



# School of Business & Enterprise

## Professional Practice Unit

2018/19

Programmes & Workshops



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# Introduction

Welcome to the University of the West of Scotland's School of Business & Enterprise Professional Practice Unit brochure of accredited programmes and workshops.

UWS School of Business & Enterprise Professional Practice Unit (PPU) was established in 2017 to encompass our accredited CMI and IOEE (SFEDI) courses, as well as facilitate one and two day workshops for open and bespoke deliveries. PPU works with clients to devise and design customised training solutions and the scheduling of courses to address identified skill requirements.

We regularly schedule our programmes and workshops for delivery on a rolling basis, and whilst our website is currently under redesign, in the interim please use the below details to contact us for dates and further information:

**Email:** [ProfessionalProgrammes@uws.ac.uk](mailto:ProfessionalProgrammes@uws.ac.uk)

**Telephone:** 0141 849 4237

# CMI SCQF Level 6 Qualifications in First Line Management



The Chartered Management Institute (CMI) accredited qualifications in First Line Management are designed for supervisors and first line managers who have operational responsibility for a defined area of activity to develop the communication and motivational skills required to help improve operational efficiency.

We design these qualifications as bespoke programmes with one or two day workshops to address the key leadership skills required of an individual with first line management and supervisory responsibility. Blended learning is used to support learning and assessment. Qualifications available:

## **CMI SCQF Level 6 Diploma in First Line Management (minimum 37 credits)**

- The Diploma comprises the following units:
- S6001V1 – Personal development as a first line manager (6 credits)
- S6002V1 – Resource planning (6 credits)
- S6003V1 – Meeting stakeholder needs (6 credits)
- S7044V1 – Managing and communicating information (6 credits)
- S6005V1 – Identifying development opportunities (6 credits)

- S6008V1 – Improving team performance (7 credits)

## **CMI SCQF Level 6 Award in First Line Management (minimum 6 credits)**

## **CMI SCQF Level 6 Certificate in First Line Management (minimum 13 credits)**

Any combination of the following units can be selected with the appropriate credit values to gain an Award or Certificate in First Line Management:

- S6001V1 – Personal development as a first line manager (6 credits)
- S6002V1 – Resource planning (6 credits)
- S6003V1 – Meeting stakeholder needs (6 credits)
- S7044V1 – Managing and communicating information (6 credits)
- S6005V1 – Identifying development opportunities (6 credits)
- S6008V1 – Improving team performance (7 credits)
- S6010V1 – Being a leader (6 credits)
- S6017V1 – Introduction to first line management (6 credits)

For further information and unit descriptors, please contact Professional Practice Unit at [ProfessionalProgrammes@uws.ac.uk](mailto:ProfessionalProgrammes@uws.ac.uk) or on 0141 849 4237.

# CMI SCQF Level 8 Qualifications in Management & Leadership



The Chartered Management Institute (CMI) accredited Diploma in Management and Leadership is a flexible qualification designed for the development of the role and skills of practising and aspiring middle managers. These qualifications aim to develop personal management capabilities, make effective use of information in decision-making, operations and the development of the skills in managing people.

The Diploma in Management and Leadership is offered as both an open or bespoke programme designed to company requirements. Please contact us for a full list of units available for study.

Our open programme will commence in January 2019 on a Wednesday evening at our Paisley campus, subject to demand, with the following workshops:

- **S8013V1 – Leadership Practice (7 credits):** These workshops will focus on the links between management and leadership, key leadership principles and leadership theory.
- **S8001V1 – Personal development as a manager and leader (6 credits):** These workshops will focus on assessing and improving individual management and leadership skills and competencies against objectives.

- **S8003V1 – Managing individual and team performance (9 credits):** These workshops will focus on the management of individual and team performance and how to improve performance.
- **S8005V1 – Meeting stakeholder and quality needs (6 credits):** These workshops will focus on meeting stakeholder requirements to agreed quality standards and seeking improvements.
- **S8006V1 – Conducting a management project (10 credits):** These final workshops focus on identifying, researching and producing a work-related project and evaluating its impact.

Candidates can elect to undertake one or two workshops if preferred, and exit with an Award or Certificate in Management and Leadership.

Candidates completing the Diploma in Management and Leadership can progress to our BA Business programme or to the CMI SCQF Level 11 Diploma in Strategic Management and Leadership.

For further information, dates and unit descriptors for our open programme, please contact Professional Practice Unit at [ProfessionalProgrammes@uws.ac.uk](mailto:ProfessionalProgrammes@uws.ac.uk) or on 0141 849 4237.

