Module guide:

3.3   Professional Practice 3

Programme: BA (Hons) Professional Management

Module details

Module title: Professional Practice 3
Module code: 3.3
Module level: 6
Credit value: 20
Assessment: Portfolio evidence, reflective review
Learning duration: 7 weeks

Introduction

Welcome to this module on Professional Practice 3. This is your reference guide to the content and assessment of this module.
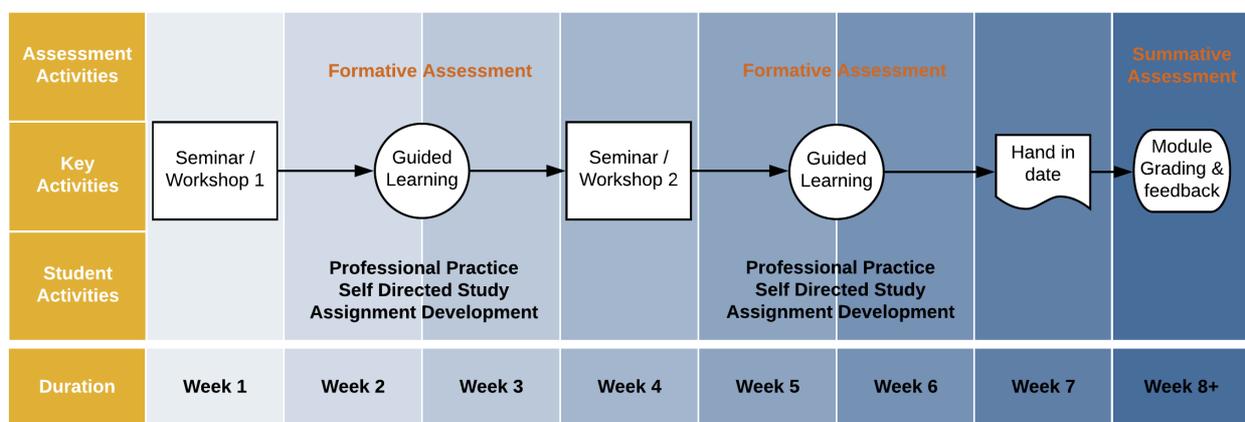
By successfully completing this module, you will be able to:

3.3 (1) Assess your own and team's personal well-being using a range of tools and techniques
3.3 (2) Evaluate the development of an organisation's core values
3.3 (3) Critically assess your own and teams creative, innovative and enterprising competencies
3.3 (4) Evaluate new ways of working using the latest management theories.

To achieve these learning outcomes, you will need to demonstrate your ability, experience and knowledge as a manager or leader and provide evidence of reflection. Your tutor is there to guide and support you throughout this module, offering advice and guidance where appropriate.

Learning strategy

The learning outcomes will be achieved through a combination of seminars, workshops, tutorials, self-directed study, professional practice and reflective review. The learning journey for this module is

Assessment Activities		Formative Assessment			Formative Assessment			Summative Assessment
Key Activities	Seminar / Workshop 1	Guided Learning	Seminar / Workshop 2		Guided Learning		Hand in date	Module Grading & feedback
Student Activities		Professional Practice Self Directed Study Assignment Development			Professional Practice Self Directed Study Assignment Development			
Duration	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8+

Module guidance

In order to complete this module, you will be required to provide the following:

1. A reflective account of your personal practice as a manager or leader and linked to the CMI~ Code of Practice and Chartered Manager competencies of no more than 2500 words.

2. A portfolio of evidence including:
   o Personal development plans
   o Reflecting on the well-being of team members
   o Reflecting on creative, innovative and enterprising techniques used throughout the programme

Assessment guidance

This module will be assessed through an assignment demonstrating your personal development as a manager or leader. You will produce an assessment of your own teams creative, innovative and enterprising competences. You will also update your personal development plan, identifying areas for improvement linked to the Chartered Management Institute (CM) Code of Practice and Chartered Manager criteria. You will be encouraged to participate in an online blog reflecting on your own personal performance and demonstrating how you have responded to feedback.

