BUCKINGHAMSHIRE
NEW UNIVERSITY
EST. 1891

Assignment Brief   **Academic Year 2022-23**

Module code and title:	MG411 Introduction to People Management	Module leader:	Dr. Charles Boadi
Assignment No. and type:	CW1: Portfolio: Individual research portfolio	Assessment weighting:	100%
Submission time and date:	**25th November 2022 before 2 pm.**	Target feedback time and date:	3 weeks after submission deadline.

Assignment task

Context

The CIPD's Good Work Index (2020) found that many poor-quality jobs could be easily improved by changing people management practices. The CIPD called on the people profession to 'shake up' how we work – for the benefit of workers and employers. The report noted some key areas for improvement which included:

- values, culture and leadership;
- workforce planning and organisational development;
- employment relations; and
- people analytics and reporting.

Adalar, K., 2022. *The CIPD's Good Work Index finds many poor-quality jobs could be easily improved by changing people management practices | CIPD.* [online] CIPD. Available at: <https://www.cipd.co.uk/news-views/news-articles/cipd-launches-good-work-index-2020#gref> [Accessed 2 August 2022]

You are tasked with writing a 'Reflective Portfolio' of 2,000 word (+/- 10%) which will contain several parts compiled in the form of a written report. Using appropriate theory, relevant models, news articles and examples of business practice, you are to reflect on key topics identified below to create a reflective portfolio:

1. Leadership and Management: Differences, Skills and Behavioural expectations
2. Relationships and Negotiation: Working Conditions, Pay and Strikes
3. Talent Management: The Woke Generation

The suggested outline is below and should be discussed with the tutor throughout the module as you work on your assignment. You are also to engage in assignment discussions and workshops held to support you.

The portfolio will contain the following parts:
1. Title Page

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2. Executive Summary
3. Table of Contents
4. Introduction
5. Leadership and Management: Reflection on Differences, Skills and Behavioural expectations
6. Relationships and Negotiation: Reflection on Working Conditions, Pay and Strikes
7. Talent Management: Reflection on The Woke Generation
8. Conclusion
9. Recommendations
10. Reference List

Appendices (as appropriate) to provide related evidence and information.

This assignment has been designed to provide you with an opportunity to demonstrate your achievement of the following module learning outcomes:
LO 1: Demonstrate an understanding of the knowledge, skills and behaviours to be an effective people manager
LO 2: Identify and evaluate key HR processes which underpin the performance management of people at work
LO 3: Demonstrate an understanding of contemporary issues facing line managers relating to people management

Referencing and research requirements
Please reference your work according to the Harvard style as defined in *Cite Them Right Online* (http://www.citethemrightonline.com). This information is also available in book form: Pears, R. and Shields, G. (2019) *Cite them right: the essential reference guide.* 11th edn. Basingstoke: Palgrave Macmillan. Copies are available via the University library.

Submission details
• This assignment should be submitted electronically. Please use the relevant Turnitin submission point in the Upload My assignment section on LSST Connect.

• Please ensure that your work has been saved as **Microsoft Word**. Your file must also contain at least 20 words of text, consist of fewer than 400 pages and be less than 40MB in size.

• You can submit your work as many times as you like **before the submission date**. If you do submit your work more than once, your earlier submission will be replaced by the most recent version. |

- Once you have submitted your work, you will receive a digital receipt as proof of submission, which will be sent to your forwarded e-mail address (provided you have set this up). Please keep this receipt for future reference, along with the original electronic copy of your assignment.

- Please also note that work that is submitted up to 10 working days beyond the submission date will be considered a late submission. Late submissions will be marked and the actual mark recorded, but will be capped at the pass mark (typically 40%), provided that the work is of a passing standard. Work submitted after this period will not be marked and will be treated as a non-submission.

Academic Integrity

Academic integrity means taking responsibility for your own work.
When you submit an assignment, you are effectively making a declaration that it is your own work and that you have acknowledged the contribution of others and their ideas in its development (for example, by referencing them appropriately).
For further information and guidance, please see the University website: https://www.bucks.ac.uk/current-students/registry-helpdesk-and-academic-advice/academic-integrity-and-misconduct
You are also expected to take responsibility for maintaining and managing confidentiality issues in your work. You should maintain and respect confidentiality in relation to the protection of personal, technical and/or commercial information of a sensitive nature in their assessed work, whatever the format.

