

Higher Nationals

Internal verification of assessment decisions – BTEC (RQF)

INTERNAL VERIFICATION – ASSESSMENT DECISIONS			
Programme title	BTEC Higher National Diploma in Computing		
Assessor		Internal Verifier	
Unit(s)	Unit 03: Professional Practice		
Assignment title	Work Related Learning Report: Design and Deliver a Training Programme		
Student's name			
List which assessment criteria the Assessor has awarded.	Pass	Merit	Distinction
INTERNAL VERIFIER CHECKLIST			
Do the assessment criteria awarded match those shown in the assignment brief?	Y/N		
Is the Pass/Merit/Distinction grade awarded justified by the assessor's comments on the student work?	Y/N		
Has the work been assessed accurately?	Y/N		
Is the feedback to the student: Give details: • Constructive? • Linked to relevant assessment criteria? • Identifying opportunities for improved performance? • Agreeing actions?	Y/N Y/N Y/N Y/N		
Does the assessment decision need amending?	Y/N		
Assessor signature			Date
Internal Verifier signature			Date
Programme Leader signature (if required)			Date

Confirm action completed			
Remedial action taken Give details:			
Assessor signature		Date	
Internal Verifier signature		Date	
Program Leader signature (if required)		Date	

Higher Nationals - Summative Assignment Feedback Form

Student Name/ID			
Unit Title	Unit 03: Professional Practice		
Assignment Number	1	Assessor	
Submission Date		Date Received 1st submission	
Re-submission Date		Date Received 2nd submission	

Assessor Feedback:

LO1 Demonstrate a range of interpersonal and transferable communication skills to a target audience

Pass, Merit & Distinction Descripts P1 P2 M1 D1

LO2 Apply critical reasoning and thinking to a range of problem-solving scenarios

Pass, Merit & Distinction Descripts P3 P4 M2 M3 D2

LO3 Discuss the importance and dynamics of working within a team and the impact of team working in different environments

Pass, Merit & Distinction Descripts P5 P6 M4 D3

LO4 Examine the need for Continuing Professional Development (CPD) and its role within the workplace and for higher level learning

Pass, Merit & Distinction Descripts P7 P8 M5 D4

Grade:	Assessor Signature:	Date:
Resubmission Feedback:		
Grade:	Assessor Signature:	Date:
Internal Verifier's Comments:		
Signature & Date:		

* Please note that grade decisions are provisional. They are only confirmed once internal and external moderation has taken place and grades decisions have been agreed at the assessment board.

Assignment Feedback

Formative Feedback: Assessor to Student**Action Plan****Summative feedback****Feedback: Student to Assessor**

Assessor signature		Date	
Student signature		Date	



Pearson Higher Nationals in Computing

Unit 03: Professional Practice
Assignment 01

General Guidelines

1. A Cover page or title page – You should always attach a title page to your assignment. Use previous page as your cover sheet and make sure all the details are accurately filled.
2. Attach this brief as the first section of your assignment.
3. All the assignments should be prepared using a word processing software.
4. All the assignments should be printed on A4 sized papers. Use single side printing.
5. Allow 1" for top, bottom , right margins and 1.25" for the left margin of each page.

Word Processing Rules

1. The font size should be **12** point and should be in the style of **Time New Roman**.
2. **Use 1.5 line spacing.** Left justify all paragraphs.
3. Ensure that all the headings are consistent in terms of the font size and font style.
4. **Use footer function in the word processor to insert Your Name, Subject, Assignment No, and Page Number on each page.** This is useful if individual sheets become detached for any reason.
5. Use word processing application spell check and grammar check function to help editing your assignment.

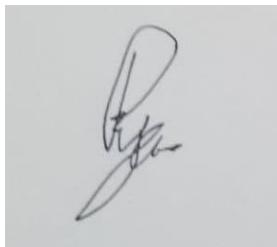
Important Points:

1. It is strictly prohibited to use textboxes to add texts in the assignments, except for the compulsory information. eg: Figures, tables of comparison etc. Adding text boxes in the body except for the before mentioned compulsory information will result in rejection of your work.
2. Carefully check the hand in date and the instructions given in the assignment. Late submissions will not be accepted.
3. Ensure that you give yourself enough time to complete the assignment by the due date.
4. Excuses of any nature will not be accepted for failure to hand in the work on time.
5. You must take responsibility for managing your own time effectively.
6. If you are unable to hand in your assignment on time and have valid reasons such as illness, you may apply (in writing) for an extension.
7. Failure to achieve at least PASS criteria will result in a REFERRAL grade .
8. Non-submission of work without valid reasons will lead to an automatic RE FERRAL. You will then be asked to complete an alternative assignment.
9. If you use other people's work or ideas in your assignment, reference them properly using HARVARD referencing system to avoid plagiarism. You have to provide both in-text citation and a reference list.
10. If you are proven to be guilty of plagiarism or any academic misconduct, your grade could be reduced to A REFERRAL or at worst you could be expelled from the course

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22/10/2021

Student's Signature:
(Provide E-mail ID)

Date:
(Provide Submission Date)

Higher National Diploma in Business

Assignment Brief

Student Name /ID Number	Ryan Wickramaratne (COL 00081762)
Unit Number and Title	Unit 3: Professional Practice
Academic Year	2021/22
Unit Tutor	Ms. Eranga
Assignment Title	Work Related Learning Report: Design and Deliver a Training Programme
Issue Date	
Submission Date	
IV Name & Date	

Submission format

The submission should be in the form of an individual report written in a concise, formal business style using single spacing (refer to the assignment guidelines for more details). You are required to make use of headings, paragraphs and subsections as appropriate, and all work must be supported with research and referenced using Harvard referencing system. Please provide in-text citation and a list of references using Harvard referencing system. Please note that this is an activity-based assessment, and your report should include evidences to the activities carried out individually and/or in a group.

To carry out the activities given on the brief, you are required to form groups, comprising maximum of 6 members.

	Unit Learning Outcomes:
	<p>LO1 Demonstrate a range of interpersonal and transferable communication skills to a target audience.</p> <p>LO2 Apply critical reasoning and thinking to a range of problem-solving scenarios.</p> <p>LO3 Discuss the importance and dynamics of working within a team and the impact of team working in different environments.</p> <p>LO4 Examine the need for Continuing Professional Development (CPD) and its role within the workplace and for higher-level learning.</p>

Scenario

Assume yourself as the event coordinator working in an event planning organization specialized in delivering trainings on IT and soft skills. You have been appointed to design and deliver a training event on IT /Soft Skills to an identified audience. You are required to complete the project within 2 months and the training plan and resources should be finalized as per the requirement of the client.

You are required to form a group of not more than 6 members in order to carry out the event. The event will be headed by an event manager/ leader and each group member will be assigned a set of tasks. While designing and delivering the event,

- the skills required to make the event successful
- challenges faced during the design/ delivery
- Critical evaluation of the problems, challenges faced and the methods used to overcome them
- The need for continuously develop in a professional environment

Need to be thoroughly considered.

At the end of the event, produce an individual report by each member covering the following tasks.

Task 1:

Demonstrate how you are planning to effectively deliver the training event by designing a professional project plan with following details.

- Roles appointed to group members and an evaluation of interpersonal skills of each member that justifies the assigned role in the team.
- Goal and objectives of the project
- Evidence to the meetings conducted with the client and the team members and the findings/ outcomes of the meetings
- Challenges/ problems identified and the plan to overcome them
- A project schedule with the activities, milestones and contingencies identified.

Task 2

Research different problem-solving techniques that can be used to solve the identified problems in task 1 and demonstrate how critical reasoning can be applied to identify a solution to the identified problems.

Critically evaluate the solution methodology used to solve one of the identified problems and justify how selected methodology helped you to successfully solve the problem and achieve the project objectives.

Task 3

Work in your team by contributing your skills and knowledge to meet the project goal. Critically evaluate your own role and contribution to the group for the completion of the training event.

Discuss the importance of having dynamic team members in a group to meet its goals by referring to the role assigned to the group members and analyse how team dynamics among your group members effectively helped to achieve the shared project goal.

Task 4

Discuss with examples, the importance of continuous professional development (CPD) in a work setting by evaluating the range of CPD criteria that can be used to measure the effectiveness of your employees in your organization.

Produce a continuous professional development (CPD) plan using the criteria identified above with relevant to the responsibilities, required skills, performance objectives for the members of your team. Compare and contrast different motivational theories and discuss how they can be helpful to improve the performance of the team members and meet the objectives of the developed CPD plan.

Grading Rubric

Grading Criteria	Achieved	Feedback
LO1 Demonstrate a range of interpersonal and transferable communication skills to a target audience.		
P1 Demonstrate, using different communication styles and formats, that you can effectively design and deliver a training event for a given target audience.		
P2 Demonstrate that you have used effective time management skills in planning an event.		
M1 Design a professional schedule to support the planning of an event, to include contingencies and justifications of time allocated.		
D1 Evaluate the effectiveness and application of interpersonal skills during the design and delivery of a training event.		

LO2 Apply critical reasoning and thinking to a range of problem-solving scenarios.		
P3 Demonstrate the use of different problem-solving techniques in the design and delivery of an event.		
P4 Demonstrate that critical reasoning has been applied to a given solution.		
M2 Research the use of different problem-solving techniques used in the design and delivery of an event.		
M3 Justify the use and application of a range of solution methodologies.		
D2 Critique the process of applying critical reasoning to a given task/activity or event.		

LO3 Discuss the importance and dynamics of working within a team and the impact of team working in different environments.		
P5 Discuss the importance of team dynamics in the success and/or failure of group work.		
P6 Work within a team to achieve a defined goal.		
M4 Analyse team dynamics, in terms of the roles group members play in a team and the effectiveness in terms of achieving shared goals.		
D3 Provide a critical evaluation of your own role and contribution to a group scenario.		

LO4 Examine the need for Continuing Professional Development (CPD) and its role within the workplace and for higher-level learning.		
P7 Discuss the importance of CPD and its contribution to own learning.		
P8 Produce a development plan that outlines responsibilities, performance objectives and required skills, knowledge and learning for own future goals.		
M5 Compare and contrast different motivational theories and the impact they can have on performance within the workplace.		
D4 Evaluate a range of evidence criteria that is used as a measure for effective CPD.		

Acknowledgement

I would like to express my special thanks of gratitude to my Miss Eranga who gave me the golden opportunity to do this wonderful project on the topic VR Technology which also helped me in doing a lot of research and I came to know about so many new things about the professional life.

Secondly, I would like to thank my parents and friends who helped me a lot in finalizing this project within the limited time frame.

Executive Summary

This entire assignment is based on a workshop project which was been held. The purpose of the workshop is to improve professional skills of individual members. This report includes how the team is forming up, time management methods, problem solving methods, importance of team dynamics, creating continues professional development and personal development plan. This project emphasis the importance of a teamwork and importance of the professional skills rather than having only educational skills.