The table below provides an overview of the assessments and how they will be used towards your overall module grade.

Components	Assessment method	Learning outcome	Overview of activity	Marking scheme
Assessment 1	1. Reflective review	3.3 (1) 3.3 (2) 3.3 (3) 3.3 (4)	Reflection related to your own performance throughout the programme which demonstrates new ways of working, linked to the latest management theories	Marked and graded (40% pass mark)
Assessment 2	Portfolio evidence: 1. Knowledge questions 2. Evidence of documentation to assess team performance and well being	3.3 (1) 3.3 (2) 3.3 (3)	Gather evidence for your portfolio in order to show that you are able to assess your teams creative, innovative and enterprising competencies and performance. This should support your reflective review.	Threshold (A pass must be achieved).

You will be required to complete both components and achieve a pass for each in order to successfully complete the module.

Before you start….

What is expected of you:

- Read through and make sure you understand the requirements of the module. Please feel free to ask your tutor any questions if you are not sure or require further clarification. This can be done in person, by email or telephone.

- Ensure that you are aware of hand in dates for your work. If you feel you will not be able to meet these deadlines, please discuss with your tutor who may be able to arrange for an extension. It is essential that you allow time for this and not leave it until the last moment unless of extenuating circumstances.

- Always keep a soft or hard copy of your work.

- Ensure you have completed your individual self-reflections.

- Ensure you have completed all tasks within the allocated timescale. It is highly recommended that you attend the tutorial sessions and keep in touch with your tutor who will support you through your module. If we are not aware of problems you may be having, we will not be able to help you.

Assessment 1

Assessment type: Reflective review
Learning outcome: 3.3 (1) Assess own and team's personal well-being using a range of tools and techniques
3.3 (2) Evaluate development of organisations core values
3.3 (3) Critically assess own and teams creative, innovative and enterprising competencies
3.3 (4) Evaluate new ways of working using the latest management theories.
Overview: Complete a reflective review related to your own performance throughout the programme.
Marking scheme: Marked and graded

Task

You are required to complete a reflective review for this module that demonstrates your practice as a manager, reflecting on your practice and evaluating new ways of working that is linked to the latest management theories. A template will be provided for this asking you to discuss an experience, reflect on this experience, learn from the experience and then plan and try out what you have learned. There is no formal word count for this task, but as a guide, 2500 words in total would be appropriate.

1. Update your personal development plan and assessment against the Chartered Manager competencies to demonstrate your development over this course of the programme. Review the CMI Code of Practice of Management Competencies and assess yourself against these.

2. Reflect on your practice as a manager or leader in relation to:
   a. your self-assessment linked to the Chartered Manager competencies, CMI Code of Practice and your own development plan
   b. an evaluation of new ways of working linked to the latest management theories
   c. an assessment of your own and team's personal well-being using at least two different tools and techniques
   d. an evaluation of the organisations core values and how you and your team help deliver these
   e. a critical assessment of your own and team's creative, innovative and enterprise competencies
   f. a synthesised well-argued conclusion with identified areas for development.

Marking and grading

Your reflective review will be marked and graded in line with UCQ's marking and grading guidelines which are in your student handbook. Specific to this task, you will be scored on the task elements detailed above, and summarised as follows:

1. Reflective review structure (word count, referencing, bibliography)
2. Reflection of your development over the course of the programme
3. Updated personal development plan and assessment against the Chartered Manager competencies to demonstrate development over this course of the programme

4. A Review the CMI Code of Practice of Management Competencies and self-assessment against these
5. A reflection on your practice as a manager or leader in relation to:
   a. your self-assessment linked to the Chartered Manager competencies, CMI Code of Practice and your own development plan
   b. an evaluation of new ways of working linked to the latest management theories
   c. an assessment of your own and team's personal well-being using at least two different tools and techniques
   d. an evaluation of the organisations core values and how you and your team help deliver these
   e. a critical assessment of your own and team's creative, innovative and enterprise competencies
   f. a synthesised well-argued conclusion with identified areas for development.

You will need to achieve a minimum pass of 40% in this assessment. A summary of the specific criteria that will be used to grade your work is shown in the table below.

