Student advising; Banner; Dreamweaver; develop a procedures manual</i>	COMMUNICATION SKILLS TIME MANAGEMENT TEAM LEADING	PROBLEM SOLVING ABILITY	LEADERSHIP ABILITY
Section 3 - Next Steps How am I going to acquire the skills and knowledge? How am I going to do this project? <i>Example: take Dreamweaver class; do an informational interview; set up a project outline</i>	DEDICATE TIME TO STUDY THE MODULES	PROJECT TO SELL ON-LINE "PRODUCTS"	— EVOLVE FIND SOLUTIONS TO HAVE A BETTER LIFE

Adapted from: <http://www.hr.ucdavis.edu/sdps/forms/IDP%20Final%2010.14.11.pdf>

	Short-Term Time Frame What do I want to accomplish in the next three to six months?	Mid-Term Time Frame What do I want to accomplish in the next six months to two years?	Long-Term Time Frame What do I want to accomplish in the next two to three years?
Section 4 - Resources What resources do I need? <i>Example: free time; funding</i>	LEARN NEW THINGS <u>FREE TIME</u>	IMPROVE MY SKILLS <u>FINANCE</u> <u>FUNDING</u>	OPEN A NEW BUSINESS
Section 5 - Time Schedule What is my time schedule?			
When will I start?			
When do I expect to finish?			
Section 6 - Completion When have I completed each step?	☐ _____ Date ☐ _____ Date ☐ _____ Date	☐ _____ Date ☐ _____ Date ☐ _____ Date	☐ _____ Date ☐ _____ Date ☐ _____ Date

Adapted from: <http://www.hr.ucdavis.edu/sdps/forms/IDP%20Final%2010.14.11.pdf>

Time Management: The Eisenhower Method

Name(s): RAUL-MARIAN OBRERA

	URGENT	NOT URGENT
IMPORTANT	<i>These activities usually get done.</i> <i>Solve crane crisis</i>	<i>These activities are high impact. Make them a priority.</i> <i>Personal evolution meeting</i>
NOT IMPORTANT	<i>These activities are deceptive – don't confuse urgent & important. Minimize these.</i> <i>End of project reception</i>	<i>These activities are usually a waste of time. Avoid them.</i> <i>Call client for update</i>

PERSONAL DEVELOPMENT PLAN

What is a Personal Development Plan (PDP)?

"Personal development planning enables individuals to take charge of their own learning. Learning becomes a proactive as well as reactive process, designed and prioritised to support immediate development needs as well as longer term ambitions" (*AUA Postgraduate Certificate in Professional Practice (Higher Education Administration and Management (OUVA))*)

A Personal Development Plan (PDP) enables you to identify key areas of learning and development activity that will enable you to either acquire new or develop existing skills and behavioural attributes for the following purposes:

- ❖ enhancing performance in your current role
- ❖ addressing anticipated changes in your current role
- ❖ addressing career aspirations towards a future role

Step 1: Deciding on your goals

Long-term goals

What do you want to achieve after university?



To help you think about your goals, ask yourself:

- What areas of my studies/work/life do I want to develop?
- What areas do I need to improve?
- What might be some long-term career goals and what skills would I need to develop to achieve those goals?

Consider these ideas to get you started:

- Talk with your lecturer.
- Schedule a confidential session with a careers advisor at UWTSD.
- Read career development books.
- Set realistic priorities – what's achievable in the next three months? This year? Within 3 years?

Employers are looking for specific attributes when recruiting graduates. An employable graduate will be:

- ❖ Capable of applying knowledge
- ❖ Enquiring – critical thinking abilities
- ❖ Creative
- ❖ Enterprising – creating solutions
- ❖ Ethical
- ❖ Thinking internationally

Top 10 skills employers want

1. Commercial awareness
2. Communication skills
3. Teamwork skills
4. Negotiation and persuasion skills
5. Problem solving ability
6. Leadership ability
7. Organisational skills
8. Perseverance and motivation
9. The ability to work under pressure
10. Confidence

Adapted from: www.target.co.uk (Nov 2012)

Mid-term goals

What do you want to achieve by the end of the 1st year?

In your class? In your professional development?

How will you measure success? How will you know you have achieved your goal?

Step 2: Evaluating your current position

Think of situations where you demonstrated any of the 10 skills mentioned before.

How successful was your personal activity during the situations you are considering?

What were your strengths and weaknesses? How do you know? Give evidence of your achievement.