Abbreviations

HND – High National Diploma

CPD – Continuous Professional Development

PDP – Personal Development Plan

CPA – Critical Path Analysis

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Task 1

1.1 Initiate the project with team formation

1.1.1 Initiating the Project

There were 20 members in our HND in Computing 2021, Jun/Jul Saturday batch. On 24th July 2021, our Professional Practice coordinator Ms. Eranga explained about the training event that we should organize before 3rd of October 2021. She divided us into 2 groups. For each team there were 10 members including.

The given project was working in an event planning organization specialized in delivering trainings on IT and soft skills. As told before this workshop has to be done before end of September then it scheduled to present on 3rd of October 2021.

1.1.2 Our Group Type

In social life there are 2 types of groups that can be seen.

1. Formal Group
2. Informal Group

Formal group is a group which is formed by the organization to accomplish a specific task.

There are 2 types of Formal groups which are “Command” group and “Task” group.

Our group is belonged to Task Group type. Task group is a type of Formal Group which individuals brought together to accomplish a specific task. The nature of a task group is team members are dissolving after the task is accomplished.

1.1.3 Forming the group

Before initiating the project, our main task was to select a workshop title or theme and plan a schedule to how to do it. One of the main criteria of the project is to improve each team member's soft skills along with their interpersonal skills. So, we were aware to plan a project which improve each team member's soft skills which is backboned by hard skills. And also, the project should be a non-profitable, cost-effective workshop. This workshop should be IT related too.

To coordinate such a workshop, we need each team member's cooperation and their individual skills to make it success. In order to gather up the team, the best possible way for us to through social media. Because due to COVID situation, we didn't have any chance to meet each other. So, we had to find best possible method to gather around and brainstorm our ideas with each other. Nowadays most of students available in WhatsApp. So as a social media platform, we choose WhatsApp to join together, and we created a group then added every team member to that.

1.1.4 Choosing a Topic

We didn't have much time to get along with each other to know them, but we had to select a title for the workshop within a week. According to the title we can move forward to schedule our tasks. So, we brainstormed our ideas and thoughts to choose a best title for the workshop.

With every member's collaboration we finally managed to select a title which is “Creating an Interactive Virtual Experience in Organizations.” And after a long discussion we decided to conduct the workshop as a webinar through Microsoft Teams.

1.2 Team Development

1.2.1 Bruce Tuckman “Team Development Model”

Bruce Tuckman was an educational psychologist, who proposed “Team Development Model” in 1965.

This model has 5 stages as following picture.

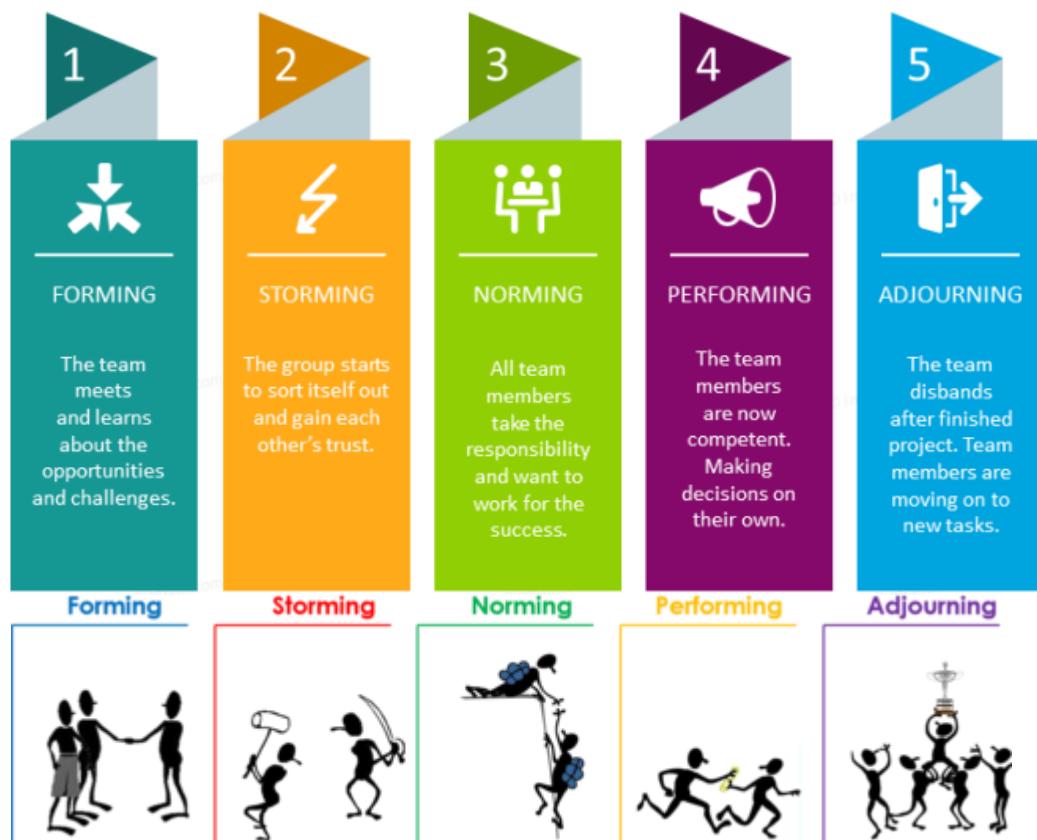


Figure 1. 1 Team Development Model

Forming Stage :

According to above figure, the first stage is forming stage which team meets each other. As before mentioned, we've used social media platforms such as WhatsApp and Microsoft Teams to join together to accomplish a common goal.

Storming Stage :

Then the Storming stage, is the step which team members are talking each other. Storming can make or break a team. Before having any confliction and problems we started to talk. Each one of us introduced ourselves shortly with including hard skills and soft skills which we have.

- Soft skills:- Soft skills can be referred as personality traits, knowledge and abilities which can be used to perform interpersonal activities and unique tasks.
- Hard skills:- Hard skills are the measurable knowledge, talents, and abilities. They can be earned while doing a particular job or through schooling.

With the introduction of each other we had complete idea our teammates. Beside that we ensured trust within the team by following the storming stage.

Norming Stage :

After following the storming stage, it helped us to move to the Norming Stage. In this stage, team members started to resolve differences of each other. We appreciated each member's strengths. Yaalnhiey was appointed as the leader of the team. We respected her authority and took responsibilities to work success. When having responsibilities, the previous barnstorming stage helped to give each member a task to work on.

In this stage we used the Belbin's theory to identify each members behavioral strengths and weaknesses. Dr. Meredith Belbin suggested that, with understanding our role within a particular team, we can develop our strengths and to manage weaknesses when contributing to the team. Dr. Belbin further suggested that team can be unbalanced when all team members have similar behavioral strengths and weaknesses. Knowing this Belbin's model, we used it within our team to ensure that necessary team roles are covered.

1.3 Belbin's Team Roles

In order to perform best in a team, we have to assign each team member responsibilities. Every role is essentially needed to achieve team's goal successfully. But some team members might not complete the tasks as expected. And some experts in the team would be failed to perform well as expected also. This happens because failing to understand each member strengths and weaknesses.

Dr. Meredith Belbin observed this and saw that people in teams tend to have different team role. So, he introduced team roles concept with 9 team roles as following. The team roles are identified based on the pattern of behavior that team member exhibit.



Figure 1. 2 Belbin's Team Roles

Team can become more unbalance if all team members have similar behavioral roles. For example, if team members have similar weaknesses. The team would tend to have that weakness more and more.

1.3.1 Assign Team Roles to team members

Team Member	Roles appointed according to Belbin's Theory
Shanka Neranjana Bandara Galapoththawala	Plant, Coordinator, Shaper, Team worker and the Specialist.
Mohamed Niyasdeen Mohamed Sihaf	Plant, Resource Investigator, Shaper, and the Implementer.
Binadi Sipsari Jayarathne	Resource Investigator, Coordinator, Monitor Evaluator, Team worker.
Isuri Arunthadi	Plant, Resource Investigator, Coordinator, Shaper, Team worker and the Specialist.
Dexter Monroe Joseph	Shaper, Team worker and Finisher.
Yaalnhiey Manoharan	Resource Investigator, Coordinator, Monitor Evaluator, Team worker, Implementer, and the Finisher.
Mumin Aslam	Coordinator, Team worker, Specialist.
Lakshan Sandaruwan Akalanka Pathirage	Plant, Team worker, Specialist.
Mohanananthan Shajeeban	Resource Investigator, Shaper, Specialist
Mohamed Afridi Junaiden	Resource Investigator, Shaper, Team Worker, and the Specialist.
Ryan Kavindu Dilthusha Wickramaratne (Author)	Plant, Resource Investigator, Team worker and Implementer.

Table 1. 1 Assigned Team Roles

1.3.2 Justify the assigned Team Roles

Shanka Bandara

Milestones in life	Hard skills	Soft skills
Deputy Head Prefect in the school	Web designing	Team Working
Sports Captain in the school	Graphic Designing	Leadership
Band Leader in the school		Communicating
		Time Management
		Stress Management
		Visual communication
		Writing Skills
		Critical thinking
		Writing reports and proposals

Table 1. 2 Shanka Badara's Skills

Shanka was the deputy head prefect, sports captain, and band leader in his school. Due to that he has time managing skills to handle multiple tasks. And he has good leadership skills too. Not only that, but he has also done web design, graphic design course. And he is hoping to follow NVQ level 5, Cisco and Virtusa online course. So, I think that he has soft skills of visual communication, writing skills, writing reports and proposals and critical thinking.

Shanka is working at Union bank Negombo as a trainee banking assistant. So, I noticed he is very responsible when doing the tasks. But sometimes he is little bit stressed about taking tasks. Because he is following multiple goals in his life.

Because of above personalities and according to the Belbin's theory I gave him the roles of Plant, Coordinator, Shaper, Team worker and the Specialist.

Mohamed Sihaf :

Milestones in life	Hard skills	Soft skills
Invented "Electronic device controller."	Good at science	Problem solving
		Adaptability
		Creativity
		Positive Thinking

Table 1. 3 Mohamed Sihaf's Skills

Mohamed Sihaf was one of the toppers of his school. And he is especially good at science and inventing electronic devices. He once invented "Electronic device controller" which can control any electronic device by any mobile phone. He's not afraid for problems and ready to face the problems with confidence. Because of that I assume he has the soft skills of problem solving, adaptability, creativity, positive thinking.

Because of above personalities and according to the Belbin's theory I gave him the roles of Plant, Resource Investigator, Shaper, and the Implementer.

Binadi Jayaratne :

Milestones in life	Hard skills	Soft skills
Sunday School Prefect board secretary		Leadership
		Teamwork
		Communication
		Listening
		Presenting
		Story Telling
		Writing reports and proposals

Table 1. 4 Binadi Jayaratne's Skills

Binadi was a Sunday school prefect board secretary. And she is still schooling. Binadi is the oldest child in her family. So, I believe she has the soft skills of leadership, teamwork, communication, listening, presenting, storytelling, writing reports and proposals.