**\*New for 2019\***

## **CMI SCQF Level 11 Qualifications in Strategic Management & Leadership**



The Chartered Management Institute accredited Diploma in Strategic Management and Leadership is designed for managers who have the authority and personal inspiration to translate organisational strategy into effective operational performance. The Diploma requires managers to build on their strategic management and leadership skills and to focus on the requirements of implementing the organisation's strategy. The Diploma is delivered as an open programme with a series of one day workshops from January 2019 at our new Lanarkshire campus. Workshops are delivered one Saturday per month and use blended learning to support development and assessment. The Diploma in Strategic Management and Leadership comprises the following units:

- **S9021V1 – Introduction to strategic management (10 credits):** This introductory workshop will address the foundation skills and knowledge of a strategic manager and leader.
- **S1114V1 – Strategic leadership practice (7 credits):** This workshop centres on the links between strategic management and leadership, key leadership principles, theory and organisational strategy.
- **S1104V1- Strategic information management (9 credits):** This workshop focuses on using management information to inform and support strategic decision making.

- **S1106V1 – Reviewing organisational strategy plans and performance (9 credits):** This workshop reviews current strategic aims and objectives, analysing progress towards their achievement and evaluating alternatives.
- **S1111V1 – Strategic planning (9 credits):** This workshop addresses the process of creating and implementing strategic plans.
- **S9009V1 – Strategic project management (6 credits):** This final workshop focuses on understanding the development of a project plan and its impact on strategic objectives.

Candidates can elect to undertake one or two workshops if preferred, and exit with an Award or Certificate in Strategic Management and Leadership. Candidates completing the Diploma in Strategic Management and Leadership can use their credits to join our Master of Business Administration (MBA) programme and/or can progress to attain Chartered Manager status. Bespoke deliveries are also available on request, please contact us for a full list of units available to design a programme.

For further information, dates and unit descriptors for our open programme, please contact Professional Practice Unit at [ProfessionalProgrammes@uws.ac.uk](mailto:ProfessionalProgrammes@uws.ac.uk) or on 0141 849 4237.

## New developments for 2019:



### **CQF Level 5 Qualifications in Management Coaching and Mentoring**

Available as an Award, Certificate or Diploma, these qualifications are designed to support managers in the development of management coaching and mentoring skills, and to identify the links between coaching, mentoring and the achievement of the business goals.

### **CQF Level 7 Qualifications in Leadership Coaching and Mentoring**

Available as an Award, Certificate or Diploma, these qualifications are designed for managers and leaders who have the authority and responsibility for developing and implementing a coaching and mentoring strategy across the organisation. These qualifications require managers and leaders to build on their strategic management and leadership skills to focus on the requirements of embedding the organisation's strategy.

### **Chartered Manager Degree Apprenticeship**

We are currently working with the Chartered Management Institute to design a Chartered Manager Degree Apprenticeship programme to offer managers a degree in business and management, on the job experience and to become a Chartered Manager.

For further information, please contact Professional Practice Unit at [ProfessionalProgrammes@uws.ac.uk](mailto:ProfessionalProgrammes@uws.ac.uk) or on 0141 849 4237.



## SCQF Level 8 Diploma in Business and Enterprise Support

SFEDI® AWARDS  
APPROVED CENTRE

The University of the West of Scotland is the only university in Scotland approved by IOEE/SFEDI to deliver its Diploma in Business and Enterprise Support. The successor to the “Premier Advisor” programme, the Diploma is designed to enhance the capacity of organisations operating in an increasingly complex business support landscape, it is also relevant to organisations with a wider economic development remit.

The Diploma is ideal for organisations that are engaged in business support or economic development and require staff to operate autonomously, identifying and solving the needs of clients. Participants will develop a more pro-active approach to client support consistent with national and EU policy initiatives and looks to identify and deliver client-focused solutions.

The programme of study is designed to be flexible, relevant and current, and sets business support within a framework of theory, policy and practice. Delivery of the programme involves attendance at five full day workshops followed by two individual work-based assessment visits. Assessment is designed around the workplace, enabling participants to contextualise and apply their learning to live cases.

To achieve the Diploma, participants will be required to successfully complete the following five mandatory units:

- Personal professional development
- Building business support relationships
- Delivering business support
- Understand economic and enterprise development
- Understand business and enterprise support

For further information on our Small Firms Enterprise Development Initiative (SFEDI) accredited programme, please contact Professional Practice Unit at [ProfessionalProgrammes@uws.ac.uk](mailto:ProfessionalProgrammes@uws.ac.uk) or on 0141 849 4237.

## **An introduction to regional innovation systems for smart specialisation**

This workshop will look at the importance of introducing a demand-led approach to strategy around business support. In particular, the programme introduces mechanisms designed to stimulate innovation activity among local small firms.

