

Chartered Banker

Leading financial professionalism

Management Strategy and Leadership

Assignment 1

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Important Assignment Information

ASSIGNMENT LENGTH

For assignments submitted on or after **1st September 2008**, there is a **maximum** word count of **2,500 words**.

From that date, if you fail to adhere to the maximum word count, a deduction will be made to your final assignment mark. Specifically, if you exceed the 2,500 limit, you will be deducted **1%** for every **100 words** or **part of 100 words** over the limit.

For example, if you write a total of **2,614** words, a **2%** deduction will be made to your mark. For clarification, the word count includes all references and attached appendices.

PASS COMPENSATION AWARD

In recognition of the importance attached to the assignments, an award of **Pass Compensation** will be made to you if you score between 45% and 54% in the final exam and if you complete the required assignment(s) under the following conditions:

1. The assignment mark must be 60% or above – where two assignments are required, then the average mark must be 60% or above **and**
2. Assignments must be in the hands of the Tutor **at least** one month prior to the **chosen examination date for each subject**.

For example, if you enrol to sit a **full** credit subject examination on **15th December**, you must have sent **both** assignments to your tutor by **15th November**.

Similarly, if you enrol to sit a **half** credit subject examination on **2nd March**, you must have sent the **sole** assignment to the tutor by **2nd February**.

Please also note the following:

- (a) Where an assignment is marked at less than 60%, this may show up as **'Fail'** in the web-based student record – this is purely with reference to the Pass Compensation award and does not necessarily mean it is a sub-standard submission
- (b) You are **not** permitted to **re-submit** an assignment in order to gain a higher mark
- (c) In the event that you fail an exam and have not completed the required assignment(s), you can subsequently complete the required assignment(s) – these will then count towards any re-sit examination undertaken. Submission dates for these assignments must comply with the relevant timescales as stated in **2** above.

Question 1

Think about an informal group that you are a member of.

- (a) What is this group and why did it come into existence?

(5 marks)

- (b) What benefits are there for the members in being part of this group?

(5 marks)

- (c) What are the stages of group development that were described by Tuckman? Identify and explain at what stage your work group is at.

Your answer should give evidence of why your work group is at the stage of development that you state and not at any of the others.

(20 marks)

(TOTAL 30 MARKS)

Question 2

- (a) For the job that you are presently carrying out, choose **four** competencies that could be used in a selection interview and explain why they are important to the role.

(12 marks)

- (b) For each competency, draft a question that could be used in a competency based selection interview.

(8 marks)

- (c) For each question, prepare a response that fits into the STAR framework.

(12 marks)

(TOTAL 32 MARKS)

Question 3

Outline the Tannenbaum and Schmidt continuum. For each heading in the continuum, identify a situation from your own experience where each would be the most appropriate style to adopt.

(TOTAL 18 MARKS)

Question 4

Who are the key stakeholders in your organisation, and what is the reason for their interest?

(TOTAL 20 MARKS)

TOTAL ASSIGNMENT MARKS – 100