Because of above personalities and according to the Belbin's theory I gave her the roles of Resource Investigator, Coordinator, Monitor Evaluator, Team worker.

Isuri Arunthadi :

Milestones in life	Hard skills	Soft skills
	Accounting	Presentation
	Drama Script writer	Public Speaking
		Social Skills
		Visual Communication
		Writing Skills
		Adaptability
		Problem Solving

Table 1. 5 Isuri Arunthadi's Skills

Isuri is an accounting student and drama script writer as well. As a drama script writer, she has improved her skills to work effectively . When she engenders a story, she has shown more creativity mind and when she faces problems she deals with the problem-solving mind. Because of that I assume she has the soft skills of presenting, public speaking, social skills, visual communication, writing skills, adaptability, and problem-solving skills.

Because of above personalities and according to the Belbin's theory I gave her the roles of Plant, Resource Investigator, Coordinator, Shaper, Team worker and the Specialist.

Dexter Monroe :

Milestones in life	Hard skills	Soft skills
	IT Diploma	Active Listener
		Motivated
		Patient
		Teamwork

Table 1. 6 Dexter Monroe's Skills

Dexter is an active listener who is very motivated and great at working in teams. He does well in handling whatever responsibility that is given to him as long as it is to his expertise. He's very patient and we can always rely on him. So, I noticed that Dexter has active listening skills, motivation skills, patience and also, he has teamworking skills.

Because of above personalities and according to the Belbin's theory I gave him Shaper, Team worker and Finisher.

Yaalnhiey Manoharan :

Milestones in life	Hard skills	Soft skills
	Professional Management course at CIPM	Listening
		Leadership
		Presentation
		Writing skills
		Social skills

Table 1. 7 Yaalnhiey Manoharan's Skills

Yaalnhiey Manoharan is a task-oriented person. She has followed Professional Management course in CIPM. She has the capability of finishing given tasks on time and she is good at time management skills. In addition, she is a patient person.

But sometimes she's stick into one task and not able to complete multiple tasks on time when she gets stressed out. She always tries to follow professional ethics in whatever work. Because of that I think she has soft skills of listening, leadership, presentation, writing skills and social skills.

Because of above personalities and according to the Belbin's theory I gave her Resource Investigator, Coordinator, Monitor Evaluator, Team worker, Implementer, and Finisher.

Lakshan Sandaruwan :

Milestones in life	Hard skills	Soft skills
Assistant Master Data control in Hayley's	Front web developing	Presentation
		Story Telling
		Time Management
		Critical Thinking

Table 1. 8 Lakshan Sandaruwan's Skills

Lakshan Sandaruwan was a front web developer. Now he's working at Hayley's as an assistant master data controller. Because of that he has skills of presentation, storytelling, time management and critical thinking.

Because of above personalities and according to the Belbin's theory I gave him Plant, Team worker, Specialist.

Mumin Aslam :

Milestones in life	Hard skills	Soft skills
Prefect in the School	Human Resource management skills	Communication
HR executive in a company		Teamwork
		Decision making
		Leadership
		Confidence

Table 1. 9 Mumin Aslam's Skills

Mumin Aslam working as an HR Executive at on outsourcing company. And he has 3 years of experience in the field of HR. And also, he was a prefect in his school too. I believe that he has some kind of commanding and leadership skills with communicative skills. And he works with much more confidence among general public.

Because of above personalities and according to the Belbin's theory I gave him Coordinator, Team worker, Specialist.

Mohanananthan Shajeeban :

Milestones in life	Hard skills	Soft skills
Games Captain in school	Business Management	Conflict management
		Resource handling
		Communication
		Presentation

Table 1. 10 Mohananthan Shajeeban's Skills

Shajeeban was the games captain in his school life. Then he has opened his own online business of selling phones. So, I noticed he has resource handling and conflict management skills. And also, he is a good communicator and presenter. But sometimes he consumes more time to do tasks because I think he lacks time management skills.

Because of above personalities and according to the Belbin's theory I gave him Resource Investigator, Shaper, Specialist.

Mohamed Afridi :

Milestones in life	Hard skills	Soft skills
Work in Financial Advising Company	Programming	Problem Solving
	Web Developing	Team Working
		Adaptability
		Communicating

Table 1. 11 Mohamed Afridi's Skills

Afridi is always passionate about technology and science since childhood. Because of that, He did learn programming technologies and worked on several freelancing projects in programming and web development. Now he's working part-time at a Financial Advising Company.

During his free time, he loves to help the community as a social worker. Through those experiences, I think he has learned to interact with a diverse group of people. So, I think he has the skills of team working, problem solving, adaptability skills. And also, he has got excellent communication skills too.

Because of above personalities and according to the Belbin's theory I gave him Resource Investigator, Shaper, Team Worker, and the Specialist.

Ryan Wickramaratne (Author) :

Milestones in life	Hard skills	Soft skills
Sports Captain in school	SLIM marketing course	Team working
		Writing
		Presentation
		Time Management
		Leadership

Table 1. 12 Ryan Wickramaratne's (Author) Skills

I was the sports captain of my school. Because of that I'm capable of doing tasks in fast and also in neat. And also, I did learn Marketing course from SLIM which helped me to improve my presentation and team working skills. But in contrast I'm afraid to do heavy work and multiple tasks since I think too much before action.

Because of above personalities and according to the Belbin's theory with a self-evaluation I give myself Plant, Resource Investigator, Team worker and Implementer.

1.3.3 Assign team members to tasks.

Then we dived our main topic into subtopics then assigned team members as following.

And also, we summarized what should be covered in each subtopic.

CONTENTS	Must include
What is Virtual Reality (VR).	Keywords and definitions that used in VR.
History of Virtual Reality.	Evolution of VR from past to present.
Types of Devices.	Devices that can be used to VR activities.
Advantages and Disadvantages of VR.	Advantages of VR technology. Disadvantages of VR technology. Limitation of VR technology.
VR using organizations.	How different organizations using VR into their industries.
Use of VR in industries.	How to introduce VR to different organizations. How to use VR effectively in industries.
VR used in Games.	Basic knowledge how gamers can use VR for gaming.
Future with VR.	Innovative ideas to use VR for different organizations.
Conclusion.	Summery and binding of all session.
Question and Answer session. (Audience Engagement)	Give 10 questions to the audience on discussed details to evaluate the session effectiveness.

Table 1. 13 Content of the Project

CONTENTS	Assigned Team Member
What is Virtual Reality (VR).	Shanka Bandara
History of Virtual Reality.	Mohamed Afridi
Types of Devices.	Binadi Jayaratne
Advantages and Disadvantages of VR.	Isuri Arunthadi
VR using organizations.	Dexter Monroe
Use of VR in industries.	Yaalnhiey Manoharan
VR used in Games.	Mumin Aslam
Future with VR.	Ryan Wickramaratne
Conclusion.	Lakshan Sandaruwan
Question and Answer session. (Audience Engagement)	Mohanananthan Shajeeban Mohamed Sihaf Mohamed Afridi

Table 1. 14 Assigned team members to tasks

1.4 Goal and Objectives of the project

“Goal” and “Objectives” seems to interchangeable phrases on the surface. To get more idea like dive in the meaning of them. A goal is an achievable outcome which is typically broad for a long term. Goal is undoubtedly very crucial for any project to be success.

But an objective on the other hand is define a specific and measurable actions which each team member must take to in order to achieve the goal. In other words, objectives are steppingstones towards the goal. Hence objectives can be called as mini-Goals.

Hence, the main difference between the goal and objective is goal provide direction and objective measures how we should follow that direction.

1.4.1 Using SMART criteria

Typically, we can use S.M.A.R.T criteria to define the measurable specific actions of objectives. S.M.A.R.T. is a mnemonic acronym which guide to setting objectives and goals. Before set a goal or objectives, it's better to follow SMART criteria. Otherwise, goal/objectives which set would be meaningless or impossible to achieve.



Figure 1. 3 SMART Criteria

S = Specific :

Specific goals answer to “W” questions. Which are Who, What, Where, When, Which and Why. When we identify each element, we can know which tools and actions require to reach the goal.

For example,

Who – Who is involved?

What – What do we want to accomplish?

Where – Where will we complete the goal?

When – When do we want to do it?

Which – Which requirements and constraints might get in our way?

Why – Why are we doing it?

For example, a regular goal would be “We want to complete a workshop.”

But a specific goal would be “We want to conduct a webinar through Microsoft Teams with allocated team members within 1 month to complete the workshop.”

M = Measurable :

Measurable goals are defined with precise times, amounts or other units. Creating a measurable goal easy to determine our progress start to the end. Measurable goals help us to figure out whether we are heading to the right direction or not.

Measurable goal answers the questions starts with “How.”

Such as How much, How many, and How fast?

A specific goal with measurable criteria would be “We want to conduct a webinar within 1 month to complete the workshop. We will aim to reach each milestones week by week.”

A = Achievable :

Achievable goal stretches the limits of what we think is possible. The key to setting an achievable goal is to look at our current situation and set an objective that seems slightly beyond our reach. In that way, even if we fail, we would have accomplished significance.

At the criteria we asked ourselves these questions:

“Do we have enough resources and time to achieve the goal? If not, what we are missing?”

“Is this workshop achievable with given time? Have anyone done successful this kind of workshop before?”

A specific goal with achievable criteria would be “We will use our interpersonal skills to conduct a webinar within 1 month to complete the workshop. We will aim to reach each milestones week by week.”

R = Relevant :

Relevant goals focus on what we truly desire. Because nobody set goals for the fun. There should be a key benefit when setting a goal. Relevant goals are exact opposite of the inconsistent or scattered goals. When setting a goal for even ourselves, we have to consider whether or not they are relevant. In other words, the goal should align with our value.

A specific goal with relevant criteria would be “To improve our soft skills and for the personal development we will use our interpersonal skills to conduct a webinar within 1 month to complete the workshop. We will aim to reach each milestones week by week.”

T = Time-Bound :

Time -bound goal have specific deadlines. We are expected to achieve our goal with desired outcome before target day. If the goal doesn't have start and end date, there will be no sense or urgency of the goal. It results less motivation when achieving the goal.

A specific goal with time-bound criteria would be “To improve our soft skills we will use our interpersonal skills to conduct a webinar within 1 month to complete the workshop. We will aim to reach each milestones week by week. Each member should complete all the tasks within 2 weeks. ”

Goal and objectives of our team	
Goal	Objectives
Conduct a webinar on the topic of “Creating an Interactive Virtual Experience in Organizations.”	Select a topic
	Discuss about the contents to be added to the topic. (Divide main topic into subtopics)
	Assign team members to handle tasks. (Assign team members to be responsible on each subtopic)
	Create PowerPoint slides for each content.
	Merge all the slides.
	Finalize the presentation slides.
	Add a backup plan for each activity.
	Do a rehearsal session to practice.