This short programme would be of interest to those engaged in a strategy or planning role with respect to local economic development, where the focus is on support for innovation.

From this workshop, participants will be able to:

- Identify the key issues underlying a systems approach to innovation
- Critically appraise local and national strategies towards smart specialisation

## **Branding and the branded entrepreneur**

In this course you will gain an understanding of branding, its core characteristics and how it works in this digitally interactive and technological age of acceleration. You will learn how digital, social and transformational technologies are central to the production and maintenance of your brand and how it is dynamically connected to your markets and customers. Most importantly, you will learn how the modern entrepreneur is personally and digitally branded. As such in this workshop you will actively produce a digital product that creatively communicates and performatively showcases your brand.

From this workshop, participants will be able to:

- Understand the core aspects of branding, how it relates to business and the entrepreneur and how it must be digitally and physically performed for success
- Develop a series of digital and practical performative skills that will result in the production of a digital output that showcases your brand

## Building an effective team

This workshop explores the concept of a “team.” Key types of teams are identified with the characteristics of effective and under-performing teams recognised. The need for effective teamwork through the development of motivational techniques is examined alongside the typical stages of team development. The impact of preferred roles adopted by team members will be critically analysed.

From this workshop, participants will be able to:

- Identify and understand issues relating to empowerment and self-directed teams
- Understand and discuss the future role of leaders within empowered teams

Liked this workshop? Why not undertake an accredited CMI Award in this subject.

## Building the business

This workshop consists of four modules:

### **Business modelling and planning**

This module defines and describes the various stages in the process of business modelling and business planning. The business model canvas and a business plan template are utilised to build a viable business model.

### **Business finance**

Participants will gain an understanding of the principles of entrepreneurial finance, explaining the challenges involved in managing the finances of a small enterprise. Financial models are evaluated and developed through practical exercises.

### **Business pitching**

This module describes what an investor is looking for from a business pitch, further explaining what makes a good pitch and how to avoid the pitfalls of a bad business pitch. Participants will have the opportunity to develop their own plan for a business pitch.

### **Business selling**

The key concepts of sales and their importance to entrepreneurs and small business owners are defined, alongside the various approaches which the small business owner can adopt in order to sell. Participants will apply this approach to their own business idea.

## Business Ethics

This workshop will introduce and discuss a number of philosophical theories of business ethics ranging from utilitarian (outcomes based) to the deontological law (what if everyone did the action being contemplated) to more radical theories such as existentialist ethics about self-creation and re-creation, and Marxist ethics. Cross-cultural ethics and ethics in the developing world are examined with a case study focus on the Fiji Islands and Indonesia. Contemporary examples from business and society are utilised during the session, as well as full and frank discussions of ideas presented within the supportive and confidential environment. Links are made during the workshop to related topics such as brand name management; cross-cultural management; worker and trade union issues; and corporate social responsibility.

From this workshop, participants will gain:

- An enhanced awareness and understanding of both ethical theories and their application to the real world
- Development, via thought, reflection and group discussion, of their own ethical beliefs and how they want to create themselves in future as an ethical person
- Assistance in building cross-cultural awareness and understanding ethics in developing countries

## Coaching

This workshop is designed to enhance coaching and facilitation skills, focusing on unlocking individual potential to maximise performance. This can be considered a valuable tool for managers and non-managers alike, with a step by step model for coaching explored during this interactive two day workshop.

From this workshop, participants will be able to:

- Utilise their coaching skills within the working environment, enhancing the achievement of organisational goals
- Apply a range of communication techniques gained through the interactive sessions



## **Creativity and innovation for business**

This workshop consists of four modules:

### **Idea generation**

This module introduces a range of techniques to generate new ideas which have value, with the application of tools to filter ideas to determine the extent of the opportunity they offer. Market test tools will be introduced and applied to test your ideas in the market place.

### **Creativity and innovation in practice**

The relationship between innovation, creativity and entrepreneurship is explored, alongside the principles of innovation and creativity to devise solutions to specific challenges.

### **Designing and developing the product**

Product development is defined explored alongside the key stages of the product development process. The module will further demonstrate how to source and filter ideas and build them into opportunities, and employ a framework to evaluate a business opportunity.

### **Entrepreneurial problem solving**

This module illustrates the different types of problem which the entrepreneur may face, and clarifies some of techniques which entrepreneurs apply to problem solving. Participants will be encouraged to reflect on their own problem solving style and capabilities through practical activities.

## **Creativity, business and transformational technologies**

In this course we focus on the centrality of creativity, how it is developed and, most importantly, integrated with new transformational technologies for business growth and success. Here you will engage with and learn how to use interactive multi-media and 360 virtual and augmented reality. You will learn how these technologies can not only communicate a distinctive experience but can actually immerse your current and future customers or partners in your business, products and services. This course looks at the future of business and how every business needs to develop a digital heartbeat that engages in an emotional and immersive way.

