

# Colbourne College

## ASSIGNMENT BRIEF

Unit Number and Title	<b>UNIT 4: MANAGEMENT AND OPERATIONS</b>
Academic Year	<b>2017</b>
Student Name And ID Number	
Unit Tutor	
Mode of Study	
Assignment Number & Title	<b>Differences between the role of a leader and the function of a manager</b>
Issue Date	
Submission Date	

**TERM PAPER DECLARATION:  
STATEMENT OF ORIGINALITY AND AUTHENTICITY**

I confirm that the term paper I am submitting is an original and authentic piece of work written by myself that satisfies academic rules and regulations with respect to Plagiarism. I further confirm that I have fully referenced and acknowledged all material incorporated as secondary resources in accordance with the Harvard System. *Please note that Term paper will not be marked without the inclusion of this signed declaration by the student/s.*

**STUDENT/S SIGNATURE**

**DATED**

**OFFICIAL USE BELOW: GRADE AND SUMMATIVE REMARKS**

<b>Grade Assigned</b>		
Assessors' Name & Date	<b>MARKER</b>	<b>INTERNAL VERIFIER</b>
Assessor's Summative Feedback		
Assessors' Signature & Date	Marker	IV

# FORUM AND TERM PAPER ASSIGNMENTS

**Unit 4:** Management and Operations

**Unit code:** D/508/0488

**QCF level:** 4

**Credit value:** 15

## AIM

The aim of this unit is to help students understand the difference between the function of a manager and the role of a leader. Students will consider the characteristics, behaviours and traits which support effective management and leadership. In addition, this unit will introduce the concept of operations as both a function and a process which all organisations must adopt to conduct business. Students will be introduced to contemporary and historical theories and concepts which will support their learning for this unit.

On successful completion of this unit students will have developed sufficient knowledge and understanding of how management and operations make a positive, efficient and effective contribution to an organisation at a junior level. This could be in the role of a team leader or managing a specific aspect of an operation function and/or process.

Underpinning all aspects of the content for this unit you will consider topics under two broad headings: management and operations.

## LEARNING OUTCOMES

By the end of this unit a student will be able to:

1. Differentiate between the role of a leader and the function of a manager.
2. Apply the role of a leader and the function of a manager in given context.
3. Demonstrate an appreciation of the role leaders and managers play in the operations function of an organisation.
4. Demonstrate an understanding of the relationship between leadership and management in a contemporary business environment.

# COURSE CONTENT AND OBJECTIVES

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## **LO 1: Differentiate between the role of a leader and the function of a manager**

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### **LO 1. Course Content**

#### **Management theory and styles:**

Contemporary and seminal theories of management such as management by objectives, classical management theories, behavioural theory and contingency theory. Assumptions and drawbacks, main contributors, the influence of informal groups, hierarchy of needs.

#### **Leadership characteristics:**

Styles eg autocratic, democratic, laissez-faire, action-orientated; motivation theories, factors affecting motivation and performance, motivation techniques, effectiveness; conflict resolution; the role of partnerships and stakeholders in the business

#### **Leadership vs management:**

The definitions and differences of both a leader and a manager.

Management functions such as planning, organising, controlling and directing.

Theories of leadership traits, style, and contingency.

Transformational and Transactional Leadership.

Action Centred Leadership.

'Hard' management skills and 'soft' leadership skills.

#### **Communication:**

Communications processes, verbal, written, non-verbal; lines of communication, linear, lateral, formal/informal; barriers to effective communication

#### **Organisational culture and change:**

types of organisational structure and culture; factors influencing changes in culture; types of change eg demographic, economic, legislative; planned change theory; managing and measuring the effectiveness of change; sources and types of power; change drivers

# ASSIGNMENT ONE

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## TASK ONE. GROUP DISCUSSION FORUM:

Conduct thorough research on the following principles and practices of management behavior. Focus your findings on: the **assumptions** made by the theorists and **drawbacks** found in the models, that is, the pros and cons or strengths and weaknesses.