Table 1. 15 Goal and Objectives of the team

Goal and objectives setting for myself (author)	
Goal	Objectives
Create PowerPoint slides on the given subtopic “Future with VR.”	Gather information.
	Gather relevant pictures to describe the information.
	Prepare the documentation:- Creating the slides.
	Complete the documentation:- Finalize the slides.
	Test and send the finalized document to the team leader.
	Get ready for speak to the audience on the project day.

Table 1. 16 Goal and Objectives for myself

1.5 Time Management

Time management is a process to organizing time for specific activities. With proper time management enables us to work in smart to reach goals and objectives in lesser time. For better time management we used “Eisenhower Matrix” tool , “Pareto Principle”, “Gantt Chart” and “Critical Path Analysis(CPA)” among many time management methods.

1.5.1 Eisenhower Matrix

Eisenhower was the 34th President of United States of America. This is a simple decision-making tool that helped us to time manage efficiently. This tool helps to prioritizing tasks and classify them as what is urgent or not. So, to do that we listed out our all tasks first.

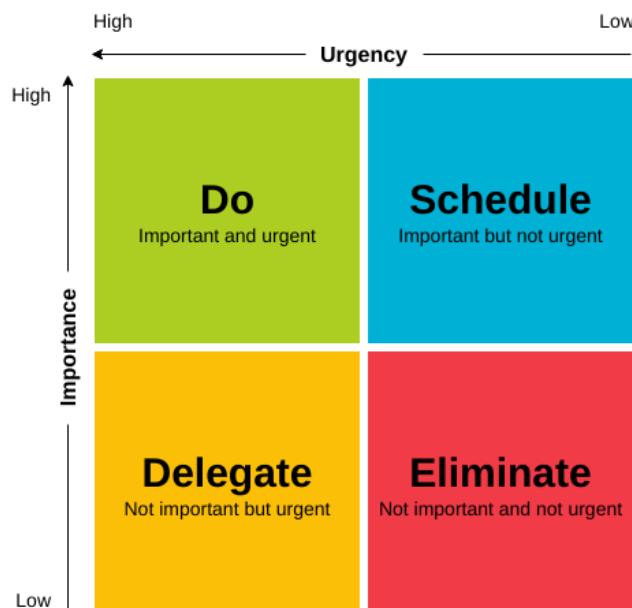


Figure 1. 4 Eisenhower Matrix

Then we can separate our tasks based on 4 possibilities.

Do:- Urgent and important tasks that we must do immediately.

Schedule:- Important but not urgent tasks that we can schedule to do later.

Delegate:- Urgent but not important tasks that we can delegate to someone else.

Eliminate:- Neither urgent nor important tasks that we should eliminate.

Eisenhower Matrix for our team	
Do	Schedule
Delegate	Eliminate
Select a topic. Decide the contents to be added to the topic. Create PowerPoint slides for each content.	Add a backup plan. Merge all the slides. Finalize the project.
Gather information. Create the slides creatively.	Creating an animation to the presentation. Meet team members physically to plan the project.

Table 1. 17 Eisenhower Matrix for our team

1.5.2 Pareto Principle

Pareto Principle is also known as 80/20 rule. This principle helps us to realize that the majority of the results come from minority of inputs. In short, the 20% of inputs create 80% of output or in contrast 80% of inputs create 20% of output.

For instance, someone can work smart and spend 20% of time to get 80% result, while another one can spend 80% of time but to 20% of result.

So, this principle helps us to understand , being busy doesn't mean productive. But this doesn't mean hard work is a bad thing. We should do hard work with using time efficiently.

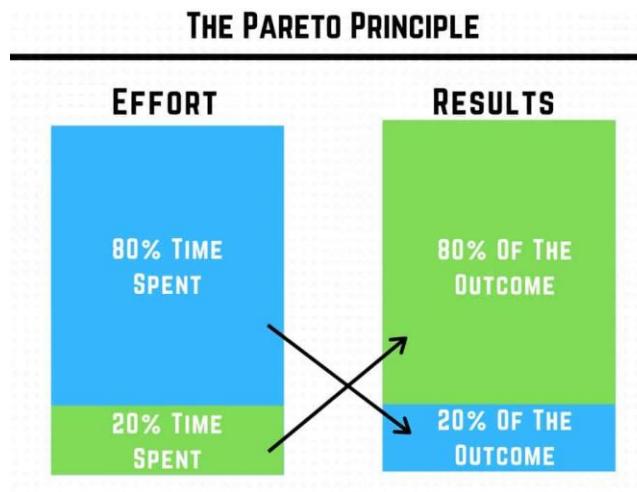


Figure 1. 5 Pareto Principle

So, we used Pareto Principle when we are specifying the tasks. So, we expected to cover 80% of our goal by doing 20% of tasks. This helped us to reach our goal way better than expected.

And also, this Pareto Principle helped to time manage in my life too. Before I used to spend 80% of my time to use social media, play games but dedicated 20% time to do important work for my life. But after realizing this principle, I changed the way of my life, and I gave 20% of my time to the phone and contributed 80% on my work. This helped me to improve my work efficiency a lot.

1.5.3 Project Schedule and Milestones

Once the project plan has been signed off, it was the time to move on the project schedule. We expanded the project plan by outlining activities. This is the step which focusing on the activities. A project schedule simply indicates what has to be done.

Project schedule is a timetable that includes start and end dates with milestones. And the milestones in other hand defines the specific points within a project's life cycle. Milestone is used to measure the progress toward the ultimate goal. Project or the goal cannot achieve instantly. Instead, we only know the deadline of the project and the final goal which we want to achieve it.

As told before milestones are representing the achievements that we've to get when drive towards the ultimate goal. The milestones help us to ensure we're on right track towards the goal. Milestones do not impact with the project duration. Instead, they focus on major project progress points that must be reached to achieve the ultimate goal.

So, when we create the project schedule, first we did was enter the start and end date of the project. Then we added milestones to be achieved with allocated times. We listed our every objective to be covered with relevant time frame. So, we would have proper timeline to follow to reach the goal step by step. Each team member was responsible to finish their tasks within allocated deadline date.

Project Schedule of Milestones			
Milestone No	Milestone Outline	Complete before	Duration
1	Topic Selection. (Starting Date)	4 th Aug 2021	7 Days
2	Decide the contents and assign members to each content.	9 th Aug 2021	2 Days
3	Completion of tasks.	30 th Aug 2021	14 Days
4	Add a backup plan.	30 th Aug 2021	16 Days
5	Finalize the final project slides.	17 th Sep 2021	13 Days
6	Rehearsal Session.	27 th Sep 2021	20 Days
7	Presentation (Ending Date)	4 th Oct 2021	25 Days

Table 1. 18 Project Schedule of Milestones

1.5.4 Gantt Chart

A Gantt Chart is commonly used in project management. It is one of the most popular and useful ways to show tasks and milestones against time. On the left of the chart is a list of activities and along the top is the suitable time scale represented.

In order to work with better time management, we have created a Gantt chart. Each member was responsible to follow the Gantt chart through the entire project. I used “Microsoft Project Professional – 2019” application to create a better Gantt Chart for a better understanding.

ID	Task Mode	Task Name	Duration	Start	Finish	Predecessors
1		Work on the project	27 days	Jul 24	Aug 30	
2		Group Creation	1 day	Jul 26	Jul 26	
3		Idea generation for topic	7 days	Jul 27	Aug 4	2
4		Topic Selection	0 days	Aug 4	Aug 4	3
5		Idea generation for contents	2 days	Aug 5	Aug 6	4
6		Decide the contents	0 days	Aug 6	Aug 6	5
7		Assign team members for tasks	0 days	Aug 9	Aug 9	6
8		Work on assigned tasks	14 days	Aug 10	Aug 27	7
9		Tasks completion	0 days	Aug 30	Aug 30	8
10		Improve the Project	27 days?	Aug 15	Sep 20	
11		Discussion for a contingency plan	16 days?	Aug 9	Aug 30	7
12		Add a backup plan	0 days	Aug 30	Aug 30	11
13		Merge the slides	13 days?	Aug 31	Sep 16	9
14		Finalize the project slides	0 days	Sep 17	Sep 17	13
15		Practice to do workshop	25 days?	Aug 30	Oct 1	
16		Practice to do presentation	16 days?	Aug 30	Sep 20	
17		Practice Session	0 days	Sep 21	Sep 21	16
18		Correct the mistakes	4 days?	Sep 22	Sep 27	17
19		Rehearsal Session	0 days	Sep 27	Sep 27	18
20		Get ready for the final presentation	25 days	Aug 30	Oct 1	8
21		Presentation	0 days	Oct 4	Oct 4	19,17,9,14,12,6,7

Figure 1. 6 Gantt Chart Table

According to this figure there are three main objectives to complete to reach the goal.

1. Work on the project
2. Improve the project
3. Practice to do the workshop

There are several steps in each objective and there are milestones too. The Duration column indicate the duration of dates planned to complete. And we were aware to leave Saturday and Sunday as non-working days because we have lectures and other educational courses to follow. And we considered as them resting days also.

And the Start and Finish columns indicate the planned starting date and finishing dates of the tasks. And finally, predecessor column presents task ID numbers. Meaning the tasks that come immediately before the next task. For example, when consider my Gantt Chart the Task ID 3 must do immediately right after the task ID 2.