From this workshop, participants will be able to:

- Understand how the creative process is central to business success and how we can develop and drive creativity
- Learn how digital and transformational technologies can be used creatively for business development that will be demonstrated through engagement with interactive multi-media, 360 virtual and augmented reality technologies.

## Delivering effective communication within the organisation

This one day workshop examines the effects of organisational culture and management structures on communication, recognising the importance internal communication has on organisation strategies. Participants will be able to identify how to apply a range of communication methods, functions and techniques, understanding how verbal communication and body language can impact your personal communication, as well as how to provide effective written communication for your audience.

From this workshop, participants will be able to:

- Identify their own and other people's communication styles
- Adapt communications style and techniques to facilitate effectiveness

Liked this workshop? Why not undertake an accredited CMI Award in this subject.

## Develop and improve your service

This workshop explains the key principles and components of developing your organisation, applying principles of providing best value in the context of using strategic leadership techniques. Participants will learn to assess current "as is" processes using the 3P analysis and identify improvement areas; further preparing "to be" processes for the 3P gaps analysis. This workshop will also explain how to implement performance measurement and benchmarking, along with the principles of knowledge and talent management.

From this workshop, participants will be able to:

- Apply effective internal management communications
- Utilise tools for measuring customer satisfaction

## Entrepreneurial leadership

The dynamic nature of the business environment and the challenges faced by entrepreneurs and owner managers has led practitioners to embrace entrepreneurial leadership. Entrepreneurial leadership is inspired by but is separate from entrepreneurship and leadership. In today's vastly complex and evolving world, a different kind of leadership is required that can combat change and identify opportunities. Entrepreneurial leadership can be applied within different types of organisations whether business or non-profit organisations. Entrepreneurial problem solvers are needed, and this could be people starting their business, change agents in firms or employees and executives within organisations.

This workshop is designed for business owners, managers, executives and employees within organisations. It will provide the important skill set required for entrepreneurial leaders to succeed. It challenges conventional wisdom by applying the entrepreneurial mind-set within the domain of leadership. It encourages such a mind-set and behaviour which is important in the creation of social, environmental and economic value within organisations. Participants will benefit from action based learning which allows for the application of the newly acquired skills and enables delegates to engage with each other, an excellent learning platform for aspiring and existing leaders and managers, solving problems and providing creative solutions to critical situations.

From this workshop, participants will be able to:

- Lead in uncertain and dynamic environments
- Develop the entrepreneurial leadership skills required for success
- Combat challenges within organisations as a result of the scale of change
- Critically reflect on the leadership development needs and identify the potential areas for development



## Fundamentals of strategic planning

This one day programme will define and explain the principles of strategic planning, using different tools and techniques to assess the strategic environment. The options for strategic planning will be evaluated to allow you to assess the appropriate approach for your organisation.

From this workshop, participants will be able to:

- Explain the implementation, monitoring and review process for strategic planning
- Assess and utilise the success and improvement areas for future strategic plans

Liked this workshop? Why not undertake an accredited CMI Award in this subject.



## Growing the business

This workshop consists of four modules:

### Growing the business

This module investigates the main types and different stages of business growth. The key challenges facing the entrepreneur managing growth are described and participants will be able to develop an effective strategy to grow their business.

### People management

The concept of people management is defined, alongside the importance of effective human resource management as a strategic tool for the small business manager. The major steps in acquiring, maintaining and terminating human resources are outlined in the context of operating a small business.

### Sales and marketing

This module defines the concepts of sales and marketing and their importance to entrepreneurs and small business owners. The five steps involved in the marketing process for new and small firms are investigated, leading to the development of an effective marketing plan which can be adopted for your own small business.

### Entrepreneurial leadership

The key characteristics of an entrepreneurial leader are identified. Participants are encouraged to reflect on their own attributes and qualities as an entrepreneurial leader and a leader within the context of a small business through discussion and practical exercises.



## Handling our interactions with others

Delivered by Enhance People Consultants on behalf of UWS, this workshop looks at how we can improve the outcome of our interactions with others. You will learn about different behavioural styles and how to use this knowledge to improve relationships and provide effective feedback to others. The workshop will also equip you with tools to reduce conflict and how to manage conflict when it arises, so that relationships are strengthened not damaged.