Grade type		% band
Excellent pass	• Professionally produced reflective review which clearly evidences the reflective aspects of personal development. It includes all required elements, accurate formatting and is produced to a high standard with few errors • Thoroughly and accurately updated personal development plan • A critical and honest assessment against the Chartered Manager competencies and CMI Code of Practice resulting in reasoned judgements • A comprehensive and accurate explanation of the results of the self-assessment leading to realistic actions for improvement • A comprehensive evaluation of new ways of working with evidence of extensive up to date research of the latest theories in management • A critical assessment of your own and your team's personal well-being using at least two different tools and techniques accurately • A thorough evaluation of the organisation's core values and how you and your team have helped to deliver these • A critical assessment of your own and your team's creative, innovative and enterprise competencies • A comprehensive synthesis, with well-argued conclusions clearly linked to identified areas for development and recent research • Accurate referencing using the correct Harvard Referencing as in-text references, bibliography and reference list.	70%+
Very good pass	• Professionally produced reflective review which evidences some of the reflective aspects of personal development. It includes many of the required elements, mainly accurate formatting and is produced to a high standard with few errors • Detailed and accurately updated personal development plan • An honest assessment against the Chartered Manager competencies and CMI Code of Practice resulting in some reasoned judgements	60%-69%

	• A detailed and accurate explanation of the results of the self-assessment leading to actions for improvement • A somewhat critical evaluation of new ways of working with evidence of some extensive up to date research of the latest theories in management • A detailed assessment of your own and your team's personal well-being using at least two different tools and techniques accurately • A detailed evaluation of the organisation's core values and how you and your team have helped to deliver these • A perceptive assessment of your own and your team's creative, innovative and enterprise competencies • A detailed synthesis, with well-argued conclusions clearly linked to identified areas for development. • Mainly accurate referencing using the correct Harvard Referencing as in-text references, bibliography and reference list.	
Good pass	• Mainly professionally produced reflective review which evidences some of the reflective aspects of personal development. It includes most of the required elements, with some accurate formatting and is produced to a good standard with some errors • Personal development plan is updated with some relevant detail • A logical assessment against the Chartered Manager competencies and CMI Code of Practice resulting in some reasoned judgements • An adequate explanation of the results of the self-assessment leading to actions for improvement • A somewhat critical evaluation of new ways of working with evidence of extensive up to date research of the latest theories in management • An assessment, which tends to be more of a description of your own and your team's personal well-being using at least two different tools and techniques used with some accuracy • A fair evaluation of the organisation's core values and how you and your team have helped to deliver these • A basic assessment of your own and your team's creative, innovative and enterprise competencies • A developing synthesis, with well-argued conclusions showing some links to identified areas for development. • Some accurate referencing using the correct Harvard Referencing as in-text references, bibliography and reference list	50%-59%
Pass	• Basic reflective review which evidences some of the reflective aspects of personal development. It includes some of the required elements, with some formatting and is produced to a basic standard with some errors • Personal development plan is updated with limited relevant details • A basic assessment against the Chartered Manager competencies and CMI Code of Practice resulting in few judgements. • A satisfactory explanation of the results of the self-assessment leading to few actions for improvement	40%-49%

	• An unsound evaluation of new ways of working with evidence of limited up to date research with some evidence of the latest theories in management • A hesitant assessment, which tends to be more of a description of your own and your team's personal well-being using at least two different tools and techniques, not always used effectively • A basic evaluation of the organisation's core values and how you and your team have helped to deliver these • A limited assessment of your own and your team's creative, innovative and enterprise competencies • An uncertain synthesis, with conclusions showing few links to identified areas for development • Few accurate references using the correct Harvard Referencing as in-text references, bibliography and reference list.	
Fail	• Unsubstantial reflective review which evidences few of the reflective aspects of personal development. It includes few of the required elements, with poor formatting and is produced to a basic standard with many errors • Personal development plan is updated with little relevant detail • An insufficient assessment against the Chartered Manager competencies and CMI Code of Practice resulting in few inadequate judgements • A weak explanation of the results of the self-assessment leading to few appropriate actions for improvement • A sparse evaluation of new ways of working with evidence of limited up to date research with limited evidence of the latest theories in management • An unsatisfactory assessment, which tends to be more of a description of your own and your team's personal well-being using at least two different tools and techniques, not always used effectively • An incomplete evaluation of the organisation's core values and how you and your team have helped to deliver these • A poor assessment of your own and your team's creative, innovative and enterprise competencies • A weak synthesis, with conclusions showing few links to identified areas for development • Few accurate references using the correct Harvard Referencing as in-text references, bibliography and reference list.	0%-39%

