

Your task for this part of the coursework is to complete an in depth study of the organization of Willowburn, the job roles and working arrangements of three identified people in the same functional area.

By the end of this Module you should be able to:

Level 1

- 1 **Show** an organization chart and **explain it**– levels of authority, chain of command, span of control, say who reports to who.
- 2 **Explain** job roles and working arrangements of three employees at different levels of authority within one department (functional area)

Level 2

- 3 **Outline** how the workforce communicates with each other. Do communications flow as per the organization chart?
- 4 **Compare** the working arrangements of the 3 employees how do they differ.

Level 3

- 5 Give your **opinion** on how effective the organizational structure is, in enabling the employees to work together.
- 6 **Describe** how effective are the different working arrangements of the 3 employees.
- 7 **Suggest** and **justify** any other flexible working arrangements that the business might consider in the future.

Key words to use in this piece of work:

Pyramid structure: Where the main management of the company is by a few managers. The bulk of the employees are not managers

Span of control: is the number of workers directly supervised by a more senior employee.

Flexible working arrangements: alternative to working 9-5, Monday to Friday in the business.

Contracted staff: Permanent staff who have a contract of employment.

Casual staff: not permanent. Do not have a contract of employment.

Organizational chart:

Rota: outlines the shifts that someone will be expected to work.

Annualised hours: allow an employer to specify the number of hours employees must work a year rather than a week. Hours worked each week can vary depending on the pressure of work.

Progress Tracker Level One

TICK WHEN
COMPLETED

Tick when you have completed each task and monitor the progress that you are making through this part of your coursework. Once you have achieved all of these you have achieved a level one and can then move on to Level two work.

1 Show an organization chart and explain it– levels of authority, chain of command, span of control, say who reports to who.

For this section you need to copy and paste the organization chart for Willowburn (this can be found in Student Shared). You need to then explain this organizational chart.

Describe how it shows four levels of hierarchy.

1. Peter Halliwell (Centre Manager)
2. Andy Craik and Cliff Humphrey (Duty Managers)
3. Head receptionist, Supervisors, Fitness Coordinators, Swimming Teachers and Support Staff.
4. All other workers (including Leisure Attendants, Receptionists)

Outline who each level of the hierarchy reports to.

Explain the working arrangements of each level.

Outline what their 'span of control' is.

2 Explain job roles and working arrangements of three employees at different levels of authority within one department (functional area).

For this section you need to choose three employees of Willowburn who are identified on the organizational chart you described above.

A good selection would be: Manager (Centre Manager and Duty Managers), Supervisor and Leisure Assistant.

For each one you need to:

Say if that person is responsible for anyone. (if no say no)

What qualifications they would need to do there job.

Do they require any previous work experience to do the job?

What the working arrangements for that job is:

What hours do they work? In a week? In a day?

Do they work a flexible (hours) basis?

Do they work evenings and weekends? (for each one copy and paste a copy of a rota– you can find this in Student Shares).

Is their job permanent contract or are they a casual member of staff?

What is the purpose of their job? How do they contribute to the running of the centre?

What are the main duties of the job?

Do they wear a uniform?

Progress Tracker Level Two

TICK WHEN
COMPLETED

Tick when you have completed each task and monitor the progress that you are making through this part of your coursework. Once you have achieved all of these you have achieved a level two and can then move on to level three work.

3 Outline how the workforce communicates with each other. Do communications flow as per the organization chart?

Using the same three employee groups that you mentioned for Level One, you need to discuss and explain how they communicate with one another in the business.

You need to identify the organizational structure at Willowburn.

Explain that it is a pyramid structure– what is this?

Leisure Assistants:

Where are they in the structure and what does this mean?

Looking at the pyramid structure who do they report to?

Does anyone report to them?

Who are the Leisure Assistants supposed to communicate to?

Sometimes the Leisure assistants might communicate directly with the centre Manager.

Supervisors:

Who do the supervisors communicate then to? Information from themselves and from the Leisure Assistants.

Who are the supervisors responsible for?

Who are they responsible to?

Manager:

Sometimes they communicate to Leisure Alnwick and North Country Leisure.

North Country Leisure communicate with the staff regularly. This method of communication is often through letters. Letters include information on: Upcoming courses, business information and questionnaires.

All staff have pigeon holes.

Do any of the staff in the different functional areas have meetings?

When do they have meeting/ What is the purpose of the meetings?

Outline that most of the communication between staff is done verbally.

How do the staff network with one another? Do they do any team building activities?

Evaluate the effectiveness of a pyramid structure for running a business effectively.

What are some of the negatives of structuring an organization in this way? E.g. some of the departments may work in isolation, the communications may become distorted so intended communication may be changed.

Try and think of some more examples of problems with this organizational structure.

In your opinion do all employees feel informed about the business. Consider whether this is the case for Leisure Assistants right at the bottom of the structure. Does information get cascaded to them?

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4 Compare the working arrangements of the 3 employees how do they differ.

Thinks about differences in:

Pay – how much do they get an hour or do they get paid annually? Are they entitled to sick pay. At what point do they get paid overtime? Do all members of staff get overtime?

Working hours – do they all work the same amount of hours per week? Do they work on a rota system? How often do they have breaks/how long do they have a break?

Do all staff cover people who are on sick or holiday?

Do any staff get health cover?

Do all staff have the same holiday entitlement? What is it? Does the length of their service affects this?

Are any staff entitled to a pension?

Are there any benefits available to staff?

What is the difference between being employed casually or employed on a contract.

2b

Progress Tracker Level Three

TICK WHEN
COMPLETED

Tick when you have completed each task and monitor the progress that you are making through this part of your coursework. Once you have achieved all of these you have achieved a level three and you're FINISHED!

5 Describe how effective are the different working arrangements of the 3 employees.

Do you think that it is right that there are different working arrangements at willowburn?

Is it right for managers to work differently because they have more authority and responsibility?

Give some examples of why this is necessary.

6 Give your opinion on how effective the organizational structure is, in enabling the employees to work together.

Is it good for enabling employees to work together?

Is the structure small enough for the employees at the bottom of the structure to be heard by the managers?

Could the centre manager get more involved in lower departments?

What areas of communication could be improved further?

What could they bring in to find figure out the effectiveness of communication? Questionnaires?

Consider and evaluate for the other three employers that you have looked at: Supervisors and Leisure Assistants.

7 Suggest and justify any other flexible working arrangements that the business might consider in the future.

Do you believe that it would be worthwhile that Willowburn would alter the structure?

Does the current system seem appropriate for the business?

Could any of their staff work from home? What would be the benefit of this to any of the staff or business?

Could they bring in any temporary staff? Could this develop the business? What things could they do?