Step 3: Creating a plan

Deciding on a plan of action to get from here to there.

Make concrete plans:

- ❖ Define what you need to do
- ❖ Define when and how you will do it
- ❖ Be specific about your milestones
- ❖ Plan review points



Adapted from: <http://www.youtube.com/watch?v=VLTcm63n10I>

Class B3

Name: RAUL-MARIAN OBREJA

Paraphrasing Exercises

adapted from <http://web.jjay.cuny.edu/~esl/paraphrasing1.htm>

Which sentences are closest in meaning to the five sentences below?

1. 25% of adolescents who have one baby have a second baby within two years of the first baby's birth.
 - a. 25% of babies are born to mothers who are adolescents.
 - b. One out of four adolescent mothers has another baby before the first baby reaches his second birthday.
 - c. A quarter of adolescent mothers gives birth when their first born is two.
 - ☒ d. 25% of adolescent mothers become pregnant again when their first babies are two years old.
2. It has been reported that the richest one percent of Americans own 40% of the country's wealth.
 - a. The richest 1% are 40 times as wealthy as the rest of Americans.
 - b. If the gap between rich and poor continues to grow at the current rate, the richest one percent will soon own 40% of the country's wealth.
 - ☒ c. 40% of the country's wealth is in the hands of only 1% of Americans.
 - d. 99% of Americans own 40% as much as the richest 1%.
3. The judge was relieved when the jury was finally ready to announce its verdict.
 - ☒ a. When the jury announced its verdict, the judge was relieved.
 - b. The judge asked the jury to arrive at a verdict.
 - ☒ c. The judge welcomed the prospect of an imminent verdict.
 - d. The jury welcomed the judge's relief.
4. Research data suggest that girls who witnessed maternal abuse may tolerate abuse as adults more than girls who did not.
 - a. Women who witnessed the abuse of their mother as teens are more likely to become abusive adults.
 - ☒ b. Women who observed the abuse of their mothers when they were young are more likely to endure abuse themselves.
 - c. Women who were abused as children are more likely to abuse their own children.
 - d. Girls who testify about maternal abuse tolerate abuse as adults more readily.
5. Martha thinks that the issue of adolescent problems is important to write about.
 - a. Martha thinks that adolescents like to write about their problems.
 - ☒ b. Martha feels that writing about adolescent problems is worthwhile.
 - ☒ c. Martha believes that the dream of most adolescents is to write something important.
 - d. Martha thinks that adolescents can write about their problems.

Write your own paraphrase for the following sentences:

1. A local newspaper claims that 75% of all homeless people do not like homeless shelters and prefer to live as they do now.
75% of all homeless people don't like homeless shelters and accept to live in the situation that they actually are.
2. Ronny told his aunt that a bear had attacked him, which she found difficult to believe.
Ronny lied to his aunt that a bear attacked him.
3. Anyone who has ever driven through the Mojave Desert knows that one should always carry a supply of extra water.
When you drive through Mojave Desert you should always carry a supply of extra water.
4. Of the 138 million acres of land that Native Americans owned in 1887, 90 million acres were taken away by whites by 1932.
90 million acres were taken away by whites between 1887 and 1932 of 138 million acres of Native Americans.
5. A woman who was nominated by the president to head the department was quickly approved by the board of trustees.
The board of trustees approved a woman who was nominated by the president to head the department.

Paraphrase the following sentences from student paragraphs to avoid plagiarism.

1. However, college students today are the first groups of students to need the Internet for most of their schoolwork.

College students in this days need the Internet to make their schoolwork.

2. Chinese speculators are able to realize profits from this buy-and-sell practice as property prices are currently on the upswing.

Property prices are rising and speculators by the Chinese people that make trading and realize incomes.

3. Researchers have found a strong association between computer and Internet use in adolescents and engagement in multiple-risk behaviours (MRB), including illicit drug use, drunkenness and unprotected sex.

There is a strong association between computer and Internet use in (MRB), that include illicit things.

4. Drug resistance remains a major problem in combating HIV infection, but a different approach to drug development could be the answer.

The answer to combat HIV infection is to develop drugs for the drugs.

5. North China's Shanxi Province, the country's largest coal supplier and most polluted region, has the dubious distinction of having 16 cities on the list. Neither Beijing nor Shanghai appear on the list. The report found that only 22.94 percent of sewage was treated adequately in the cities surveyed and less than 20 percent of household garbage met with proper handling. It said 178 cities examined had not built any sewage treatment facilities and 130 cities had not been equipped with garbage disposal plants.