### 1. Management Theories

- |                                   |                                |
|-----------------------------------|--------------------------------|
| i) Management by objectives       | vi) Situational Leadership     |
| ii) Classical management theories | vii) Participative Leadership  |
| iii) Behavioural theories         | viii) Transactional Leadership |
| iv) Contingency theory            |                                |

<b>MANAGEMENT THEORIES</b>		<b>SOURCE/S</b>
<b>Name of theory</b>		
<b>Assumptions made by the theorists</b>		
<b>Criticism of the theory</b>		
<b>Name of theory</b>		
<b>Assumptions made by the theorists</b>		
<b>Criticism of the theory</b>		

(Add more cells to cover the different answers)

## 2. Characteristics of leaders and leadership styles

- i) Lewin leadership styles
- ii) Goleman's leadership styles

<b>CHARACTERISTICS OF LEADERS AND LEADERSHIP STYLES</b>		<b>SOURCE/S</b>
Name of leadership style		
Characteristics of this leader (Pros)		
Characteristics of this leader (Cons)		
Name of leadership style		
Characteristics of this leader (Pros)		
Characteristics of this leader (Cons)		
Name of leadership style		
Characteristics of this leader (Pros)		
Characteristics of this leader (Cons)		

(Add as many cells as needed)

# TASK TWO. TERMPAPER ASSIGNMENT. GROUP WORK

P1. Define and compare the different roles and characteristics of a leader and a manager.

<b>SEMINARY DEFINITIONS OF LEADERS BY PROMINENT SCHOLARS AND PRACTITIONERS</b>		<b>Eight (8) SOURCE/S</b>
E.g. Drucker, Bennis, Covey, Jack Walsh, Goleman, Bass and Riggio, George Will etc.		
Prominent Leadership Scholar / Practitioner		
Definition of a leader		
Prominent Leadership Scholar / Practitioner		
Definition of a leader		
Prominent Leadership Scholar / Practitioner		
Definition of a leader		
Prominent Leadership Scholar / Practitioner		
Definition of a leader		
Prominent Leadership Scholar / Practitioner		
Definition of a leader		

(Add as many cells as needed)

## DIFFERENCES BETWEEN A MANAGER AND A LEADER

Managers:	Leaders:	Six (6) Sources

## SIMILARITIES AND INTER-RELATIONSHIPS BETWEEN A MANAGER AND A LEADER

Managers:	Leaders:	Six (6) Sources

### **TASK THREE. GROUP WORK: (750 – 1,000 Words)**

**M1** Analyse and differentiate between the role of a leader and function of a manager by effectively applying a range of theories and concepts. To achieve the assessment criteria, you must summarize your learning covering the various theories and styles of managers and leaders that you explored earlier in your work. Cite all sources and reference properly.

### **TASK FOUR. INDIVIDUAL WORK (450 Words)**

**D1** Critically analyse and evaluate the different theories and approaches to leadership in given contexts.

*Everyone experiences leadership in one situation or another, and in their different social groups. Thoughtfully describe two leaders that you know and experienced their leadership. Include the different contexts in which you experienced their leadership eg. Church, work, club, school etc. Further, compare their leadership roles, characteristics, and leadership styles using a range of theories and concepts.*

# ASSIGNMENT INSTRUCTIONS AND RESOURCES

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## TERM PAPER REQUIREMENTS

Assignments are mainly research papers. This means that to carry out the given tasks in the assignment will require extensive search for information in valid materials, critical review of the literature found, and citing all sources in the research report. Information should be drawn from sources e.g. textbooks, eBooks, journal articles, companies' websites, newspapers and professional subject-specific articles and websites.

## ORGANISATION AND SUBMISSION

*The main sections of the research essay are:*

### **Section One | Introduction**

Introduce your theses statement and very briefly define the key terms in your assignment.

### **Section Two | Research Findings**

Provide a numbered list of the main sources that you are citing from with a brief argument from each that directly answer the task that you are undertaking. You will discuss these findings here but in paragraph 3 when you are presenting your argument. The minimum number of sources to be cited are stated in your assignment instructions - be sure to meet that requirement.