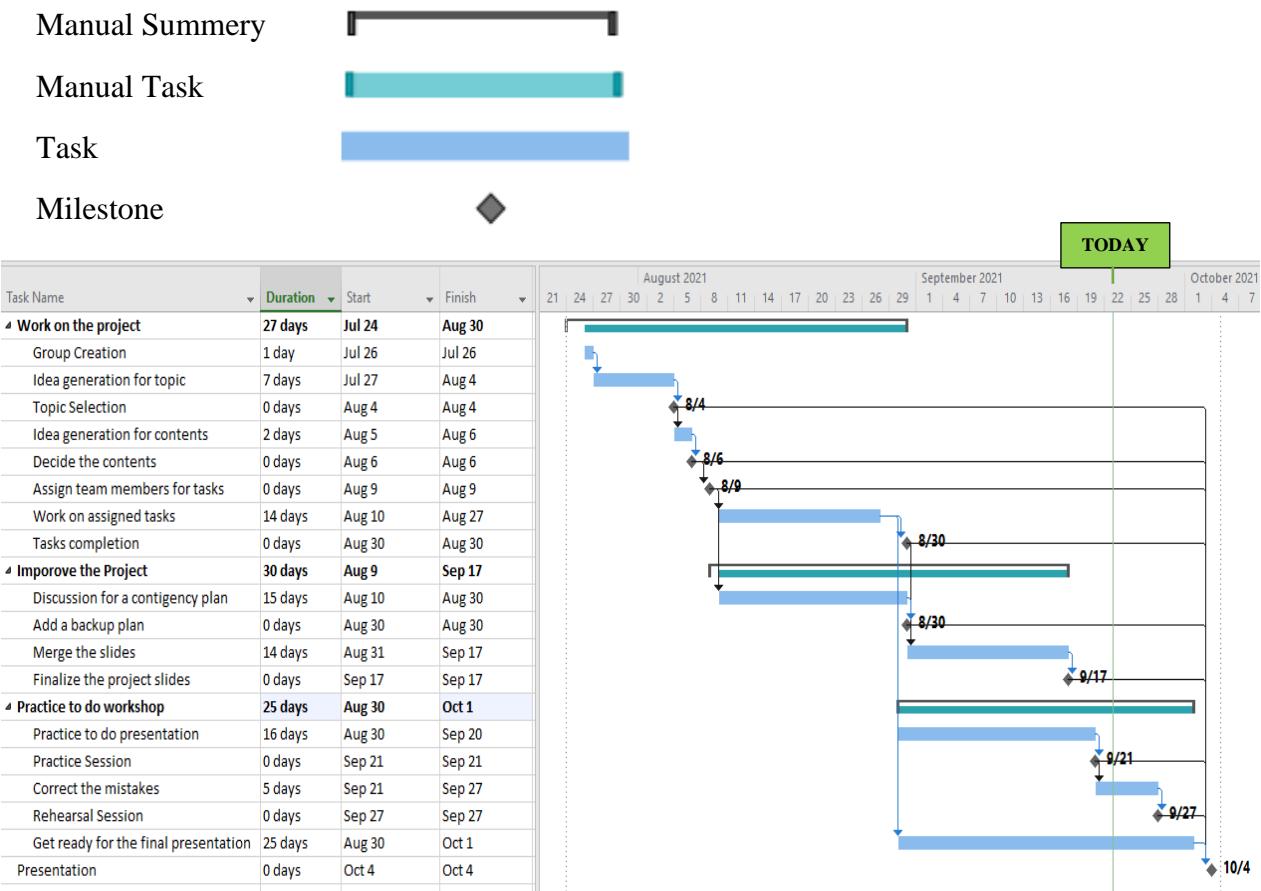


Figure 1. 7 Gantt Chart Table with Diagram

Above figure indicate the Gantt chart with the diagram. The legend has been given at the top of the diagram. We can see every milestone has been connected to the final milestone which is the final presentation. With using this Gantt Chart, we can easily organize our project, and this improves the project visibility. By following this we can keep on track what we are doing and should do next.

1.5.5 Critical Path Analysis (CPA)

Critical Path Analysis(CPA) is a project management technique used to map out every key task that is necessary to complete a project. This includes the amount of time necessary to finish each key tasks.

In CPA, there are 6 steps to move on.

1. We need to Specify Each Activity
2. We need to Sequence the activities – By understanding dependencies of the link one activity to the next.
3. Draw the Network Diagram – This is a graphical representation that uses arrows to connect the activities which shown in boxes. In the boxes we can record information that important.
4. Estimate Activity duration
5. Identify the Critical Path – Critical path is the longest route through the network.
6. Update the Critical Path Diagram to show progress – Use the critical path as a monitoring tool as well as a planning tool and to update it to show progress.

Critical Path is the longest path in time start to finish. This sequence of activities necessary to be completed to ensure the finish the entire project.

Critical Path Analysis example:

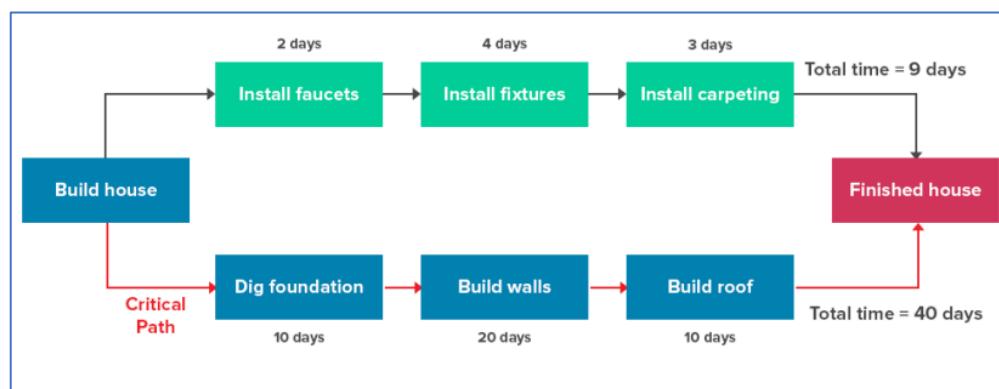


Figure 1. 8 Critical Path Analysis example

As given the figure, build and finishing the house can be done in 2 ways. Above green boxes path takes lesser days than below blue boxes path. So, the blue boxes path is the longest path which represent the critical path which takes 40 days to finish the house.

Critical Path Analysis for our project :

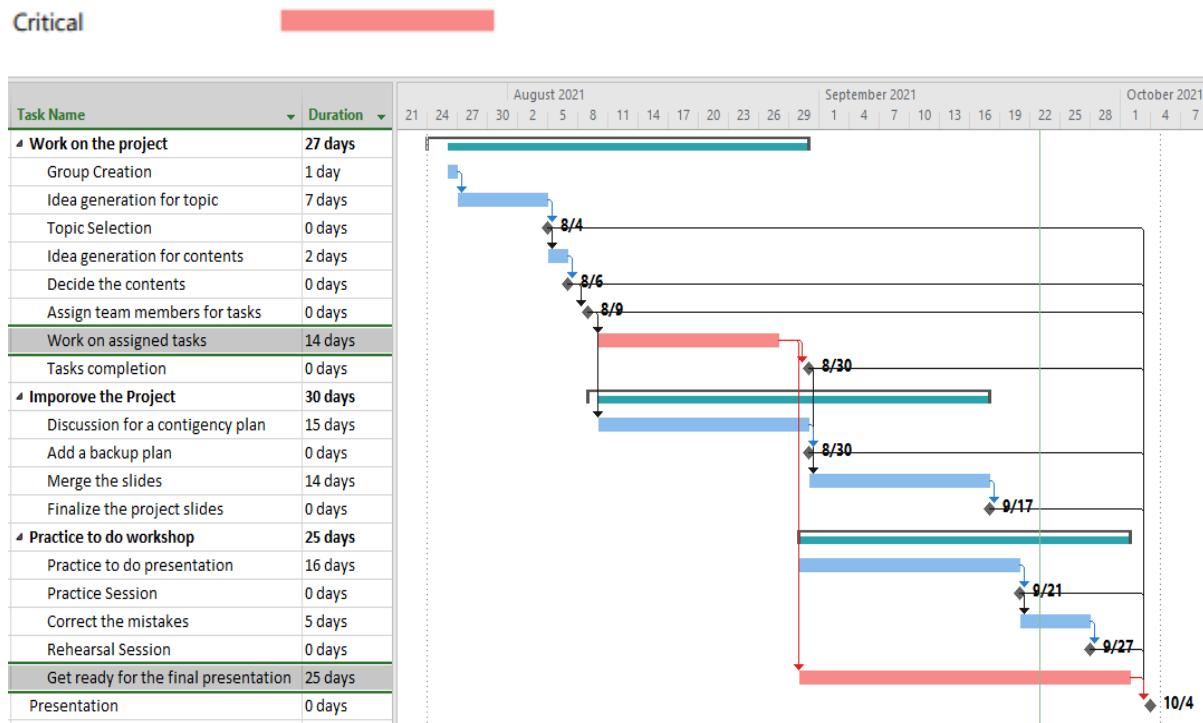


Figure 1. 9 Critical Path Analysis with Gantt Chart

In Microsoft Project Professional application, there is a tool to find critical path automatically according to the created Gantt Chart. According to our Gantt Chart the critical path is the highlighted tasks in above figure.

The critical path tasks are as following:

Work on assigned tasks – 14 Days

Get ready for the final Presentation – 25 Days.

These both tasks are necessary to be completed because they are the core tasks needs to be achieved to complete the project successfully. And these 2 tasks totally consume 39 days to complete which fulfill the longest path in time start to finish. And in the above figure diagram, critical path is presented in red color.

So, we can focus more on this critical path since it's necessary and it takes lot of time to complete. If we lose the focus on the critical path, we would be ended with incomplete project eventually.

1.5.6 Time schedule on the project day

Then we created a timetable for the final day of presentation. We've breakdown the project time with individual tasks. And we allocated timeframes for each member to present. According to that we adjusted our agenda when presenting on the project day. When we allocate time for each presenter, we have given lesser time for introduction part presenters and gave more time for core part presenters.

Task	Presenter	Duration
What is VR	Shanka Bandara	3min
History of VR	Mohamed Afridi	3min
Types of devices used in VR	Binadi Jayaratne	4min
Advantage and Disadvantage in VR	Isuri Arunthadi	4min
Organizations that use VR effectively	Dexter Monroe	4min
Use of VR in industries/ Departments	Yaalnhiey Manoharan	7min
VR used in Games	Mumin Aslam	5min
Future with VR	Ryan Wickramaratne	7min
Conclusion	Lakshan Sandaruwan	3min
Quiz Session and audience engagement	Mohananthan Shajeeban Mohamed Sihaf Mohamed Afridi	20min
Total Time		1 Hour

Table 1. 19 Time Schedule on the project day

1.6 Contingency Plan

In this project and as in the life, we have to keep in our mind to always expect the unexpected. A contingency plan is a set of alternative actions designed early if a significant task or event may not happen in future. It's simply can be referred as "Plan B." So, we were aware to create a contingency plan when our primary plan doesn't execute as intended.

We followed 2 steps to follow contingency plan as below

Step 1:- Assess the risk

In this step we identified the risks may happen in future.

Then we prioritized the risks according to our project time frame.

Step 2:- Create the contingency plan

In this step we detailed how we're going to react if one of identified risked situation may actually happens.

In contingency plan we have specified who is in charge to handle the situation.

1.6.1 Benefits of contingency plan

- * Helps to minimize the damage: When there is an alternative plan, we can execute that alternate plan if any unexpected situation happens.
- * Helps to improve reactivity: When there is a contingency plan, we can quickly react to overcome a problem without thinking about it too much or being panicking.
- * Helps to bounce back quickly: When a problem strikes, we can quickly resolve that challenge and bounce back to normal quickly.

1.6.2 Contingency plans of our team

Risk 1 :- If any team member unable to complete the given task in time.

Contingency Plan:-

Afridi was informed to keep track of on each member's task. We assigned Afridi to help each one of them to speed up their process if it seems their progress is slow.

Then the leader assigned Mumin and Ryan (Author) to help members who face difficulties in time management.

Risk 2 :- If any team member unable to join on project day. (This could be happened due to any power failure, or any illness happen.)

Contingency Plan:-

We have assigned some of responsible team members to handle if any member couldn't join on project day. Or maybe due to technical issues, some core functions maybe intercepted. We were aware on this and after a long discussion we have assigned several team members for crucial tasks in case of emergency as below table shown. We assigned backup team member with a priority number. For example, if no.1 member seemed to be disconnected, no.2 member should act on no.1 behalf.

