

Management Modules Assignments

The two management modules, 'Personal Effectiveness' and 'Leading a high Performance Team', are both assessed by a written assignment. Each assignment is divided into four parts. You will need to write at least 750 words for each part.

When you read the assignment questions for the management modules you will realise they ask you to explain how you have transferred the skills and knowledge gained from the programme into the workplace and, as a result, improved your performance as a manager.

Your assignment answers should relate to your experience within the last four years. Where this is not possible because you are not in a management role, you should explain what you would do if you were in a management role.

Each assignment should 'stand alone' (i.e. don't refer back to, or cite, something you have said in a previous assignment, expecting the assessor to remember it).

The assignment cover sheet gives you the opportunity to explain briefly what your job entails and the main team you are part of. Don't waste valuable word count by repeating this information in your answer.

If you are anxious about starting your assignments, make sure you read (and re-read) the Module Specification and Appendix B of your Handbook before you start.

Finally, remember that the bulk of the marks will be given for critical analysis and evaluation, and for evidence of application of module theory to practice in the workplace. When you are analysing and evaluating you should bear in mind the following questions:

What and Why and When, How and Where and Who?

(With acknowledgement to Rudyard Kipling's The Elephant Child.)

Personal Effectiveness

In order to explore the relevant issues in sufficient depth, we anticipate that you will need to write at least 3,000 words (i.e. at least 750 words for each part of the question). The maximum length of this assignment is 4,000 words.

- Using examples, analyse the style of leadership you use with those with whom you work. Explain why you believe this style is appropriate in the particular circumstances of your examples.
- Using two examples, explain how your style of communication was affective in these situations including selecting an appropriate time and place, and how you modified your communication style in response to feedback.
- Using examples from your workplace, analyse how you have used influencing skills in three situations; upwards, sideways and downwards. Explain the circumstances and why the particular skills you used were appropriate for each of the three situations.
- Analyse the main causes stress experienced in your workplace (such as poor time management). As part of your analysis, evaluate the techniques you have used to improve your own stress management, and the benefits this had brought to yourself and to your organisation.

Leading a High Performance team

In order to explore the relevant issues in sufficient depth, we anticipate that you will need to write at least 3,000 words (i.e. at least 750 words for each part of the question). The maximum length of this assignment is 4,000 words.

- Analyse and explain the contribution you make to maintaining a high level of morale in your workplace. As part of your analysis, explain how you have motivated – or would motivate – a person who was displaying ‘negative behaviour’.
- Explain how you have identified (or could identify) the need to coach a person with whom you work. Analyse how you chose (or would choose) the appropriate techniques to use bearing in mind the environment in which you work, and how positive feedback was (or could be) given.
- Conflict can arise quite unexpectedly in the workplace. If you have first-hand experience, analyse what caused the conflict, what steps you took to confront the situation and how you helped resolve the situation. If you have no first-hand experience, explain what you would do in such a situation in terms of analysing the cause(s), and then taking action to control and resolve the situation.
- Analyse the process used by your organisation to identify and reward the performance of individuals. Explain your role and responsibilities in this process, and how you support and motivate your colleagues (or would support and motivate your colleagues) to ensure that their performance targets are met.