### **Section Three | Discussion Of The Research Findings**

Here you will carry out the command in the assignments. That is, use your research findings in paragraph two to now explain, discuss, analyze, compare etc. as the task states. Ensure you know what the command verb wants you to do before you begin writing up the research report. See the direct link to the definitions of the [Command Verbs](#) used in the assignments.

### **Section Four | Conclusion**

Your conclusion is a summary of the key points in your assignment, e.g. the presentation of the outcome or results.

## ORGANISATION OF THE TERM PAPER FOR SUBMITTING:

### **Cover Page | Access A Sample On iTutor**

Complete fully and use the Assignment Brief for the cover.

### **Table of Content (TOC)**

Your Table of Content shows all inclusions in your assignment report by titles and page numbers. Microsoft Word has templates that you can use to produce a neat TOC.

### **Include The Score Sheets | Access Score Sheets For Each Assignment On iTutor**

The score sheets are used to grade your assignment and provide you with the feedback. Print same and include for each assignment submitting.

### **Include Reference Page In Assignments | Reference Page Lists All Sources Cited In-text**

The Reference Page is a list of all sources that you cited in-text. Place the sources in-text in alphabetical order in the reference list. Use [citethisforme.com](http://citethisforme.com) to do your referencing. Remember to select Harvard Referencing before executing the tasks.

## PREPARING AND SUBMITTING THE WORK

- ❖ Number all pages in your work
- ❖ Use headings for each task in the assignment (e.g. AC 1.1 / P1 Task Instructions)
- ❖ Use Font Style: Arial | Use Font Size: 11 | Use Paragraph Spacing: 1.5
- ❖ You must submit one hard copy of the assignment and upload the soft copy on itutor.

### Submitting The Work Online | Upload To iTutor

The work must be sent alongside the receipt for printing. Both MUST be received before the published deadline. Do not send payment before the work to be printed NOR send the work to be printed without payment. If both are not done before the deadline, the work is considered not received.

### Fees for printing and binding

Per Page To Print In JMD: Black: JM\$20                      Color: JM\$30 - \$100                      Binding: JM\$150  
Per Page To Print In US\$: Black: US\$1 per 5 pages      Color: US\$1 per page                      Binding: US\$2  
Where You Pay:                      view the different options at [www.studyaimusa.org](http://www.studyaimusa.org)

## GENERAL INSTRUCTIONS FOR THE CASE STUDY, TASKS AND INSTRUCTIONS FOR UNIT 12 LO1:

In Teams of **three members**, carry out the following activities. Please refer to the course outline and resources provided. Include at least six (6) references in EACH of the task. Use Harvard Referencing Style through-out the work.

## LINKS TO RESOURCES FOR THE ASSIGNMENT

The following Reading Assignments are for lead discussion at the group meetings and to assist with carrying out the assignments:

- ❖ Leadership Theory And Practice  
LINK: [https://uk.sagepub.com/sites/default/files/upm-binaries/45967\\_Chapter\\_1.pdf](https://uk.sagepub.com/sites/default/files/upm-binaries/45967_Chapter_1.pdf)
- ❖ IWU Ed.D. Organizational Leadership Study Guide/What is Leadership?  
LINK: [https://en.wikibooks.org/wiki/IWU\\_Ed.D.\\_Organizational\\_Leadership\\_Study\\_Guide/What\\_is\\_Leadership%3F](https://en.wikibooks.org/wiki/IWU_Ed.D._Organizational_Leadership_Study_Guide/What_is_Leadership%3F)
- ❖ Leadership  
LINK: <https://www.uwosh.edu/facstaff/cramer/new-folder/Leadership701.pdf>
- ❖ Core Leadership Theories)  
LINK: <https://www.mindtools.com/pages/article/leadership-theories.htm>
- ❖ Leadership Theories  
LINKS: [http://changingminds.org/disciplines/leadership/theories/leadership\\_theories.htm](http://changingminds.org/disciplines/leadership/theories/leadership_theories.htm)
- ❖ Leadership Styles: Choosing the Right Approach for the Situation  
LINK: [https://www.mindtools.com/pages/article/newLDR\\_84.htm](https://www.mindtools.com/pages/article/newLDR_84.htm)

