

Chartered Banker

Leading financial professionalism

Managing People

Assignment 2

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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

- (a) Outline a situation from your own experience where you encountered conflict within a team that you are a member of.

What were the signs of this conflict?

(5 marks)

- (b) Explain how the conflict was dealt with.

With the benefit of hindsight, what other approaches could have been taken?

(10 marks)

(TOTAL 15 MARKS)

Question 2

- (a) Outline Porter and Lawler's Expectancy theory of motivation.

(8 marks)

- (b) Illustrate the answer from part (a) with three examples drawn from your own experience.

(12 marks)

(TOTAL 20 MARKS)

Question 3

- (a) Differentiate between skills, knowledge and competency, giving two examples of each.

(12 marks)

- (b) You are about to interview a candidate for a role in your team, using a competency selection interview. At the start of the interview, it is necessary to explain to the candidate what a competency interview is.

Script this part of the interview.

(13 marks)

(TOTAL 25 MARKS)

Question 4

Explain the Kirkpatrick model of training evaluation, illustrating your answer with an explanation of how a training event in your organisation could be evaluated under **each** of the four stages.

(TOTAL 20 MARKS)

TOTAL ASSIGNMENT MARKS – 80