

For: ATHE Level 7 Diploma in Strategic Management
ATHE Level 7 Extended Diploma in Strategic Management

Unit 4 Organisational Behaviour Assignment

Assignment Scenario

You have recently applied for a senior leadership position in a large retail organisation.

Following shortlisting, you have successfully progressed to the next stage and have been asked to submit a written report which will help the selection panel to establish your understanding of current strategic leadership thinking.

Task 1

You must prepare a report which includes:

- An analysis of how different organisational structures impact on the effectiveness of an organisation
- An explanation of how organisational culture can impact organisational effectiveness
- An assessment of the impact of learning on the effectiveness of employees
- An analysis of the benefits and challenges of involving employees in team decision-making

Extension activities

To achieve a **Merit**, you must also include in your report an evaluation of the relevance of organisational culture theory in developing organisational effectiveness.

Learning outcomes and assessment criteria

LO2 AC 2.1, 2.2, 2M1
LO3 AC 3.2, 3.3

Task 2

You have now progressed to the next stage of selection and are preparing for interview. You know that questions from the panel will include sharing your views on leadership behaviours. In preparation for the interview, you must make detailed notes which:

- Evaluate different theories relating to leadership behaviour
- Analyse factors influencing leadership behaviour in the workplace

Extension activities

To achieve a **Merit**, you must also analyse how different leadership behaviours impact on organisations.

Learning outcomes and assessment criteria

LO1 AC 1.1, 1.2, 1M1

Task 3

You will make a presentation to the interview panel as part of the selection process.

- Prepare a presentation with accompanying notes which shows how organisations can motivate employees to improve their efficiency and effectiveness. You must analyse how motivational theory can impact employee motivation.

Extension activities

To achieve a **Merit**, you must also include an analysis of how change processes and outcomes can be used to improve the effectiveness of employees.

To achieve **Distinction**, using a business organisation of your choice, you must produce a case study for the panel that assesses the extent to which different features of a named organisation impact on its overall effectiveness.

Learning outcomes and assessment criteria

LO1 1D1
LO3 AC 3.1, 3M1

Note: When citing sources of information that you have used, provide a reference using an appropriate format, e.g., Harvard.

Guidelines for assessors

The assignments submitted by learners must achieve the learning outcomes and meet the standards specified by the assessment criteria for the unit. To achieve a merit or distinction grade, the learners must demonstrate that they have achieved all the criteria set for these grades. Where work for the pass standard is marginal, assessors can take account of any extension work completed by the learners. The suggested evidence listed below is how learners can demonstrate that they have met the required standards. The command verbs contained within the AC are highlighted in bold in the suggested evidence boxes.

Task number	LOs and AC	Suggested evidence PASS	Suggested additional evidence MERIT	Suggested additional evidence DISTINCTION
1.	LO2 AC 2.1, 2.2, 2M1 LO3 AC 3.2, 3.3	<p>AC2.1 The portfolio must provide a detailed analysis of how the characteristics of different organisational structures impact on the effectiveness of an organisation. The learner should identify the different structures, examining different aspects in detail and using examples to illustrate their work.</p> <p>AC2.2 The explanation of the impact of culture must be comprehensive and clearly related to its impact on the effectiveness of organisations. The learner will need to use examples to illustrate the points which are made.</p> <p>AC3.2 The learner is required to provide a comprehensive assessment of the impact of learning on the effectiveness of employees. This assessment should be detailed and consider technical and experiential knowledge and learning. The role of technology should be considered.</p>	<p>The portfolio of evidence should demonstrate the learners' ability to use a range of skills, in particular their ability to analyse in detail.</p> <p>2M1 The evaluation of the relevance of organisational culture theory must be balanced. The learner should judge the evidence from different perspectives and make valid conclusions.</p>	

		<p>AC3.3 The learner should analyse the benefits and challenges of involving employees in team decision making. When considering how team working can improve employee effectiveness and team decision-making, the learner should review the benefits and problems of working in teams and the differing group dynamics. An effective evaluation will include practical examples and identify the strengths and weaknesses leading to judgements.</p>		
2	<p>LO1 AC 1.1, 1.2, 1M1</p>	<p>AC1.1 The learner must demonstrate their understanding of a range of pertinent leadership theories and the evaluation should identify the strengths and weaknesses of the different concepts.</p> <p>AC1.2 The analysis of factors influencing leadership behaviour must be detailed, showing how the main ideas are related to actual practice and why they are important. Reference to examples of business organisations will help the learner to demonstrate their understanding.</p>	<p>1M1 The learner is required to analyse how leadership behaviours impact on business organisations. The learner is required to prepare a detailed analysis which should consider a range of theories for example behavioural, contingency, situational, managerial and participative. A comprehensive analysis will include practical examples to illustrate the points which have been made.</p>	
3.	<p>LO1 1D1 LO3 AC 3.1, 3M1</p>	<p>The presentation should cover all the main topics stated in the task. The presentation format is flexible but must be supported by detailed notes.</p>	<p>3M1 The learner will analyse how change processes and outcomes can be used to improve the effectiveness of</p>	<p>1D1 The learner will produce a case study, based on a named organisation that examines and draws together all the learning from</p>

		<p>AC3.1 The learner must analyse how motivational theory can impact employee motivation. This will enable the learner to consider the theory in detail using examples to illustrate the points which are made.</p>	<p>employees giving relevant examples of how this works in practice. The learner is required to prepare a detailed analysis which should consider a range of theories, for example contingency, situational, and participative theories.</p>	<p>LO1, LO2 and LO3 relating to leadership behaviour, organisational structure, organisational culture and employee motivation and efficiency. They must assess how all of these factors impact on the overall effectiveness of the organisation. The assessment will demonstrate that the learner understands the methods used by the organisation and is able to establish what works well and where there are any shortfalls.</p>
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