

**ASSESSMENT # 1**

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**Assessment Code:** BUS502A1

**Assessment Type:** Individual Assignment

**Subject Code:** BUS502

**Subject Name:** Management and Organisational Performance

**Briefing Date:** Week 1

**Submission Date:** Week 4

**Weighting:** 40%

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**Aims:** Demonstrate understanding of management theories, principles and practices.

**Brief:** This assessment focuses on application of management concepts, functions skills, roles and theories in context of innovation and organisational change to support operational efficiency and effectiveness of an entity.

**Submission Format:** The submission will be in the form of a typed document providing answers to the problems posed. A final soft copy of the assessment mustbe submitted via **Turnitin on NZSE-Moodle** online by the due date.

**Referencing:** Required as per APA 6th edition referencing style

**Sample referencing:**

Northouse, P.G. (2015). *Introduction to leadership: Concepts and practice* (3rd ed.). Thousand Oaks, CA: Sage.

**Standard of English for Level 5 Business Assessments:**

* All student work that is submitted for assessment must meet the English requirements for Level 5 business writing.
* Any submitted assessment or part of an assessment that falls below the acceptable standard of the English requirements for Level 5 business writing will not be marked.
* If you have any questions regarding the English requirements for Level 5 business writing, please talk to your tutor.

**Referencing:**

* You must correctly reference all submitted assessments according to APA 6th ed. conventions for both in-text citations and in your reference list.
* You are required to reference because it is important to acknowledge the original source of other people’s ideas, research and opinions, as well as providing evidence of having undertaken independent research to support your own opinion/point of view/hypothesis/argument.
* Your tutor can provide further information and guidance on referencing and also direct you to referencing guides and resources.
* Wikipedia is not considered an acceptable source of reference.

**Plagiarism:**

* Plagiarism is where you use another person’s words, ideas, diagrams or other original creations without acknowledging or giving credit to that person.
* Any submitted assessment or part of an assessment which has plagiarised content will not be marked.
* All cases of plagiarism and/or cheating will be investigated and dealt with according to A08: Misconduct in Assessment Policy.
* If you have any questions regarding plagiarism, please talk to your tutor.

**Learning outcomes:**

The Learning outcomes associated with this assessment are:

**LO1** Discuss core management concepts: what is management; management functions; managerial roles and skills

**LO2** Explain management thinking: evolution of management including classical, humanistic and recent historical perspectives, contemporary management thinking**Assessment Tasks**

**Task 1 (30 Marks)**

You are the reporting Manager of Vincent Weafer at Symantec, You have been asked by the Human Resource Management Department to analyse Vincent Weafer’s management strategies and make appropriate recommendations for optimum operational efficiency and effectiveness at Symantec.

Read the case study below and answer the questions that follow. It is expected that you would research and apply various management theories and principles in your answer.

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| --- |
| **Symantec**  Imagine what life would be like if your products were never finished, if your work were never done, if your market shifted 30 times a day. The computer-virus hunters at Symantec Corp. don't have to imagine. That's the reality of their daily work life. At the company's Response Lab in Santa Monica, California, described as the "dirtiest of all our networks at Symantec", software analysts collect viruses and other suspicious code and try to figure out how they work so security updates can be provided to the company's customers. By the door to the lab, there's even a hazardous materials box marked "Danger" where they put all the disks, tapes, and hard drives with the nasty viruses that need to be carefully and completely disposed of. Symantec's situation may seem unique, but the company, which makes content and network security software for both consumers and businesses, reflects the realities facing many organizations today: quickly shifting customer expectations and continuously emerging global competitors that have drastically shortened product life cycles. Managing talented people in such an environment can be quite challenging as well.  Vincent Weafer, a native of Ireland, has been the leader of Symantec's virus-hunting team since 1999. Back then, he said, "There were less than two dozen people, and the pace of the industry was really slow. Perhaps there would be a few new viruses popping up each day, and they would spread in a matter of months, not minutes." Now, Symantec's virus hunters around the world deal with some 20,000 virus samples each month, not all of which are unique, stand-alone viruses. To make the hunters' jobs even more interesting computer attacks are increasingly being spread by criminals wanting to steal information whether corporate data or personal user account information that can be used in fraud. Dealing with these critical and time sensitive issues requires special talents. The response-centre team is a diverse group whose members weren't easy to find. Says Weafer, "It's not as if colleges are creating thousands of anti-malware or security experts every year that we can hire. If you find them in any part of the world, you just go after them." The response-centre team's makeup reflects that. For instance, one senior researcher is from Hungary; another is from Iceland; and another works out of her home in Melbourne, Florida. But they all share something in common: They're all motivated by solving problems.  The launch of the Blaster-B worm in August 2003 changed the company's approach to dealing with viruses. The domino effect of Blaster-B and other viruses spawned by it meant the frontline software analysts were working around the clock for almost two weeks. The "employee burnout" potential made the company realize that its virus hunting team would now have to be much deeper talent-wise. Now, the response centre’s team numbers is in the hundreds and managers can rotate people from the front lines, where they’re responsible for responding to new security threats that crop up, into groups where they can help with new product development. Others write internal research papers. Still others are assigned to develop new tools that will help their colleagues battle the next wave of threats. There's even an individual who tries to figure out what makes the virus writers tick- and the day never ends for these virus hunters. When Santa Monica's team finishes its day, colleagues in Tokyo take over. When the Japanese team finishes its day, it hands off to  , who then hands back to Santa Monica for the new day. It's a frenetic chaotic, challenging work environment that spans the entire globe. But Weafer says his goals are to ‘try to take the chaos out, to make the exciting boring’, to have a predictable and well –defined process for dealing with the virus threats and to spread work evenly to the company’s facilities around the world. It is a managerial challenge that Weafer has embraced.  But the security experts realise that despite their teams’ best effort, THEY ARE LOSING THE BATTLE. They plan to add another line of defence and use the power of people to hunt down the cyber criminals by recruiting victims and other computer users to help them go on the offensive and track down the hackers. Rowan Trollope, senior vice president for consumer products at Symantec, says: It’s time to stop building burglar alarms to keep people safe and go after the bad guys. Thus at the introduction of its new Norton internet security system ,Symantec is now asking customers to opt in to a program that will collect data about attempted computer intrusions and then forward the information to authorities. |