From this workshop, participants will gain:

- Increased ability to positively deal with challenging situations
- Increased influence on others
- Ability to put ideas forward firmly and persuasively
- Confidence in providing feedback to colleagues and team members

## Introduction to change management and OD

This workshop is designed to give managers underpinning knowledge and introduce the skills needed to increase competence in leading change. A range of change management models will be presented and participants will be facilitated in applying these models for their own organisation, allowing them to plan for effective change management design and implementation within their organisation.

This workshop would be suitable for managers involved in leading the design and/or implementation of change management programmes within their organisation.

From this workshop, participants will:

- Learn a number of models for use in planning for, implementing and evaluating change
- Learn how to apply these models to their own personal change context.

Liked this workshop? Why not undertake an accredited CMI Award in this subject.

# Knowledge management in the organisation

Organisations are becoming increasingly aware of the latent potential of their workforces that, if accessed, could enhance the operations in all functions and at all levels. To tap into this employee knowledge pool, the organisation's managers must equip themselves with the necessary management techniques and tools.

This workshop provides an introduction to such tools and frameworks to assist managers to understand knowledge management and its importance within the modern organisation. Knowledge management is an interdisciplinary subject dealing with the hierarchy of data, information, knowledge and wisdom. It focuses on the transfer of information into knowledge, treating the knowledge component of activities as a core concern reflected in strategy, policy and practice at all levels. It makes a direct connection between an organisation's intellectual assets, both explicit (recorded) and tacit (personal know-how) and positive organisation results, hence the focus of this workshop is on knowledge development and identification, taking a humanistic approach, with technology viewed as a facilitator for sharing knowledge once identified.

The workshop provides a focus on the development, identification, capture and sharing of knowledge. A range of workshop techniques are employed to assist in the development of these skills including learner-centred

learning, use of group work in an immersive, collaborative and interactive environment.

From this workshop, participants will be able to:

- Apply the principles and concepts of knowledge management within their professional practice
- Enhance their problem solving skills through the identification of knowledge management issues within their professional practice



## Leading your team

This workshop explores a “functional” framework for understanding the concept of leadership, and how this can be applied to a practical situation to involve and support those you lead. A range of leadership styles and their appropriateness to building effective team performance in a variety of situations and tasks is explored, alongside what makes leadership “effective” in terms of leadership actions and behaviour to build, maintain and inspire high performing teams both now and in the future. Participants will undertake analysis of their own approach to leadership in terms of style and behaviour, and compare it with a wide range of research into effective leadership across sectors.

From this workshop, participants will gain:

- Identify the actions required to build, develop and maintain a high performing team
- Measure and evaluate performance against agreed standards to include processes associated with delegation and performance review

Liked this workshop? Why not undertake an accredited CMI Award in this subject.

## Manage individual and team performance

This one day course will explain the role of the manager in performance management, and SMART target and performance standards setting for team and employees. Performance review interviews are examined in detail, from the process involved to gain maximum benefit from the interview in accordance with best practice to performance improvement techniques to help manage underperformance in the workplace.

From this workshop, participants will learn:

- How to measure performance against agreed standards
- The skills required to conduct an effective performance review interview

Liked this workshop? Why not undertake an accredited CMI Award in this subject.

## Managing change

This course outlines the manager's role in the management of change. Participants will gain an understanding of what is involved in planning the change process in terms of task, structure, systems and people. The approach to change is reviewed from a "people" perspective along with how to enlist support and reduce the level of "resistance" to change. Why some change projects fail is analysed and how this information is used to ensure change projects succeed and are effectively managed, supported and implemented.

From this workshop, participants will be able to:

- Identify the steps managers take to initiate and introduce change
- Learn the strategies managers adopt to manage change within the functions for which they are responsible

Liked this workshop? Why not undertake an accredited CMI Award in this subject.

## Managing quality in your organisation

This workshop will equip participants with tools and techniques to determine and implement quality in your organisation. The concept of quality is described in an organisational context, alongside influencing factors and the role and responsibilities for quality in an organisation. The impact of quality on employees, customers, systems and processes on team operation is examined alongside quality models such as 6-Phase Model for QOS, ISO 9000, TQM and SERQUAL. The SIPOC model will assess the benefits/issues for key processes for delivering the output to your customers. Participants will also learn how work is measured against quality standards and how to respond to quality measurement results.

This workshop is aimed at managers, supervisors and anyone involved in continuous improvement activities in the organisation.

From this workshop, participants will be able to:

- Describe the impact of quality on teams and the way they operate
- Set and monitor measurable targets to gain maximum effect

Liked this workshop? Why not undertake an accredited CMI Award in this subject.

## Managing your time effectively

This one day workshop will assist you to recognise the value of effective time management to yourself and your organisation. A wide range of tools and techniques will be introduced to allow you to maximise the use of your time and improve your organisational skills.