Time allocated: 1 hour. Please return your paper to the lecturer upon completion. It will be returned to you at the next session. You will need to include a scanned copy of this exercise in the form of an appendix together with you Task 1 (part of the Assignment for this module).

Student Name: RAUL-MARTIN OBREGA **Student ID:** 1816173

Ex.1

Write a paraphrase of the following passage

Mike Erwin never envisioned himself as a social entrepreneur or activist. While he was no stranger to leadership positions, his primary experience had been in large, structured organisations. He thrived in the highly regimented program offered by the school. Later, Erwin excelled in his assignments in the Army, winning multiple awards and medals. However, the founding and growth of Team RWB had none of the characteristics of his previous endeavours. Erwin's enthusiasm and the organisation's mission caught on rapidly and Team RWB attracted media attention disproportionate to its size. Very quickly, the organisation grew beyond anything that Erwin had anticipated. Without any intention to do so, Erwin accidentally became an entrepreneur.

Mike Erwin never imagined himself as a social entrepreneur or activist. His first experience has been in big and structured organisations and he thrived in the highly regimented program offered by the school. In the Army, he evolved in his assignments, getting multiple medals and awards. Erwin became an entrepreneur accidentally. The Team RWB attracted the media attention, team founded by him, team that had some of the characteristics of his previous endeavours.

Fair, but you used too many of the original text

Lecturer's signature:

Date:

21/7/19

18/07/2019

Ex.2. Decide whether the paraphrased passages are acceptable or unacceptable by circling the correct answer and briefly explain why.

Original Source: A key factor in explaining the sad state of American education can be found in overbureaucratization, which is seen in the compulsion to consolidate our public schools into massive factories and to increase to mammoth size our universities even in underpopulated states. The problem with bureaucracies is that they have to work hard and long to keep from substituting self-serving survival and growth for their original primary objective. Few succeed. Bureaucracies have no soul, no memory, and no conscience. If there is a single stumbling block on the road to the future, it is the bureaucracy as we know it.
Edward T. Hall, *Beyond Culture*, Anchor Publishing, 1977, p. 219

Paraphrase 1 - acceptable / unacceptable

Reason: unacceptable because don't say from which book was taken the source. (no reference)

American education is overly bureaucratic. This is manifest in the increasing size of educational institutions, even in small states. Bureaucracies are bad because they tend to work to promote their own survival and growth rather than that of the institution, as was their initial objective. Most bureaucracies fail because they have a conscience or a soul. I believe that bureaucracies are the biggest stumbling block on the road to the educational future.

Paraphrase 2 - acceptable / unacceptable

Reason: unacceptable because has no reference to the book *Beyond Culture*, by Edward T. Hall. (no reference)

Bureaucratization has proved to be a major stumbling block on the road to our educational future. American institutions have become factories that are more conducive to the growth of bureaucratic procedures than to the growth of the students who attend them. Bureaucracies have to work long and hard to keep from promoting their own survival rather than the educational goals that were their primary objective.

Paraphrase 3 - acceptable / unacceptable

Reason: acceptable but incomplete, to short paragraph, the key factors are missing. (referencing)

Bureaucratization has proved to be a major stumbling block on the road to our educational future. American institutions have become factories that are more conducive to the growth of bureaucratic procedures than to the growth of the students who attend them. This means that, as Edward T. Hall says in his book, *Beyond Culture*, today's educational institutions "have no soul, no memory, and no conscience".

Paraphrase 4 - acceptable / unacceptable

Reason: acceptable because I think is a complete paraphrase of the Original Source. (referencing)

In his book, *Beyond Culture*, Edward T. Hall discusses the problems posed by the increasing bureaucratization of American educational institutions. Hall maintains that overbureaucratization is one of the key factors governing the state of education in America today. He points to the tendency of bureaucracies to promote their own growth and survival first and foremost, and observes that few overcome that tendency. He believes that this is responsible for the fact that many public schools bear a closer resemblance to factories than to educational institutions. In Hall's words, "Bureaucracies have no soul, no memory, and no conscience."

Lecturer's signature:



Date:

21/7/19
18/07/2019

Appendix 2

<https://www.forbes.com/sites/work-in-progress/2013/08/14/time-management-for-the-time-challenged/#49745f2e6ee5>

<https://www.thebalancecareers.com/time-management-skills-2063776>

<https://www.thebalancecareers.com/organizational-skills-list-2063762>