Confidentiality issues will vary from subject to subject and you are encouraged to seek advice from your course team if you are unclear about requirements in your context. For further information and guidance, please see the University website: https://www.bucks.ac.uk/academic-confidentiality

	Fail	Fail	Pass	Pass	Pass	Pass	Pass
	0-34 (F) – Fail	35-39 E – Marginal fail	40-49 (D)	50-59 (C)	60-69 (B)	70-79 (A)	80-100 (A+)
	Not successful	Below required standard	Satisfactory	Good	Very Good	Excellent	Outstanding
Knowledge and Understanding (30%)	Work demonstrates a limited and/or substantially inaccurate or no understanding of Leadership and Management, Relationships and Negotiation, and Talent Management. There is little or no demonstration of the ability to identify appropriate Leadership and Management, Relationships and Negotiation, and Talent Management principles, concepts, underlying theoretical frameworks and approaches. There is little or no evidence of wider reading.	Work demonstrates insufficient understanding of Leadership and Management, Relationships and Negotiation, and Talent Management There is insufficient demonstration of the ability to identify Leadership and Management, Relationships and Negotiation, and Talent Management principles, concepts, underlying theoretical frameworks and approaches There is limited evidence of wider reading and/or wider reading lacks relevance.	Work demonstrates a basic understanding Leadership and Management, Relationships and Negotiation, and Talent Management There is sufficient demonstration of the ability to identify Leadership and Management, Relationships and Negotiation, and Talent Management principles, concepts, underlying theoretical frameworks and approaches. Wider reading is relevant but largely restricted to core texts and only partially integrated.	Work demonstrates a sound breadth and depth of understanding of Leadership and Management, Relationships and Negotiation, and Talent Management There is a sound demonstration of the ability to identify Leadership and Management, Relationships and Negotiation, and Talent Management, concepts, underlying theoretical frameworks and approaches. Wider reading is largely limited to core texts but has clearly enhanced the work.	Work demonstrates a refined understanding of Leadership and Management, Relationships and Negotiation, and Talent Management. There is a sophisticated demonstration of the ability to identify Leadership and Management, Relationships and Negotiation, and Talent Management principles, concepts, underlying theoretical frameworks and approaches. Wider reading shows a range of sources being used and applied, some of which are independently selected.	Work demonstrates a highly accomplished understanding of Leadership and Management, Relationships and Negotiation, and Talent Management There is a highly accomplished demonstration of the ability to Leadership and Management, Relationships and Negotiation, and Talent Management principles, concepts, underlying theoretical frameworks and approaches. Application of wider independent reading is fully evident in the work.	Work demonstrates an exceptional understanding of Leadership and Management, Relationships and Negotiation, and Talent Management There is an exceptional demonstration of the ability to identify Leadership and Management, Relationships and Negotiation, and Talent Management principles, concepts, underlying theoretical frameworks and approaches. Application of extensive independent reading is evident throughout the work.
Analysis and Criticality (35%)	Work demonstrates a limited or no ability to develop lines of argument and make judgements in accordance with basic Leadership and Management,	Work demonstrates an insufficient ability to develop lines of argument and make some sound judgements in accordance with basic Leadership and	Work demonstrates a sufficient ability to develop lines of argument and make largely sound judgements in accordance with fundamental	Work demonstrates well-developed lines of argument and sound judgements made in accordance with fundamental Leadership and Management,	Work demonstrates well-developed lines of argument and sophisticated judgements made in accordance with fundamental Leadership and Management,	Work demonstrates highly accomplished development of lines of argument and independent judgements made in accordance with fundamental	Work demonstrates exceptionally accomplished development of lines of argument as well as sophisticated and independent judgements made in