From this workshop, participants will be able to:

- Identify where they lose time and formulate action plans to overcome this
- Take positive steps to gain control of their time and reduce pressure



# Masterclass in Risk, Crisis and Resilience

This masterclass will explore how crisis and resilience management can defend an organisation from non-standard hazards and threats, and promote organisational resilience. Introducing the latest research on risk, crisis and resilience, participants will also engage in a number of interactive sessions to manage a crisis in a safe learning environment.

This masterclass is designed for anyone who may be responsible for managing crisis and risk in an organisational context, senior staff in local and central government agencies, business continuity managers, insurance buyers, security and emergency services, legal and regulators.

From this masterclass, participants will gain knowledge on:

- Theoretical perspectives on risk, including the social construction of risk, risk perception, systematic risks and risk homeostasis
- Legislation, policy issues and crisis and resilience management, in particular compliance with BSi 11200
- Tools and techniques for building resilience and a capability for crisis management
- Identification of cultural barriers to effective risk management and the development of resilient organisations

- Integrated approaches to resilience management that emphasise rigour, insight and intra and inter-organisational working
- Use and application of interactive methodologies to build capability and capacity for organisation resilience

Liked this workshop? Why not undertake an accredited CMI Award in this subject.



## Motivating and delegating for success

Delivered by Enhance People Consultants on behalf of UWS, this workshop focuses on how a meaningful understanding of motivation can help us improve the motivation of all staff by understanding their needs and removing barriers. This workshop then builds on this knowledge and demonstrates how we can effectively delegate to our colleagues who have different personal styles and capabilities.

From this workshop, participants will gain:

- Motivated team members who are effectively utilised and engaged in work that they are able to deliver
- Improved team morale and performance
- Increased confidence in adapting the style of the delegation of tasks to get the best performance from individuals

## Organisational culture

The importance of organisational culture is defined, alongside how your organisation encourages and communicates behaviours consistent with its values to attain organisational strategies and plans. Culture and sub-cultures which exist within your own organisation and their relationships to the attitudes, values and beliefs shared by its employees are analysed to describe and classify the different types of culture including their strengths and weaknesses.

From this workshop, participants will be able to:

- Diagnose the dominant and less dominant cultures which exist within their organisation and identify employee preferences for the future
- Identify ways of bridging the gap between the negative and positive aspects of organisational culture and translate into action plans for the future

## Practical approach to project management

This workshop will equip participants with practical tools and techniques to manage their project effectively. From developing the aims, objectives and scope of the project for approval to how they interlink and support internal strategic and operational objectives. Participants will learn what makes projects successful and why some fail, as well as ensuring the interest of all internal and external stakeholders are addressed. Project planning tools and models are introduced as well as contingency planning principles, alongside the importance of agreeing and recording project plans with relevant personnel. The workshop will assist you to identify the roles, competences, responsibilities and accountabilities of the project team, and introduce the importance of reporting at different stages of the project whilst noting the need for effective financial and resource control.

This course is aimed at participants who have or will be undertaking project management responsibility.

From this workshop, participants will be able to:

- Develop project plans to achieve agreed objectives
- Identify project resources and control methods
- Evaluate the effectiveness of the project through the five steps

Liked this workshop? Why not undertake an accredited CMI Award in this subject.





## Preparing and implementing operational plans

This course will assist you to identify the requirements to achieve your operational objectives. Factors such as human capacity needs and skills, as well as the current and potential sources of these resources, alongside other capacity needs (partnerships, internal systems, workforce structures) are assessed alongside critical funding requirements for the implementation of your plan. Current and potential funding sources are examined, as well as risk and mitigating strategies to ensure your plan is successfully executed.

From the course, participants will be able to:

- Assess operational objectives and prepare an operational plan
- Monitor, review and evaluate operational plans

Liked this workshop? Why not undertake an accredited CMI Award in this subject.

## Profitable pursuits

Profitable pursuits is a business board game developed and delivered by Class 1 Consultants. Understanding finance is an essential part of being a leader within any organisation. It is the actions and behaviours of all employees that will have a direct impact on the financial performance of an organisation. Leaders need to appreciate how their business decisions affect the company financials and key performance indicators. Financial learning is brought to life through simulated reality. The financial learning is obtained by teams running a simulated business, and helps participants understand the consequences that actions and decisions make on bottom line profit. Profitable pursuits encourages delegates to be more commercially aware of procurement, resources and profitability.

From this business simulation one day workshop, participants will gain:

- A sound understanding of how they can make a positive commercial impact
- An understanding of budget management
- Ideas for improvement opportunities within their own business

## **Reviewing the link between innovation, entrepreneurship and economic growth**

This workshop is an ideal refresher for those who have worked in the area of economic development and may feel the need to revisit and reflect on some of the key issues linking innovation and entrepreneurship to local economic development.

