# Assignment #4 – Develop an Organizational Structure that Reflects and Supports an Organization (15%)

This assignment relates to the following Course Learning Requirements:

CLR2 - Analyze individual behaviours and processes as they apply to you in an organizational setting

CLR4 - Learn organizational processes

**Objective of this Assignment:** Develop a new organizational structure that is in line with the changing nature of your organization to support growth, employee engagement and cross-functional structures.

Step 1:

For this assignment, read the following scenario:

You are hired on to a new job in an exciting career development capacity as the Director of Organizational Culture and Planning at one of Canada’s fastest growing companies. The company began in a small northern Ontario community of 2,000 people manufacturing heavy equipment and custom-built machinery. The success of the firm placed it in a position of being a preferred supplier to industry over the last 20 years. Recently, the company made a move to go national in scope and size by acquiring three other manufacturing firms. These new acquisitions now have the company positioned in the heavy trailer realm, the recreational trailer manufacturing and sales realm, and also in light-industrial vehicle manufacturing and repair. Each acquisition bought existing companies, their brand, inventory, product line and workforce. The new sites are spread throughout Ontario and each has its own unique values and organizational culture.

Initially, the firm had 70 employees, a CEO, a President, and a number of front-line managers and supervisors. All were located in one location so management and building culture was fairly straightforward. Each of the three newly acquired companies have similar structures, but the owner does not want to have four companies operating in silos. The challenge is to create one corporate organizational structure to support the adoption of shared values and targets across the whole group of companies.

Step 2:

Your role is to design an organizational structure for the amalgamated company in chart format as well as an introduction, rationale for the structure you design seeing as it will be used by the CEO to guide her decisions, and conclusion. Begin by defining the organizational hierarchy, outlining each role and why you chose to create it. In one or two lines, describe the core function of each role and how it will build organizational capacity. Outline how you would advise the CEO to roll out the new structure, who would you put in place at each of the four sites, and in what order. You get to create the future -- have some fun with your newfound power! You must design the program from the scenario provided. If there is information that you require that is not noted in the scenario, you may make your own assumptions but ensure to note them in your assignment.

Step 3:

1. The assignment details should be captured in a chart, supported by a rationale of no more than 700 words (not including the cover page or any reference pages – see below). It will be marked based on the rubric below.
2. Your assignment is to be submitted in MS WORD format. It should be submitted with the following guidelines:
	* Include a cover page with the course code and course name, the assignment number, the title of your assignment, your student ID, your name, the instructor’s name, and the date the assignment is created.
	* Ensure the first page of your assignment has the title at the top of the page and the sections of your report have headings and subheadings to chunk your paper into sections for each of the topics you are writing about.
	* Font should be either Calibri or Arial, 11pt. Text must be double spaced but table may be single spaced.
	* You must cite all your sources of information using APA formatting.
	* Create a separate reference page that lists all of your sources that you have cited in text. Sources include software used. Also, personal communications from a professional in the field count as a reference source. For citation and referencing examples, see <https://owl.english.purdue.edu/owl/resource/560/01/>

**Assignment Grading Rubric (15%)**

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| --- | --- | --- | --- | --- |
| **Criteria** | **Excellent****80-100%** | **Good****50-79%** | **Requires Improvement****<50%** | **Points** |
| **Assignment Quality** | The assignment content demonstrates an exceptional understanding of the concepts and themes regarding the creation of effective organizational structures that support an effective teamAll ideas are clearly developed, organized logically, and connected with effective transitionsExplores ideas, supports points fully using a balance of evidence, uses effective reasoning to make useful distinctionsAll relevant course and topic links are made | The assignment content demonstrates a good understanding of the concepts and themes the creation of effective organizational structures that support an effective teamSome unified and coherent ideas are developed with effective transitionsSupports most ideas with effective examples, and/or references, and details, makes key distinctionsMost relevant course and topic links are made | The assignment content demonstrates some understanding of the concepts and themes regarding the creation of effective organizational structures that support an effective teamDevelops and organizes ideas that are not necessarily connected. Some ideas seem illogical and/or unrelatedPresents ideas in general terms, most ideas are inconsistent/unsupported, and reasoning is flawed or unclearSome or no relevant course and topic links are made | /6 |
| **Comments** |  |  |  |  |
| **Assignment Knowledge and Skills Demonstration** | Clear, concise synthesis of course content to demonstrate understanding of topicAll ideas are clearly developed, organized logically, and connected with effective transitionsExplores ideas, supports points fully using a balance of evidence, Uses effective reasoning to make useful distinctionsAll relevant course and topic links are made | Evidence of some synthesis of course content to demonstrate understanding of topicSome unified and coherent ideas are developed with effective transitionsSupports most ideas with effective examples, and/or references, and details, makes key distinctionsMost relevant course and topic links are made | Lack of evidence or weakness in the synthesis of course content to demonstrate understanding of topicDevelops and organizes ideas that are not necessarily connected. Some ideas seem illogical and/or unrelatedPresents ideas in general terms, Most ideas are inconsistent/unsupported, and reasoning is flawed or unclearSome or no relevant course and topic links are made | /6 |
| **Comments** |  |  |  |  |
| **Assignment Structure** | Formatted as per assignment detailsStructure and format enhances delivery of the informationClear language is used which leads to easy readabilityCorrect grammar and spelling is consistently usedNo issues with APA using citations or references. | Formatted as per assignment details in most componentsStructure and format fits well with the delivery of the informationMostly clear language is used with minor readability issuesFew or no spelling and/or grammatical errorsMinor issues with APA citations or references | Formatting has not been followedStructure and format is unclear and impedes delivery of the informationLanguage used is often unclear which impedes readabilityMany spelling and grammatical errorsIncorrect use of APA formatting for citations and references[[1]](#footnote-2) | /3 |
| **Comments** |  |  |  |  |
| **Total Points** |  |  |  | 10 |

1. If there is evidence of missing citations or references, this could constitute plagiarism and will receive a grade of ‘0’. The regulations of academic dishonesty will apply. [↑](#footnote-ref-2)