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	Relationships and Negotiation, and Talent Management theories and concepts, evidenced by: • little or no demonstration of an ability to devise and sustain arguments • little or no demonstration of an ability to describe and comment upon aspects of fundamental people management theories and concepts • little or no use of relevant and appropriate sources to support arguments	Management, Relationships and Negotiation, and Talent Management theories and concepts, evidenced by: • insufficient demonstration of the ability to devise and sustain arguments consistent with the norms of the discipline • some ability to describe and comment upon aspects of fundamental people management theories and concepts • there is some limited evidence of the ability to select evaluate and comment on a limited range of relevant and appropriate sources to support arguments	Leadership and Management, Relationships and Negotiation, and Talent Management theories and concepts, evidenced by: • use of ideas and techniques to devise and sustain arguments, some of which are consistent with the norms of the discipline • the ability to describe and comment upon aspects of fundamental people management theories and concepts • use of a sufficient range of relevant and appropriate sources to support arguments, some of which are independently selected	Relationships and Negotiation, and Talent Management theories and concepts, evidenced by: • use of ideas and techniques to devise and sustain arguments most of which are consistent with the norms of the discipline • the ability to consistently describe and comment upon aspects of fundamental people management theories and concepts • use of a sound range of relevant and appropriate sources to support arguments some of which independently selected	Relationships and Negotiation, and Talent Management theories and concepts, evidenced by: • use of ideas and techniques to devise and sustain arguments which are consistent with the norms of the discipline • the ability to describe, synthesise and critique aspects of fundamental people management theories and concepts • use of a sophisticated range of relevant and appropriate sources to support arguments some of which are independently selected	Leadership and Management, Relationships and Negotiation, and Talent Management theories and concepts, evidenced by: • use of ideas and techniques to devise and sustain arguments which are consistent with the norms of the discipline and beyond what has been taught • the ability to describe, synthesise and critique all relevant aspects of fundamental people management theories and concepts • use of a highly accomplished range of relevant and appropriate sources to support arguments many of which are independently selected	accordance with fundamental Leadership and Management, Relationships and Negotiation, and Talent Management theories and concepts, evidenced by: • use of ideas and techniques to devise and sustain arguments which are consistent with the norms of the discipline and well beyond what has been taught • the ability to describe, synthesise and critique in great depth all relevant aspects of fundamental people management theories and concepts • use of an exceptional range of relevant and appropriate sources to support arguments many of which are independently selected
Application and Practice (20%)	The work demonstrates a limited or no ability to evaluate and accurately problem-solve. And so: • processes attempted but inaccurate and error strewn • presentation of findings is not clear or effective, and gathering, processing and interpretation of data ineffective and/or incomplete	The work demonstrates an insufficient ability to evaluate and accurately problem-solve. And so: • practical tasks and/or processes completed with partial accuracy and independence • presentation of findings is often not clear or effective, and gathering, processing and interpretation of data is substantially ineffective and/or inefficient.	The work demonstrates a sufficient ability to evaluate and problem-solve. And so: • complete practical tasks and/or processes accurately in well-defined contexts • present findings in clear and appropriate formats, and gather, process and interpret data in a predominantly efficient and effective manner.	The work demonstrates an ability to evaluate and, in a consistent and informed manner, problem-solve. And so: • complete practical tasks and/or processes accurately with a degree of autonomy in well-defined contexts • consistently present findings in clear and appropriate formats, and gather, process and interpret data in an efficient and effective manner.	The work demonstrates an ability to evaluate and, in a capable and effective manner, problem-solve. And so: • complete practical tasks and/or process autonomously and with accuracy and coordination in well-defined contexts • consistently present findings in detailed, clear and appropriate formats, and gather, process and interpret data in a consistently	The work demonstrates an ability to evaluate and, in a highly accomplished manner, problem-solve. And so: • complete practical tasks and/or process autonomously and with a high degree of accuracy, coordination and proficiency in well-defined contexts • consistently present findings perceptively, convincingly and appropriately and in a wide range of appropriate formats,	The work demonstrates an ability to evaluate and, in an exceptionally accomplished manner, problem-solve. And so: • complete practical tasks and/or process autonomously and with an exceptional degree of accuracy, coordination and proficiency in well-defined contexts • consistently use in a highly developed and sophisticated way the full range of given

					efficient and effective manner.	and gather, process and interpret a wide range of data in a highly consistent, efficient and effective manner.	technical, creative and/or artistic skills • consistently present findings perceptively, authoritatively and appropriately and in a wide range of appropriate formats, and gather, process and interpret a very wide range of data in an exceptionally consistent, efficient and effective manner.
Transferable Skills (15%)	Work demonstrates limited or no ability to: -communicate information, ideas, problems and solutions accurately and reliably utilising relevant digital literacy and written communication skills. -demonstrate awareness of ethical issues. The work has not demonstrated achievement of professional competencies within the areas of word count, presentation, structure and referencing.	Work demonstrates an insufficient ability to: -communicate information, ideas, problems and solutions accurately and reliably utilising relevant digital literacy and written communication skills. -demonstrate awareness of ethical issues. The work demonstrates insufficient achievement of professional competencies within the areas of word count, presentation, structure and referencing.	Work demonstrates a sufficient ability to: -communicate information, ideas, problems and solutions accurately and reliably utilising relevant digital literacy and written communication skills. -demonstrate awareness of ethical issues. The work demonstrates sufficient achievement of professional competencies within the areas of word count, presentation, structure and referencing.	Work demonstrates a consistent and confident ability to: -communicate information, ideas, problems and solutions accurately and reliably utilising relevant digital literacy and written communication skills. -demonstrate awareness of ethical issues. The work demonstrates reasonable achievement of professional competencies within the areas of word count, presentation, structure and referencing.	Work demonstrates a highly proficient ability to: -communicate information, ideas, problems and solutions accurately and reliably utilising relevant digital literacy and written communication skills. -demonstrate awareness of ethical issues. The work demonstrates good achievement of professional competencies within the areas of word count, presentation, structure and referencing.	Work demonstrates a highly accomplished ability to: -communicate information, ideas, problems and solutions accurately and reliably utilising relevant digital literacy and written communication skills. -demonstrate awareness of ethical issues. The work demonstrates great achievement of professional competencies within the areas of word count, presentation, structure and referencing.	Work demonstrates an exceptional ability to: -communicate information, ideas, problems and solutions accurately and reliably utilising relevant digital literacy and written communication skills. -demonstrate awareness of ethical issues. The work demonstrates excellent achievement of professional competencies within the areas of word count, presentation, structure and referencing.