This workshop is designed for those who are engaged in most aspects of developing the local economy. It is also suitable for those new to such a role and who require a gentle introduction to the area.

From this workshop, participants will be able to:

- Identify the main drivers of the local economy
- Critically appraise support for economic growth in the local economy

## **Social media for business**

This workshop focuses on the impact, challenges and powerful potential of social media for business and enterprise. Here you will gain an understanding of the ever expanding landscape of social media, its core platforms and how they relate to specific audiences/ markets. Importantly, you will understand and be able to develop engaging content that speaks to and enriches your customers and so differentiates your business for future growth.

From this workshop, participants will be able to:

- Gain an understanding of social media, its platforms and applications for business and enterprise
- Understand the relationship between social media platforms, their content language and develop core content that is specific to your business and engages your main markets, customers or partners

## Starting the business

This workshop consists of four modules:

### Introduction to business and enterprise

Participants will gain an understanding of the business start-up process, and will explore the key skills required to work in a small business. This module will allow you to reflect on your own qualities as a potential owner, manager or employee of a small business through discussion and practical exercises.

### Business support for the SME

This module will describe the key forms of support available to the small enterprise and identify the benefits of using a business advisor. Participants will reflect on their own entrepreneurial knowledge, skills and attributes through discussion and practical exercise, and identify gaps in their skills and experience of business and identify how these can be filled.

### Operations management

This module will define the concept of operations management and the four key operational areas, and explain the ways in which an entrepreneur can evaluate and improve operational performance. The concept and process of risk management will be explained in the context of running a small business. The theory of operations management will be applied in a practical exercise.

## Managing the small business

This module will provide both a definition and identification of the key characteristics of the small business manager. The main challenges facing the owner/entrepreneur managing a small enterprise will be described and participants will be encouraged to reflect on their own qualities as a potential manager of a small business through practical exercises.



## CPD programme in change management and OD

Change is an ongoing feature in all business sectors. This programme will explore the latest approaches and research into the vast and complex world of organisational change. The participative workshops will use a range of contemporary change management models to highlight the theory and facilitate application to the participant's own organisation, allowing them to plan for effective change management design and implementation within their own organisations.

The programme is designed for senior managers and managers involved in leading the design and/or implementation of change programmes within their organisations, providing the knowledge and skills required to increase competence in leading change.



This five day programme comprises the following participative workshops:

- **The need for change: what are the driving forces for the need for change and what are the objectives of the change programme.** Use of environmental scanning models such as SWOT, PESTLIED and the Sigmoid Curve. Types of change will also be considered e.g. radical or incremental/continuous
- **An OD approach to changing your workplace: the four stages of a change programme.** Starting the change process successfully, identifying and involving stakeholders, agreeing boundaries and resources for the change process. Applying models to diagnose the organisational context of the change accurately.
- **Alternative approaches for implementation of change.** Review of change programme success, identifying further action and embedding the change.
- **Organisational change: diagnosing what type of change is needed.** A variety of the diagnostic models available for change will be presented, with participants exploring application of these models for their organisation context, using these to set objectives for the change programme.
- **Organisational change: how to successfully plan a change programme - the formal processes.** There are usually formal organisational processes which must be followed in a change programme. These will be explored along with processes such as project management in terms of their use in a change programme.

- **Organisational change: how to deal with the informal context of change - overcoming barriers to change.**

Change programmes often fall down where the organisational culture has not been considered and where stakeholder groups or individual needs are not sufficiently considered. This workshop will explore the needs of stakeholders and how to work with stakeholders to improve the likelihood of success in change. Maintaining the new equilibrium will also be considered.

- **Corporate culture: What is it? Why is it important? Why it should matter to us?**

Organisational culture is key to whether a change programme is successful or not. As well as considering the organisations own culture, successful organisations identify and embrace the cultural needs of those that are on their boundaries: customers, suppliers, partners etc. This workshop will explore organisational and national culture issues.

- **Corporate culture: How can we change it?**

Corporate culture is one of the hardest things to change in an organisation. However, by identifying current culture (and subcultures within the organisation) and setting out specific goals on the desired change in culture, steps can also be taken to achieve successful cultural change.