Crucial Task	Assigned team member with backup members
Screenshare	1. Isuri Arunthadi 2. Mohananthan Shajeeban 3. Lakshan Sandaruwan
Coordination	1. Yaalnhiey Manoharan 2. Dexter Monroe 3. Shanka Bandara
Quiz Session	1. Mohananthan Shajeeban 2. Mumin Aslam 3. Ryan Wickramaratne

Table 1. 20 Contingency Plan

1.6.3 Evaluate the contingency plan

Scenario	Contingency Plan	Backup team members
Unable to complete tasks in given time	Tracking team members' tasks.	Afridi
	help team members who face difficulties in time management.	Mumin Ryan (Author)
Evaluate the contingency plan		
Was this useful?	When was this used?	
Yes	<p>Shajeeban had a funeral at his home. Due to that he was in hard situation to complete the given task. Afridi inform us about this since he was responsible to keep track on every team member's tasks. Me and Mumin called Shajeeban and then helped him to plan and complete the given task in time.</p>	

Table 1. 21 Evaluate contingency plan scenario 1

Scenario	Contingency Plan	Backup team members
Unable to join to the presentation on the project day.	Assigning some of responsible team members to handle if any member couldn't join on project day	Isuri Lakshan Yaalnhiey Dexter Shanka Shajeeban Mumin Ryan
Evaluate the contingency plan		
Was this useful?	When was this used?	
Yes	<p>Isuri was responsible on screen sharing and move the slides on the presentation on the project day. But on the rehearsal day she was unable to join the session because her Microsoft teams account was being locked. Since we cannot rely on her, Shajeeban took the responsible according to the backup plan.</p>	
	<p>On the project day when I was presenting, I had a sudden power cut. According to the backup plan Yaalnhiey backed me up until I rejoin the session.</p>	

Table 1. 22 Evaluate contingency plan scenario 2

1.7 Challenges and Problems Occurred during the project

Since the starting day of the project, we had to face different kind of challenges. In order to overcome these obstacles, we had to use different kind of problem-solving techniques. Here are some of the problems and challenges we had to face during the project.

Challenges and Problems we faced:

- To find a suitable media for team formation.

To overcome this, we individually informed team leader to create a WhatsApp group chat to gather remotely through electronic devices.

- Finding a suitable topic for our workshop.

Each one of team members brainstormed their ideas and generated a pool of ideas. Then after going through a long discussion, we decided to follow 1 topic.

To avoid conflicts team leader explained the reason to follow the selected topic.

- Assign suitable team members to each task.

We used Belbin's Theory roles when assign team members to each task. When assigning team members to each task, we asked their willingness also.

- Create an effective schedule for the project.

We created a Gantt chart and created a Critical Path Analysis to manage the time in better.

This helped us to avoid being stuck at the deadline dates.

- Lack of resources to complete the project.

We followed SWOT analysis to analyze what we have.

Then we turned our weaknesses in to strengths and we turned every threat to opportunities.

Because of that we managed to do project with limited resources without any problems.

- Less contribution during brainstorming and decision-making process.

We encouraged each team member to participate.

We introduced a better project plan and assigned some capable team members to guide and help weak team members to overcome their challenges.

- Resist to admit decisions and stick hard on their own ideas.

In every decision, we were aware to make a better explanation of the reason to choosing the decision.

We presented pros and cons for every decision that we made.

- Language problems when communicating with each other.

Some team members were unable to speak native languages.

Because of that everyone agreed to follow the most followed universal language which is English to communicate each other.

- Some members were being irresponsible when completion of tasks.

When completing the tasks, some members seemed to be sluggish. They didn't mind of completing given tasks in time.

To prevent this, we followed some problem-solving methods rather than using 1 method because completing the tasks is the core of the project.

- Some team members are had difficulties when completing the tasks.

Due to lack of experiences and other personal reasons, some members had difficulties to complete the tasks.

So, we prepared a contingency plan to prepare for it but in order to prevent that happen. We assigned responsible team members to help and guide them to overcome their difficulties when completing the tasks.

- Leader being autocratic in sometimes and pushing team members to do impossible.

When leader pushing us to do impossible, we informed and explained in proper manner why it is impossible to do.

We were aware to suggest with alternative options to overcome leader's weaknesses, so we can reach to the desired goal as a team.

There are several methods to overcome these challenges. We used them to go on easy when any problem occurs. Sometimes we had to use several methods to solve 1 particular problem. In the below chapter Task No. 2, there will be more explanation on how we used different kind of problem-solving methods to overcome these challenges.

1.8 Importance of effective communication

1.8.1 Types of communication skills we developed

One of most important life skills is communication since the stone age. This helps to pass information to people to make decisions or have responses.

There are 2 types of communication skills we developed through the project:

1. Interpersonal Communication:-

This is a process of exchanging ideas, information, and thoughts between two or more people face to face manner.

Ex:- Patience, Empathy, Flexibility, Active listening and etc.

2. Transferable Communication:-

These are the skills which we have to develop from workplace, educational or vocational training.

Ex:- Leadership, Teamwork, Problem solving, Adaptability and etc.

At the beginning of this project, we started to improve our interpersonal communication skills by communicating with team members. We started brainstorming and sharing our thoughts, skills, and information about ourselves to each other. With that we were enabled to reduce our anti-social behaviors and induced our activity towards the project.

Since the project is related to professional training, we were able to improve our transferable communication skills too. Some communication skills cannot develop by speaking to friends or neighbors. We have engaged on formal type activities to develop transferable communication skills. Hence, this project was a good experience to improve our transferable communication skills.

1.8.2 Communication types we used

For an effective communication, there should be 2 major parts. “Verbal Communication” and “Non-Verbal Communication.” The nonverbal communication is more important since 65% of the message regularly include the non-verbal communication while verbal communication includes 35%.

Below table demonstrate the difference between Verbal communication and Non-Verbal communication.

Verbal Communication	Non- Verbal Communication
Exchange information by words.	Exchange information by wordless cues.
Has less chance of confusion.	Has high chance of confusion.
Take less time to deliver the message.	Can take more time.
Not essential the presence of both parties at the same place.	Require the presence of both parties at the same place.

Figure 1. 10 Differences between Verbal Communication and Non-Verbal Communication

Above both methods were being useful when doing the project. We used non-verbal communication to illustrate what we are speaking. And we used verbal communication to speak what we are showing. Hence, both types of communication were used to communicate with target audience.

1.8.3 Using Effective communication for the project

One of most important social skill is the communication. With an effective communication, we are not only conveying the message to the receiver. But also, we let them know about our thoughts and feelings to them. Above both Interpersonal & Transferable communication skills led us to effective communication among the members.

But to deliver a message with fulfilling its purpose, we had to keep in mind the characteristics which needs for effective communication.

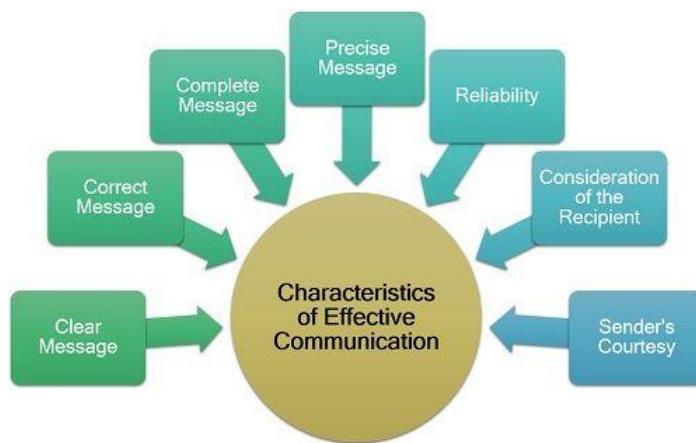


Figure 1. 11 Characteristics of Effective Communication

- * Clear message:- The message should be understandable and simple.
- * Correct message:- The message should be a true message without any errors and grammatical mistakes.
- * Complete message:- Since decisions are based on the message, the message shouldn't be an incomplete message.
- * Precise message:- The message information should be short and straightforward.
- * Reliability:- The message should be reliable from both ends of sender and receiver.
- * Consideration of recipient:- When conveying the message, receiver should consider the receiver's attitude, language, educational level, and position.
- * Senders' Courtesy:- The message should be reflecting the sender's respect and humbleness towards the receiver

Since there are lot of characteristics need for effective communication, we were aware to follow all of these characteristics to maintain good communication with others. When announcing special notices or information, everyone was responsible to send those as a clear, precise message within the group. And when working with teammates, we never forgot to communicate to others by giving respect.

But there are certain obstacles would be occurred during the communication process which would be hinder the effective communication. These barriers could be involved with the words which using, peoples background status or any other physical barriers as shown in the below figure.(M, 2018)



Figure 1. 12 Barriers to Effective Communication

Hence, when we communicate with each other, we were aware to reduce these communication barriers. When communicating most of time we used English language since it's well known by everyone. Sometimes we had to speak certain members with local language to reduce the noise of the message. And some members were from different backgrounds. Some members were having different attitudes and demographic differences. Hence, we were careful to speak with members with an understanding their differences.

Because of the COVID situation, we didn't have a way to meet each other. But to have effective group conferences, we had to use Microsoft Teams since it is very reliable video conferencing platform than the Zoom or other applications. To send messages and make calls, we used WhatsApp because the interference for communication is very less through it, and everyone was using this social media platform.

1.8.4 Using digital media for effective communication

With information technology, the social networking websites and video conferencing were initiated. Today most people use IT platforms to have effective communication with others. These digital media help everyone to share information in instant wherever they are.

Digital media enhance the communication process in many ways. Since the satellites and wireless signal technology has been improved the speed of the communication is enhanced. The messages are instantly sent by any location for any destination. And since there are improved encryption of the message, the reliability of communication process has been improved. And the digital media allows people to have real time communication even they live far apart. Hence, the digital media improved the interaction among people which leads to effective communication.

To have group chats and video conferences there were so many digital media platforms to use. There are so many social media platforms to have chats and calls. Such as Facebook, Twitter, Tik Tok, WhatsApp, Viber, Imo, and Telegram are some of the social media platforms that can be used to have chats and calls. To consider better digital media platform to use, we had to consider pros and cons of them as below.

Social Media Platform	Pros	Cons
Facebook	Fast and reliable.	Few members are using.
Twitter	Can exchange messages.	Can't having calls.
Imo	Calls are reliable.	No group chats availability.
Telegram	No image/video compression.	Calling signal strength is low.
Google +	Can create groups.	Few members are using.
Tik Tok	Can message.	Can't make calls.
Instagram	Can message and call.	Can't create group chats.
Viber	Can message and call. Can create group chats.	Calling signal strength is low. Few members are using.
WhatsApp	Can message and call. Can create group chats. Calling signal strength is good. Everyone is using.	