# SCORING THE DISCUSSION FORUM

To Pass the Discussion Forum you must:

- i) Participate in no less than 8 of the 12 weekly peer group meetings on the semester.
- ii) Submit ALL required group work timely and at required standard.
- iii) Answer the questions in sufficient length and breadth to demonstrate:
  - 1) grasp of the subject content
  - 2) ability to apply the knowledge to the context provided;
  - 3) ability to think critically and identify risks, limitations and challenges in the contents and contexts provided;
  - 4) ability to engage and cooperate in a team; and
  - 5) ability to meet deadlines by completing the assignments and posting them to the group on or before the published deadlines.

You will **fail the discussion forum** and unit if you:

- i) Fail to post the required number of times (8 of 12 weeks).
- ii) Fail to demonstrate reasonable breadth of knowledge in the content area.
- iii) Fail to properly cite your sources. Plagiarism is not tolerated under any circumstances.
- iv) Fail to present original work. Do not duplicate from your peers' work posted in the group.
- v) Fail to consistently engage or participate in the required team-work and group dialogue.
- vi) Fail to post your assignment by the published weekly deadlines.

❖ If you fail the Forum for the unit, you automatically fail that course unit.

# SCORING THE TERMPAPER

**Students' work must meet the following requirements (alongside those identified in the Discussion Forum):**

1. Carry Out the command verbs e.g. in AC 1.1: To **Evaluate** which means: "Provide evidence from a wide range of sources which both agree with and contradict an argument."
2. Provide evidence of adequate research based on accuracy and depth of content shared.
3. Discuss the topics and perspectives related to your research findings and Course Content.
4. Demonstrate acceptable level of proficiency in writing and/or speech for college-level: Diction, Expressions, Grammar, Spelling, Usage and Sentence Structures.
5. Use Harvard Referencing Style Through-out the work.
6. Cite at least Six (6) Valid Sources in the tasks e.g. AC 1.1. AND 1.2.
7. Have no Plagiarism infringements. Submit a Plagiarism Report with all assignment showing no higher than 11%. A Referred Grade is awarded if it exceeds or is not included.
8. Meeting Professional Standards for a structured Presentation.
9. Include a Reference Page.

❖ Students work are Awarded: **PASS** Grade | **MERIT** Grade | **DISTINCTION** Grade based on the above criteria. **FAIL GRADE** is awarded only when students fail to submit, participate or complete the required assignments.

❖ **IMPORTANT!**

Here is a direct link to the definition of the Command Verbs used in these tasks:

LINK: <http://www.ocr.org.uk/Images/149928-command-verb-definitions.pdf>

# **SUBSTITUTION PAPER, DEADLINES, AND RESTRICTIONS**

## **CLASS ATTENDANCE**

Punctuality and attendance are required for students studying online and in-class. To be awarded a grade for the unit, students must attend no less than 8 of the 12 classes on the semester. Students who fail to meet these requirements will earn an 'F' grade on the assignment and unit.

## **GROUP FORUM PARTICIPATION AND ASSIGNMENTS**

Assignment requirements are same for online, in-class and distant learners. To be awarded grade on the Group Assignments, students must attend no less than 75% of the scheduled team meetings. Students who fail to meet these requirements will earn an 'F' grade on the assignment and unit.

## **TEAM MEETING REPORTING**

Alongside with group work assignments, submit a separate document that records the Minutes collected at the required weekly team meetings. Use the template provided on iTutor to report out:

- a. Date of meeting
- b. Names of Attendees
- c. Discussion: on the lesson contents and the requirements of each Assessment Criteria (e.g. AC or P)
- d. How the tasks will be organized
- e. Who will carry out specific areas of each task.
- f. Decisions adapted or pending.