## Digital Marketing Practitioner with DMI

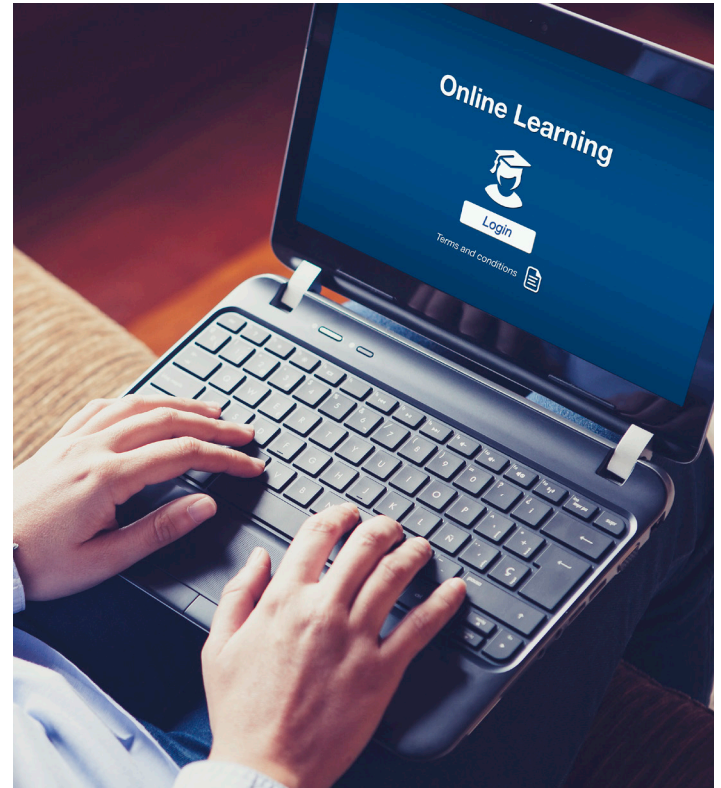
A new approach to continuing professional development in digital marketing, the Digital Marketing Practitioner with DMI programme offers an opportunity to study whilst in the workplace and gain the practitioner qualification provision with the Digital Marketing Institute.

This programme is designed for anyone wishing to learn more about digital marketing, business owners and marketing practitioners wishing to upskill.

This programme comprises two primary modules of delivery:

- **Digital Marketing Practice.** This module draws upon modern digital marketing practices with a focus on the digital marketing needs of companies to make an immediate and effective contribution to an organisation's digital presence. Covering essential digital marketing practices such as social media management, search engine optimisation, pay per click campaign management, inbound marketing management and content management, participants will also work productively with big data management fed through online performance. Participants will develop an online portfolio of competencies that will sharpen their practical skills.
- **DMI Practitioner Diploma in Digital Marketing.** This Diploma covers all aspects of digital marketing. Building on the knowledge gained from the Digital Marketing Practice module, areas such as email, digital

display and mobile marketing are studied alongside digital marketing analytics, strategy and planning. Completion of this element of the programme will award the status of Certified Digital Marketing Practitioner.



## Innovation workshop programme

Delivered by ARG Management Consultancy Ltd, a programme of three one-day workshops to teach the world's lead thinking on innovation as a set of reliable, repeatable business processes. Participants learn how to create ideas, pick the winners and accelerate them to market with the minimum of time, money and risk.

- **Workshop 1 – How to create >100 business growth ideas in 3 hours.** Customer problems, ways to cut costs, new product/services, getting new customers, new markets... solutions to all of these scenarios need ideas, however all too often idea generation is viewed as a random art delivered by creative people through painful brainstorming sessions. This workshop will teach the world's leading approaches to generate ideas as a learnable business process that any employee can follow. Participants will learn a set of repeatable processes and exercises that will allow them to run structured group idea sessions in the company targeted towards solving the commercial challenges of the day.
- **Workshop 2 – Picking strategies and ideas that maximise profit.** There are many things your business "could" do next. Everyone has an opinion, but how do you go from "could" to "should" and get everyone behind the decision? During this workshop you will learn the key success factors that are present in successful products and commercial strategies. These models are reverse engineered from real

marketplace success (and failure) to help companies back ideas and decisions yielding statistically highest potential for marketplace success. Participants will leave with a set or repeatable processes, exercises and models that can be used for objective commercial decision making. The result is more consistent, better decisions removing deadlocks and personal opinion.

- **Workshop 3 – Eliminating wasted time and risk.** Doing anything new in your business carries risk. Risk causes fear. Fear slows everything down causing missed opportunities. So some businesses stand still, saying they "used to be innovative" as their competitors bypass them leaving them as a commodity getting squeezed on price. During this one day workshop you will learn how to identify the greatest risks with any new initiative and how to eliminate them quickly and cheaply. These techniques allow you to confidently kill ideas that were doomed to failure anyway, and to accelerate the winners in a fraction of the time and cost. Participants will leave with a repeatable process that objectively spots major risks and sets clear actions to eliminate them and continuously keep projects moving forward. This eliminates fearful shutdown and personal opinion and accelerates winning concepts to market.