Table 1. 23 Pros and Cons of Social Media platforms to have chats and calls

As above the table, among many other social media platforms the Viber and WhatsApp were near our requirement. Since the WhatsApp has more advantages than Viber, we choose WhatsApp to have group chats, messages, and calls. Hence, WhatsApp was helped us maintain effective communication through entire project.

Platform For video conferences	Pros	Cons
Facebook	Fast and reliable.	Video quality is low.
Imo	Calls are reliable.	Video call quality is low.
Telegram	Can have chats.	No video calls.
Google +	Can have chats.	No video calls.
Tik Tok	Can have chats.	No video calls.
Instagram	Can have chats.	No video calls.
Viber	Most members are using.	Video call quality is low.
WhatsApp	All members are using.	Can't add more than 8 people.
Zoom	Can interact with the screen. Can share slides and presentations. Most members are using.	Have to subscribe to use more than 40 minutes video conference.
MS teams	Fast and reliable. Can interact with the screen. Can share slides and presentations. All members are using. No need to subscribe to use. Video call quality is high.	

Table 1. 24 Pros and Cons of Social Media platforms to have video conferences

As above table to have video conferences we have chosen Microsoft teams since it has many advantages than the other platforms as given. Hence, with this project we understood there are many digital media platforms to use but the main purpose of them is different for each other. We understood those differences and effectively used our knowledge and experiences to choose communication methods for work on the project successfully.

