TUTORIAL EXERCISES – WEEK 4  
Organisational and Functional Analysis – relates to Weeks 3-5 topics  

There is no E-task for this tutorial.

Reading:

AS ISO 15489 – Pt2, s.3.2.3 & 3.2.4  
NSW DIRKS Manual – Step B  
T2 Functional Analysis notes.pdf (on IMS 5047 website)

Exercise 1:

The objectives of this exercise are:
1. To show you a format for breaking down a common functional area  
2. To demonstrate the relationships between the activities in a functional area  
3. To think about the grouping of activities

Task
Included below is a breakup of one single function commonly undertaken in all types of organisation. Your task is to work out
a. What an appropriate umbrella term to cover all of these activities might be (at present represented by a row of XXs)? Justify your answer.
b. Why are speeches, events and visits handled by a specification provision rather than a break up of the activities?
c. How might you break down the category of media liaison at the next level?

Xxxxxxxx:

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<th>1st Descriptor</th>
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<td>Advertising</td>
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<td>Speeches</td>
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<td>Visits</td>
<td>[Specify by Year]</td>
<td>[Specify by Name]</td>
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Exercise 2

Classification Task

The objective of this exercise is to provide you with practice in organising groups of related activities.

Listed below are a whole string of activities associated with the function of financial management in a typical medium size business.

Group the terms into hierarchical order under Financial Management, to at least 2 levels (not including Financial Management). There will be a number of major categories under financial management and, in turn, a whole lot of sub categories which can be grouped under each of the major categories. You should end up with a table like the one in Exercise 1. You can have as many levels of hierarchy as you like, but there should be at least two (not including Financial Management).

**FINANCIAL MANAGEMENT**

- Annual Returns
- Audit
- Appointment of Auditors
- Bank Charges
- Banking
- Bank Statements
- Bankruptcy Arrangements
- Budget Estimates
- Budgeting
- Capital Gains Tax
- Cash Books
- Cheques
- Company Tax
- Credit Cards
- Creditors
- Debtors
- Donations to Charity
- Donations from others
- FBT (Fringe Benefit Tax)
- Bank Fees and Charges
- Financial Statements
- Garnishees (where the company arranges to deduct money from an employees wage in order to satisfy a prior debtor)
- Guarantees (where the company offers guarantees of financial security to banks)
- Income Tax
- Investments
- Land Taxes
- Loans
- Monthly Returns
- Payroll Tax
- Petty Cash
- Professional Costs
- Quarterly Returns
Reallocation of Funds
Recurrent Budget
Sales Tax
Sundry
Tax
Unpresented Cheques
Write Offs (where an old debt cannot be reclaimed and a decision is made not to pursue it anymore)

Within your scheme, you can use the following types of words to qualify further breaking down of your classification:

Specify by Account No
Specify by Bank
Specify by Name
Specify by Type of Debtor
Specify by Type of Loan
Specify by Year
Specify by……..

You can use the following words to qualify any functional area:

Policy
Procedures

You may have to add a term or phrase that is not in the original list, and you are free to do so.

* * * * *

**DISCUSSION - how to find information about functions and activities – the interview**

If you are going to do an analysis of the functions and activities of an organisation (DIRKS Step B), one of the techniques you can use is to interview staff.

*What questions would you ask?*

The interview can be useful to clarify 'big picture' functions with a group of staff from several parts of the organisation (eg. in a workshop), then use smaller groups or one-to-one interviews for obtaining the detailed information about processes and transactions.

You might have different questions for:
- senior managers
- records and information management specialists
- heads of business areas managers and operational staff