## **USING SUBSTITUTION PAPER TO REPLACE THE GDF AND TERM PAPER ASSIGNMENTS**

L5 and L7 students may choose to use alternative assessment methods to replace the GDF, term-paper, re-sit paper, or failed assessment/s. The replacement methods of assessments are oral presentations with PowerPoint, **OR** work experience with reflective journaling. Substituting the research term-paper and GDF is optional and the cost is borne entirely by the student making the request. To be approved you will submit the request in writing to [sso@studyaimusa.org](mailto:sso@studyaimusa.org) before week four of the semester ends. You must continue with the current assignment requirements until you have received written approval from the Associate Director Of Administration. No more than two (2) substitution paper on any one semester is allowed (or 50% of the program). \*NOTE! Resit and Failed assessments incur course fee charges separately costs as published in this document. Alternate Assessment is a separate and optional cost.

## **COST OF SUBSTITUTION ASSESSMENT**

Work Experience: Cost of substitution paper, experiential Supervisor, and assessment: \$55 per unit  
Oral Presentation: Cost of substitution paper, and Assessors: \$45 per unit

## **EARLY DEADLINES FOR ASSIGNMENTS**

Students are expected to submit coursework on or before the deadline published in the assignment. All dates given are early deadlines.

## **LATE SUBMISSION OF ASSIGNMENT WITH LATE FEES**

There is a further extension of no later than three weeks from the published deadline for the submission of late work. Contact Student Services if you are unsure of the late deadline.

## **LATE FEE IS \$12.00**

Late Fee of \$12.00 is applied per assignment eg. \$12 for the late term-paper; and \$12 for the late Discussion Forum. No Assignment is acceptable after the late deadline under ANY Circumstances (excluding extenuating circumstances). Thereafter a FAIL GRADE is awarded for the assignment.

## **CORRECTION OF GROUP WORK WITH REFERRED GRADE**

### **TERM PAPER**

Group work that is returned to the student with Referred Grade must be resubmitted as individual work ONLY.

### **GROUP DISCUSSION FORUM**

For group forum work that is returned to the student with Referred Grade, the student will take the Replacement Paper / Re-sit Exam which is a supervised open book written exam. Alternate paper might be an oral exam. Either way, both are individual assessments.

### **FEE FOR RESIT OF ASSIGNMENTS WITH REFERRED GRADE**

See the term-paper instruction pages.

### **TIMELINE TO SUBMIT THE CORRECTIONS ON REFERRED GRADES**

At the end of the full duration of the program, students have a grace period of four months (One Semester) to make all corrections. Students only pay for the referred units submitting to be corrected. Continuing fee is not charged to the students during the four months grace period.

### **MARKERS' RETAINER FEE**

Once the four months grace period expires and students remain with outstanding work to be assessed, the continuing fee of \$360 (Markers' Retainer Fees) is charged to the student for the school year. Students also pay for the referred units submitting to be corrected.

### **TENURE EXPIRATION**

Students must complete and pass all units on the program within 36 Months of the college start date and receive the Diploma from Pearson. After this 36 Months period has expired, the student must retake all classes and courses in the program.

## **EXTENUATING CIRCUMSTANCES**

Students are encouraged to submit/sit assessments at the prescribed time, yet accommodations are made in extenuating circumstances as follow:

1. **Medical Reasons.** If the students fail to submit course-work on time due to medical conditions verified by a doctor's certificate, the work is treated same as referred in terms of revised deadlines, grading restrictions and referred fees. It is important that students seeking exemption for medical reasons advise Student Services before the deadline expires.
2. **The death of an immediate family in the household.** Evidence must be provided of the relationship and death.
3. **Jury Duty.** Evidence must be provided of the request, and also the service started or completed.

## **RESIT PRIVILEGE**

1. For students to qualify for Resit they **MUST ATTEMPT ALL** assessments in the unit and earn at least a Referred Grade.
2. A student who has taken ill during an examination or assignment submission dateline may also qualify for Resit after proper written evidence is collected and assessed by the Faculty and submitted to the Head of Faculty for approval.
3. Resit fees apply in all circumstances under which new assessments are approved or extensions granted beyond the late deadlines.