Assessment 2

Assessment type:	Portfolio evidence
Learning outcome:	3.3 (1) Assess own and team's personal well-being using a range of tools and techniques
	3.3 (2) Evaluate development of organisations core values
	3.3 (3) Critically assess own and teams creative, innovative and enterprising competencies
Overview:	Gather evidence for your portfolio in order to show that you are able to understand team development tools and techniques to develop innovative and enterprising competencies.
Marking scheme:	Threshold (A pass must be achieved)

Task

You are required to complete portfolio tasks and collect evidence to demonstrate your knowledge and understanding of the subject area. Each of the two individual tasks are detailed below.

1. Work product evidence

You will be asked to gather a range of evidence that has naturally occurred in the workplace as a result of day to day activities taking place relating to assessing team personal well-being and their ability to be creative, innovative and enterprising to meet the organisation's core values.

The purpose of gathering this evidence is so that you can show how you have demonstrated these activities. This work based evidence must support your reflective review.

The evidence you choose to gather is at your discretion, but typically evidence may include, for example:

- Individual SWOT or performance reviews
- Team meetings
- Personal development plans

Marking and grading

This element is required to be passed. All of the criteria stated in the table below must be met in order to achieve a pass.

Component	Criteria
Gathering of evidence	At least three separate pieces of evidence have been gathered and described.
Justification	Each piece of evidence has had its inclusion justified in terms of how it demonstrates your understanding of team's personal well-being, organisations core values and how creative teams are, including innovative and enterprising.

2. Knowledge questions

Complete the knowledge questions demonstrating your understanding of the subject area. There is no formal word count for these questions, however your answer's need to demonstrate a high level of knowledge and understanding of the subject areas.

1. Explain the tools and techniques you have used to assess your team's personal well-being
2. Evaluate the development of your own organisation's core values and explain how they are embedded in practice
3. Analyse how creative, innovative and enterprising your team is and recommend areas for improvement.

Marking and grading

This element is required to be passed. You must provide answers to all of the three questions, and each answer must meet the criteria stated below to achieve a pass.

Component	Criteria
Presentation	• Use of clear structure, layout and presentation • Accurate spelling and grammar
Content	• Answered accurately and well explained
Research	• Clear evidence of research • Each question must contain at least **one** reference (and be written in the Harvard style)

Module reading list

Andriopoulos, C. (2014) *Managing change, creativity and innovation*. 2nd ed. London: Sage

Bessant, J.R. (2015) *Innovation and entrepreneurship*. 3rd ed. Hoboken: John Wiley

Burns, P. (2013) *Corporate entrepreneurship*. 3rd ed. Basingstoke: Palgrave Macmillan

Conway, S. (2009) *Managing and shaping innovation*. Oxford: Oxford University Press

Cropley, D. (2015) The psychology of innovation in organisations: Cambridge: Cambridge University Press

Espinoza, C., (2016) *Managing the Millennials: Discover the Core Competencies for Managing Today's Workforce*. 2nd ed. USA. John Wiley & Sons.

McKeown. M. (2014). *The Innovation Book. How to manage ideas and execute outstanding results.* Financial Times. London

E-Reading Resources

http://www.newwaysofworking.org.uk/

http://bteam.org/plan-b/new-ways-working-report/

http://www.cipd.co.uk

http://managers.org.uk

http://www.acas.org.uk/media/pdf/g/7/B14_1.pdf

http://www2.cipd.co.uk/toolclicks/management/training-tools/managing-remote-teams/default.aspx