1. Discuss the concepts of management, efficiency and effectiveness as applied to Symantec.

(0.5 Mark each, a total of 1.5 Marks)

1. Identify and critically analyse how the following managerial functions could be applied to Symantec for enhanced operational efficiency and effectiveness.

(3 Marks each, a total of 12 Marks)

1. Planning
2. Organising
3. Leading
4. Controlling
5. Identify and discuss how the following managerial skills of Vincent Weafer could enhance operational efficiency and effectiveness of Symantec.

(1.5 Mark each, a total of 4.5 Marks)

1. Technical
2. Human
3. Conceptual
4. Identify and critically examine at least **four** roles that could be played by Vincent Weafer to enhance operational efficiency and effectiveness of Symantec.

(3 Marks each, a total of 12 Marks)

**Task Two (60 Marks)**

1. Critically analyse **one** classical perspective of management. Your analysis must include the following: (15 Marks)
2. Summary of the theory (2 Marks)
3. **Three** strengths and **three** weaknesses (0.5 Mark each, a total of 3 Marks)
4. Evaluation of its relevance to contemporary organisations in the contexts of innovation and organisational change (6 Marks)
5. **Two** specific examples of its applicability to a New Zealand organisation (2 Marks each, a total of 4 Marks)

*Classical perspectives of management include scientific management, bureaucratic management and administrative management.*

1. Critically analyse **one** humanistic perspective of management. Your analysis must include the following: (15 Marks)
   1. Summary of the theory (2 Marks)
   2. **Three** strengths and **three** weaknesses (0.5 Mark each, a total of 3 Marks)
   3. Evaluation of its relevance to contemporary organisations in the contexts of innovation and organisational change (6 Marks)
   4. **Two** specific examples of its applicability to a New Zealand organisation (2 Marks each, a total of 4 Marks)

*Humanistic perspectives of management include humanistic relations movement, human resources perspective, behavioural sciences approach and management science perspective.*

1. Critically analyse **one** recent- historical perspective of management. Your analysis must include the following: (15 Marks)
   1. Summary of the theory (2 Marks)
   2. **Three** strengths and **three** weaknesses (0.5 Mark each, a total of 3 Marks)
   3. Evaluation of its relevance to contemporary organisations in the contexts of innovation and organisational change (6 Marks)
   4. **Two** specific examples of its applicability to a New Zealand organisation (2 Marks each, a total of 4 Marks)

*Recent - historical perspectives of management include systems theory, contingency view and total quality management.*

1. Critically analyse **one** innovative management perspective. Your analysis must include the following: (15 Marks)
   1. Summary of the theory (2 Marks)
   2. **Three** strengths and **three** weaknesses (0.5 Mark each, a total of 3 Marks)
   3. Evaluation of its relevance to contemporary organisations in the contexts of innovation and organisational change (6 Marks)
   4. **Two** specific examples of its applicability to a New Zealand organisation (2 Marks each, a total of 4 Marks)

*Innovative management perspectives include managing the technology- drive workplace, knowledge management, learning organisation and sustainable development.*

**General (10 Marks)**

Format, headings and subheadings, headers and footers (2 marks)

Spelling, grammar, sentence structure and appropriateness of style of writing (3 marks)

Reference list and in line citation is in APA 6th edition style (5 marks)

**Total Marks = 100**