## **RESIT APPROVAL AND FEE**

All evidences must be collected by the Faculty and produced to Student Services no later than 5 days after the examination/deadline expires. The outcome is communicated directly to the student by email. If approved, the Resit Fee of \$45.00 (**per** assignment) is paid by the student and receipt emailed to Student Services. The supplementary dateline will be communicated to the student by email.

## **REFERRED / RESIT GRADE**

Students earn a Referred Grade if the submitted assignment fail to achieve the criteria for PASS.

- ❖ Hospitality Students must earn a PASS GRADE on all Assessment Criteria (AC) on the term-paper to pass the course.
- ❖ Business and Aviation Students must earn a PASS Grade on all Assessment Criteria with P e.g. P1, P2 etc. to pass the course.

## **INCOMPLETE GRADE (IC)**

Students are awarded Incomplete (IC) when they fail to complete any part of the required coursework. This may be due to approved reasons (extenuating circumstances) or failure to submit work. In all cases IC changes to Fail Grade on the students record after eight (8). Only students approved for extenuating circumstances can retake an assessment. Thus, all other IC will automatically change to 'Fail' after eight weeks.

## **FAILING THE COURSE**

1. Students who did not sit an examination and did not withdraw formally will receive a Failing grade.
2. Students who differed for financial reasons or illness will earn an IC – Incomplete Grade. Incomplete Grades then are changed to Fail Grades after eight weeks.
3. Students who fail the discussion forum but pass the term-paper or vice versa. You must earn a Referred OR Pass Grade on both the Forum and Term-Paper to avoid retaking the course unit.
4. If you fail the course you must retake the class when it is offered next. The cost per course unit is listed on the Tuition Page of the website.

## **THESE COMMON CIRCUMSTANCES DO NOT QUALIFY AS EXTENUATING CIRCUMSTANCES**

### **LOSS OF DATA**

Please back-up your work consistently on independent media. Computer malfunctioning or errors are common but not acceptable reasons for special considerations. Special considerations are granted only for extenuating circumstances discussed above and no other factor.

### **JOB RESPONSIBILITIES**

Working Students are advised to take 2-3 courses per semester. Four courses as recommended to complete the program on the published deadline. However, if taking full-time coursework will hinder you from meeting your required course-work deadlines or meeting quality standards, it is best that you take three courses and extend your tenure by one semester.

Job responsibilities are not acceptable reasons for special considerations because we have only one standard for everyone in the institution. Special considerations are granted only for extenuating circumstances discussed above and no other factor.

## **STUDENT SATISFACTION SURVEY**

To develop and maintain a collegiate environment to sustain Higher Education, students are encouraged to participate at end of each semester in the Online Satisfaction Survey. Your input will help us to improve our programs and personnel. A degree today is like citizenship and good College education is a platform for you to: develop the required competencies for a degree, social skills, but also to enjoy learning. So, tell us what you want to do to make your college experience better. Be respectful, and be honest. The Form is accessible here:

<http://www.studyaimusa.org/student-feedback-form.html>

# REVISION DATES OF UNITS AND COURSE RULES

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The Academic Guidelines contain policies that are approved by Colbourne's Academic Board. The most current draft are the existing procedures to manage and administrate the academic program and are effective as at the publication of the new document. In all cases the current policies take precedence over previous rules.

## REVISION OF THE CURRENT ACADEMIC POLICIES

July 2017 \* added that L5 and L7 students may choose to use alternative assessment methods to

replace the GDF, term-paper, re-sit paper, or failed assessment/s.

April 2017 \*added: correction of group work with referred grade requires students to submit paper

as individuals.

July 2016 \*added that for students to qualify for resit work graded as referred they MUST ATTEMPT

ALL assessments in the unit and earn at least a Referred Grade.

## REVISION OF PREVIOUS ACADEMIC POLICIES

July 2015

July 2016

January 2016

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