



Unit: Essentials of Management

Assignment title: Care 4 U

Sample Assignment

Important notes

- Please refer to the *Assignment Presentation Requirements* for advice on how to set out your assignment. These can be found on the NCC Education website. Click on 'Policies & Advice' on the main menu and then click on 'Student Support'.
- You must read the NCC Education documents *What is Academic Misconduct? Guidance for Candidates* and *Avoiding Plagiarism and Collusion: Guidance for Candidates* and ensure that you acknowledge all the sources that you use in your work. These documents are available on the NCC Education website. Click on 'Policies & Advice' on the main menu and then click on 'Student Support'.
- You **must** complete the *Statement and Confirmation of Own Work*. The form is available on the NCC Education website. Click on 'Policies & Advice' on the main menu and then click on 'Student Support'.
- Please make a note of the recommended word count. You could lose marks if you write 10% more or less than this.
- You must submit a paper copy and digital copy (on disk or similarly acceptable medium). Media containing viruses, or media that cannot be run directly, will result in a fail grade being awarded for this assessment.
- All electronic media will be checked for plagiarism.

Introduction

Steven Jones is the CEO of his own advertising company, 'Care 4 U', which he established in 1990. The company aims to be the leading partner of the national healthcare system and has the motto 'We care for healthcare staff as you care for everyone else'. The organisation enables companies to advertise their products and services to healthcare staff by offering discounts secured by the use of a loyalty card.

'Care 4 U' employs a Lead Generation team to book business appointments on behalf of the Sales Executives. The Sales Executives will then visit the organisation with a view to signing companies up to the discount scheme. Over 50% of the Sales Executives' leads come from the Lead Generation team. The discount scheme is seen by many healthcare managers as an additional incentive for their staff that enhances their pay and benefits. Over the years the company has managed to offer discounts in an advertising booklet to over 80 of the 206 healthcare providers in the country. This equates to approximately a million people (including immediate family members) who can access the discount scheme.

Steven is charming, direct, target driven and very persuasive in his management and sales approach. This has often resulted in year on year sales growth for the business but sometimes at the expense of upsetting staff, increased staff turnover and accusations of bullying and harassment from staff (especially from the Lead Generation team).

The Sales Executives operate on a commission only basis which means they have to close deals regularly to earn a decent salary. This has led to a higher than industry average staff turnover rate. The Lead Generation staff are paid by appointment booked and a bonus should a sale be secured following the appointment. The current pay and incentive structure has led to staff over promising the benefits of the discount scheme and high rates of cancellation of appointments and sales.

The advertising and marketing sector has changed dramatically over the last 10 years with the adoption of more sophisticated online techniques (including the use of social media) which offers wider target audience coverage at a lower cost. This has also been fuelled by the large supermarkets, high street banks and football clubs which offer rewards and discounts to their members through their business partners. This has led to a steady decline in advertising revenues over the last few years for 'Care 4 U' which has not changed with the times and has prompted Steven Jones to investigate the way his company operates.

Scenario

Steven Jones has decided to employ you as a specialist in HR and change management to assess what changes will need to be made to improve profits and company performance.

Task 1 – 25 Marks

- a) Identify FIVE (5) of *Mintzberg's managerial roles* that are deployed at 'Care 4 U' and explain how each of the different roles are important for the CEO to be successful at 'Care 4 U'. **(15 marks)**
- b) Identify the main *management theory* used by Steven Jones at the company and explain the reasons for your choice. **(10 marks)**

Task 2 – 25 Marks

- (a) Steven Jones is considering the issue of whether 'Care 4 U' should change its offer to healthcare staff and businesses in line with its competitors.
- Explain how the eight-step decision making process can be used to resolve this issue. **(16 marks)**
- (b) Propose and explain a management strategy that can be deployed to improve the organisational performance of 'Care 4 U'. **(9 marks)**

Task 3 – 30 Marks

- (a) Explain, using a suitable model, the stage of team development at which the Lead Generation team is. **(10 marks)**
- (b) Propose and justify TWO (2) actions that can be taken to improve the Lead Generation team's performance. **(8 marks)**
- (c) Discuss how morale can be improved to reduce staff turnover and improve company performance, using a motivational theory of your choice. **(12 marks)**

Task 4 – 20 Marks

- (a) Explain the preferred leadership style of Steven Jones according to the Hersey and Blanchard Situational Leadership model. **(10 marks)**
- (b) Define *control* and explain how the control process can be used to monitor and maintain the required levels of performance at 'Care 4 U'. **(10 marks)**

Guidance

Answers should be underpinned with referenced material.

Consult with your tutor if you are uncertain about any aspect of this assignment.

Submission requirements

The total word count for the assignment is **3000 words**.

Candidate checklist

Please use the following checklist to ensure that your work is ready for submission.

- Have you read the NCC Education documents *What is Academic Misconduct? Guidance for Candidates* and *Avoiding Plagiarism and Collusion: Guidance for Candidates* and ensured that you have acknowledged all the sources that you have used in your work?
- Have you completed the *Statement and Confirmation of Own Work* form and attached it to your assignment? **You must do this.**
- Have you ensured that your work has not gone over or under the recommended word count by more than 10%?
- Have you ensured that your work does not contain viruses and can be run directly?