



**MODULE:
ORGANISATIONAL AND BUSINESS STRUCTURES**

**ASSIGNMENT TITLE:
DOCUMENT MANAGEMENT PROFESSIONAL SERVICES**

DECEMBER 2009

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 *Campus*. Scroll down the left hand side of the screen until you reach Personal Support. Click on this, and then on Policies and Advice. You will find the Assignment Presentation Requirements under the Advice section.
- ❖ You must familiarise yourself with the NCC Education Academic Dishonesty and Plagiarism Policy and ensure that you acknowledge all the sources which you use in your work. The policy is available on *Campus*. Follow the instructions above, but click on Policies rather than Advice.
- ❖ You must complete the ‘**Statement and Confirmation of Own Work**’. The form is available on the Policies section of *Campus*. Scroll down the left hand side until you reach Personal Support. Click on this and then click on Policies and Advice.
- ❖ 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 which cannot be run directly, will result in a fail grade being awarded for this module.
- ❖ All electronic media will be checked for plagiarism.

Marker's comments:

Moderator's comments:

Mark:

Moderated

Final

Mark:

Mark:

Introduction

You have recently been appointed as the Marketing Manager for a company called *Document Management Professional Services (DMPS)*. The company specialises in implementing document management solutions for corporate clients. The services offered focus upon enabling clients to manage the ways in which they store, retrieve and work with the range of documents that are used within their day-to-day business. The key software products offered by the company are as follows:

- Document management
- Workflow

All of the sales made by *DMPS* are within your own region, with customers being traditionally heavy users of both paper and electronic documents. These fall into the following three market sectors:

- Accountancy Practices
- Law Firms
- Government Departments

You have six Marketing Assistants and two administrators working for you. The Marketing Assistants work as a single team and are given responsibility for individual projects on an “as required” basis. None of them specialise in either specific services or sectors.

The Board of Directors of *DMPS* has been unhappy for some time with the level of marketing activity undertaken by the company. The previous Marketing Manager has recently retired and you have been recruited to take his place.

DMPS are planning to launch a new Consultancy Service that will assist both current and prospective customers in identifying the opportunities for using Document Management solutions and specifying their requirements. The potential fees that can be earned from undertaking this Consultancy Service are very lucrative, so the successful launch of the service is seen as vital to the longer-term prosperity of the company.

You have been asked by the Board of Directors to reorganise the Marketing Department in order to ensure the successful launch of the new Consultancy Service and to provide a better overall service to the existing software product range. In order to achieve this you have been given a staffing budget of \$420,000.

In addition to this, you have also been given the following budget for the coming year in order to undertake the launch of the new Consultancy Service:

- \$100,000 - direct advertising costs
- \$70,000 - promotional events
- \$40,000 - new marketing literature
- \$100,000 - development of new web-based marketing activities
- \$20,000 - mailing costs

All other marketing budgets remain unchanged from the previous year.

Aim

The first stage of the assignment is to put a new organisation structure in place for the Marketing Department. In doing so, you should take full account of the range of services that will be provided by the company and the main market sectors that should be targeted by marketing activities. There will be no new posts created or abolished, so you should focus upon a structure that will have eight marketing staff, together with your own post of Marketing Manager.

The Board is keen that the new organisational structure brings about a more dynamic and responsive approach to working. However, it is also aware that this is likely to result in significant changes to the way in which staff carry out their activities on a day-to-day basis. They have asked you, therefore, to prepare a report identifying the major challenges to managing such change successfully within the first three months of the new organisational structure being introduced.

The Board have also requested you to develop a presentation explaining the reasons for the decisions you have taken in drawing up the new organisational structure. This presentation will be given to the marketing staff to help ensure that they are fully supportive of the proposed changes, and highly motivated prior to the launch of the new Consultancy Service.

In the past the Board has been concerned that there has been poor communication between individual members of the Marketing Department. This has resulted in the lessons learnt from completed marketing projects not being applied to subsequent activities. There has also been a failure to exploit bulk-purchasing opportunities, for example in the printing of marketing literature. You have been asked, therefore, to ensure that there are effective lines of communication between all members of the Department, so that each individual is aware of the general progress of the main projects that their colleagues are working on.

The Board have also indicated that the marketing expenditure on the launch of the new Consultancy Service should not exceed the budgetary figures and have asked that they be kept up to date on the results of the various marketing activities. You have therefore been asked to produce a short report outlining how you intend to monitor both the levels of expenditure and the associated results of this expenditure.

Task 1 – 5 Marks

You need to have an understanding of the range of software and services offered by Document Management suppliers. More importantly, you should investigate how they market these offerings. You should therefore carry out some research to establish this information. This research could involve:

- Using the Internet to identify Document Management suppliers in your region and the range of products and services they offer.
- Investigating their websites to identify the approaches that they take to marketing their products and services.

You should briefly summarise your findings and conclusions and bookmark any relevant sites that you come across.

Task 2 – 5 Marks

Produce a work plan for the way you intend to complete the rest of this assignment. For planning, use the timescale you have been allocated for this assignment i.e. from the date you start to the date you submit your assignment. Submit a copy of your plan to your tutor BEFORE you proceed further with the assignment.

Task 3 – 11 Marks

Produce a new organisation chart for the Marketing Department that reflects the needs of the organisation to focus on three core market sectors and support the three specific products and services (Document Management and Workflow software, and the new Consultancy Service). There are to be no new posts created, so the organisation chart should reflect the current establishment of one manager and eight marketing staff. However, within the new organisation structure you should note that you do have the opportunity to regrade specific posts and introduce new job titles in order to take account of any increased levels of responsibility you may decide to introduce.

Task 4 – 20 Marks

Produce a short report (no more than 750 words) identifying the major challenges to successfully managing the changes in working procedures that will occur in the first three months of the new organisational structure becoming operational. This report should also include your recommendations for addressing any specific issues that you identify as being of particular concern, together with the likely consequences of failing to do so.

Task 5 – 22 Marks

Using PowerPoint, or a similar tool, put together a presentation of no more than twelve slides that explains the reasons for the decisions you have taken in drawing up the new organisational structure. The presentation is intended to motivate the staff, so it should highlight the benefits that the new structure can bring not only to the organisation, but also to the individual members of the Marketing Department. Please note that it will not be necessary to deliver this presentation as part of this assignment.

Task 6 – 15 Marks

Produce an internal memo to be sent to all members of the Marketing Department. The memo should draw their attention to the need for effective communications between all the members of staff, and identify the benefits that effective communications can deliver to the Department. It should also include a list of six actions that they should undertake in order to ensure that all members of the Department have a general awareness of the range of activities being undertaken by their colleagues.

Task 7 – 22 Marks

Produce a report of no more than 1000 words outlining the ways in which you intend to monitor the expenditure on the activities undertaken by the Marketing Department as part of the launch of the company's new Consultancy Service, and how potential overspend in any particular area should be addressed. The report should also include your recommendations on how the results of the various marketing activities should be monitored in order to gauge the effectiveness of the various approaches.

Guidance

This assignment is wide ranging and incorporates a range of topics from the syllabus.

If you are unsure about any aspect of the assignment, then consult with your tutor/lecturer prior to commencing Task 2 of the assignment.

Submission Requirements

1. A word-processed, printed document containing all the written components of the assignment (Tasks 1, 2, 4, 6 and 7) signed and dated by your tutor/lecturer.
2. A printed version of the organisational structure you have developed for Task 3 together with the presentation you have prepared for Task 5.
3. A copy of all the electronic material (Tasks 1-7) on appropriate medium (zip disk, CD-ROM etc.).

Warning: All media must be virus free!

Media containing viruses, or media which cannot be run directly, will result in a FAIL grade being awarded for this module.

**You must read and understand NCC Education's policy on 'Academic Dishonesty and Plagiarism'.
You must complete the 'Statement and Confirmation of Own Work' form and attach the completed form to
your assignment.**