1.8 Evidences / Findings / Outcomes of the project

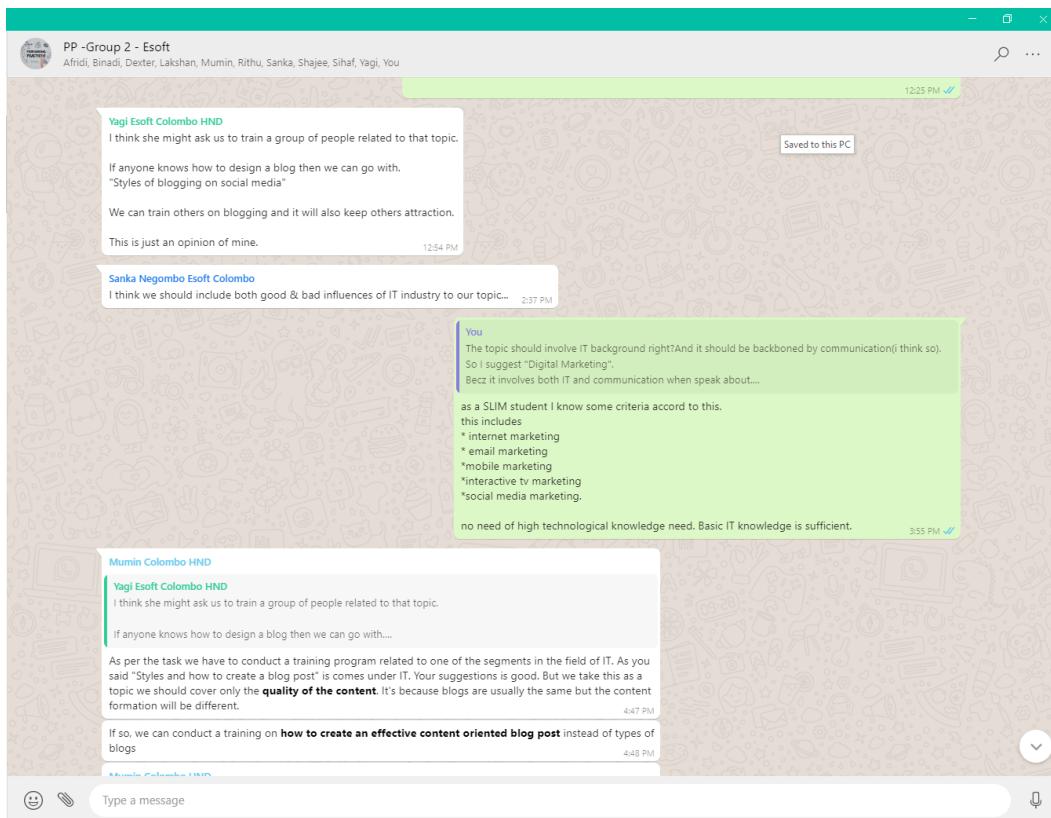


Figure 1. 13 WhatsApp group Chat

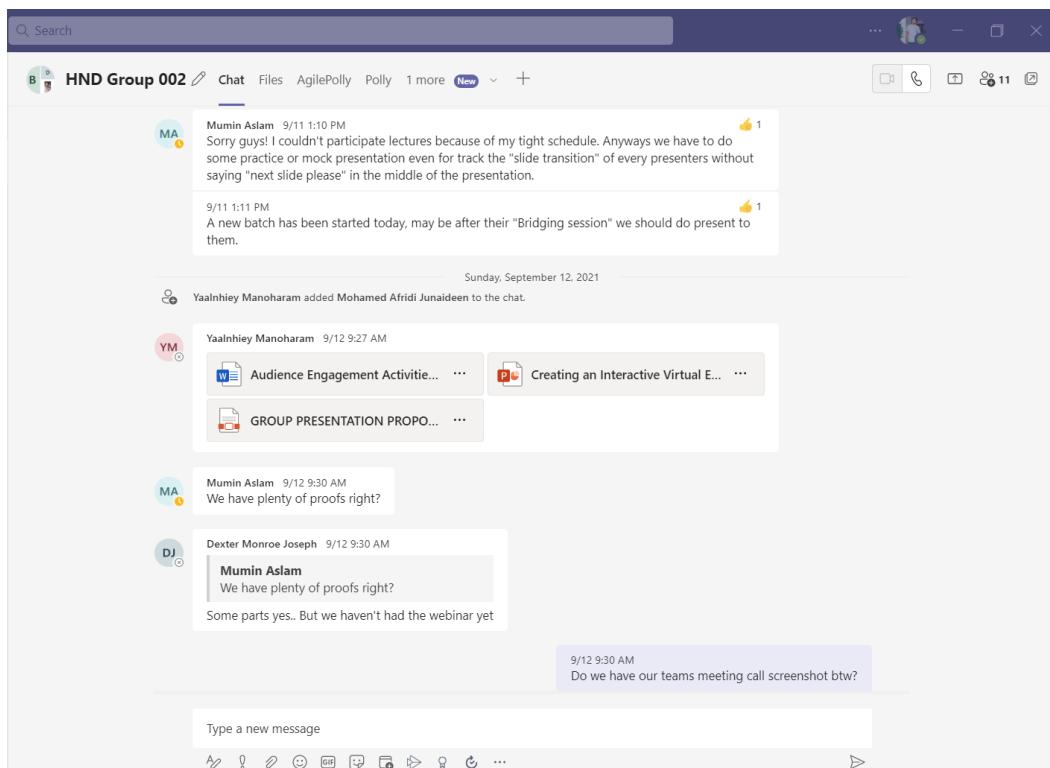


Figure 1. 14 Microsoft Teams group Chat



Figure 1. 15 WhatsApp call log

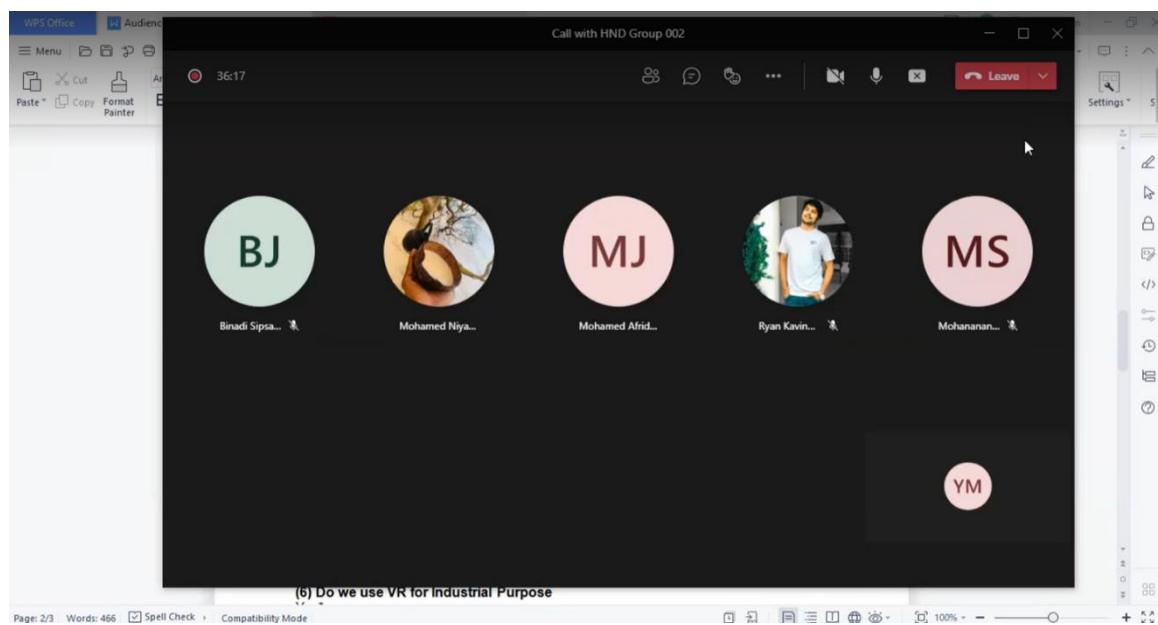


Figure 1. 16 Rehearsal day practicing through Microsoft teams

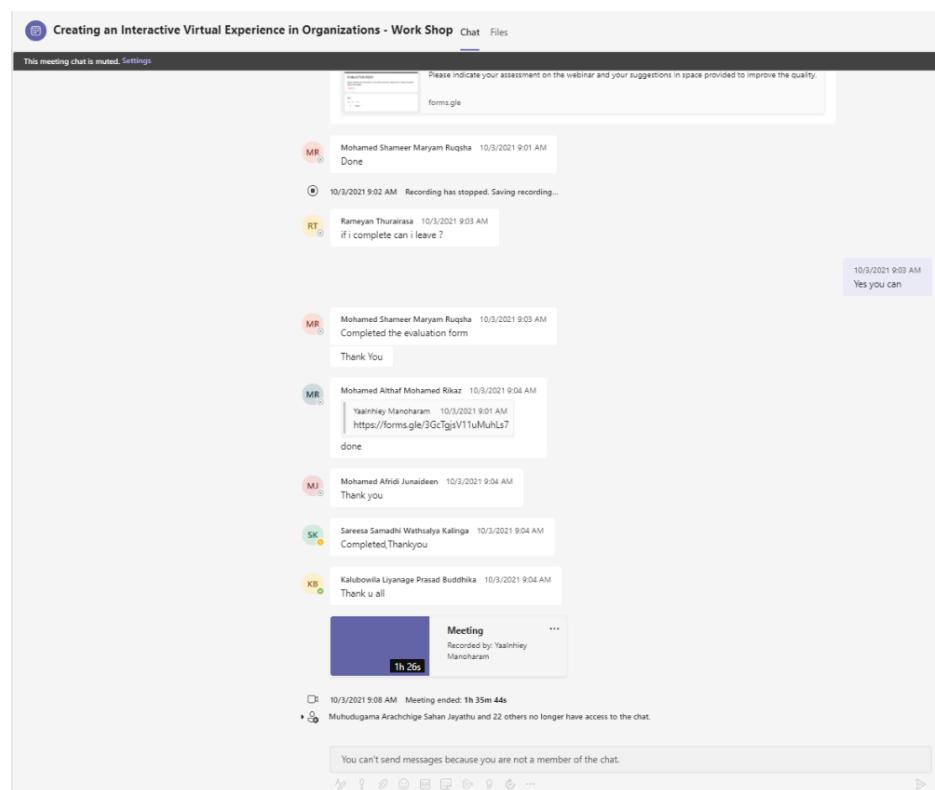


Figure 1. 17 Workshop day Microsoft Teams chat



QUIZ Session

1. What is the standard form of VR? *

- Very Real
- Virtual Reality ✓
- Virtually Real
- Variant Result

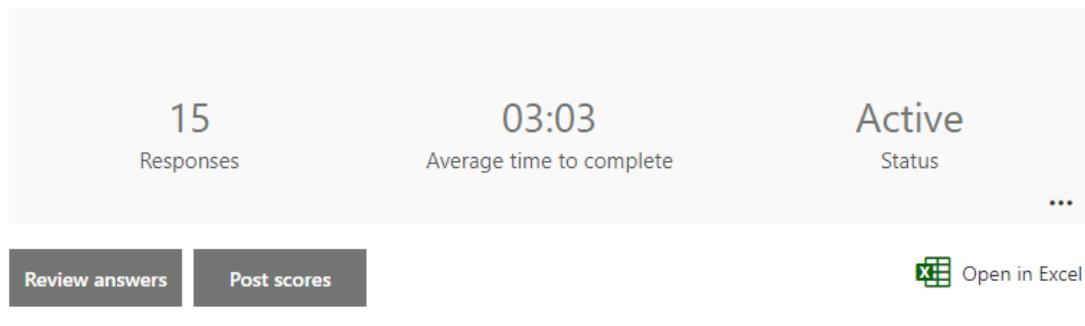
2. How does VR works? *

- By Internet
- By Screen Batch
- By Wearing the Headgear ✓
- None of the above



Figure 1. 18 Audience Engagement Session Quiz questions

QUIZ Session



1. What is the standard form of VR?

100% of respondents (15 of 15) answered this question correctly.

[More Details](#)

Very Real	0
Virtual Reality	15 ✓
Virtually Real	0
Variant Result	0



Figure 1. 19 Audience Engagement results

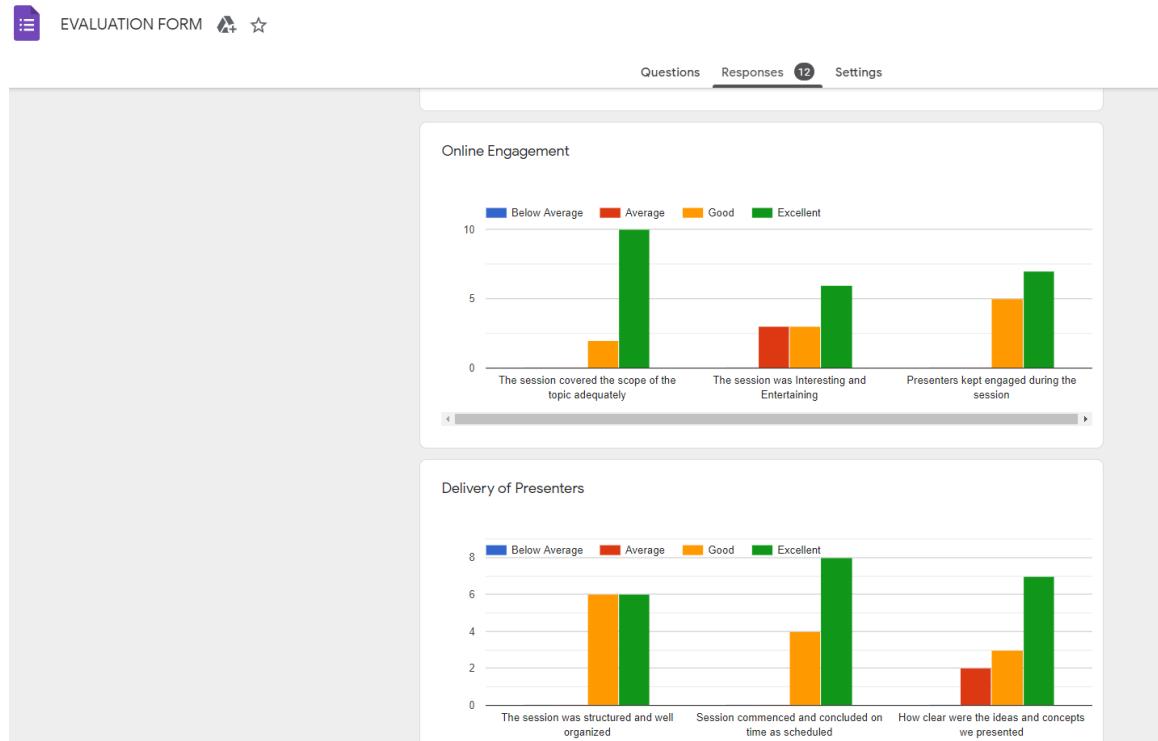


Figure 1. 20 Evaluation form results 1

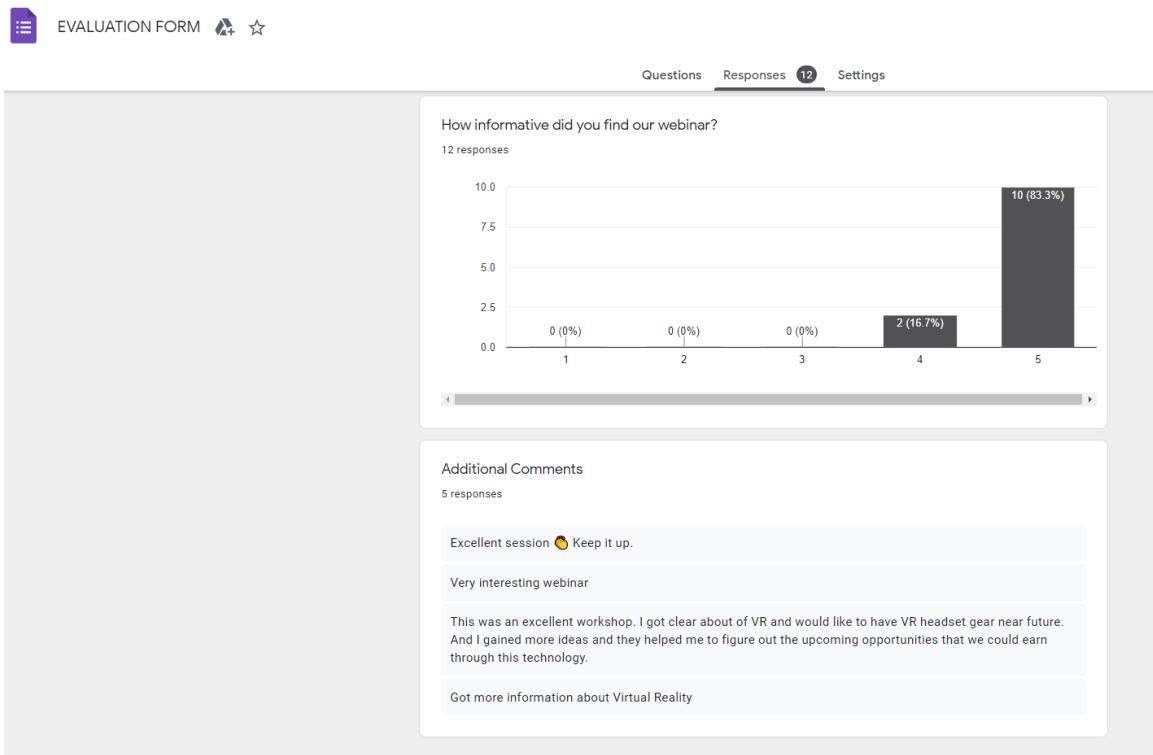


Figure 1. 21 Evaluation form results 2

Task 2

2.1 Problem Types

2.1.1 What is a Problem

Problem can be defined as a gap between actual state and desired conditions. In other words, it can be defined as unfulfilled need.

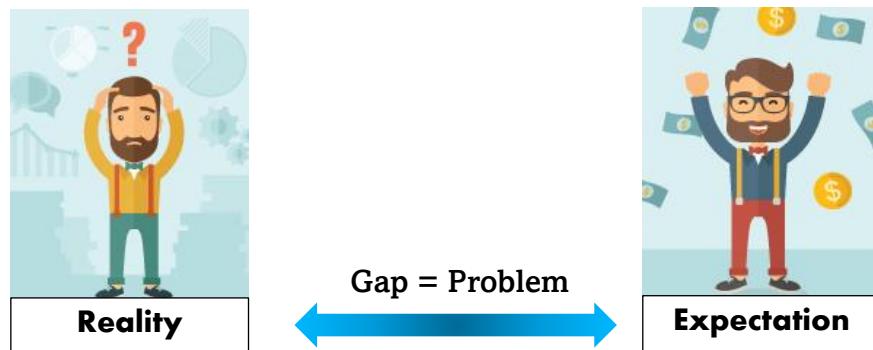


Figure 2. 1 Problem Definition

We can classify problems into 2 types.

1st Type – When the standard state not achieved :

This type of problems occurs when a desired target is not 100% achieved.

For example, when we consider courier service, their standard may be 100% on time delivery. But for some months it would be 80% of on time delivery. This would be a problem for the courier service management because it doesn't meet the standards.

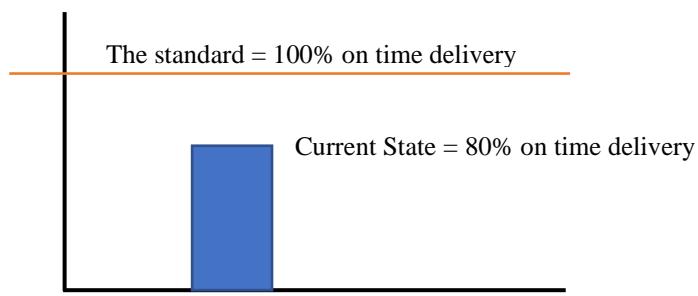


Figure 2. 2 Problem Type I

2nd Type - When the standard is achieved but a higher standard required :

This type of problems occurs when a desired target is 100% achieved.

For example, when we consider above mentioned courier service, they might have performed 100% of on time delivery within 2 weeks. But now they would need a new standard to achieve. The new standard would be 100% of on time delivery within 1 week.

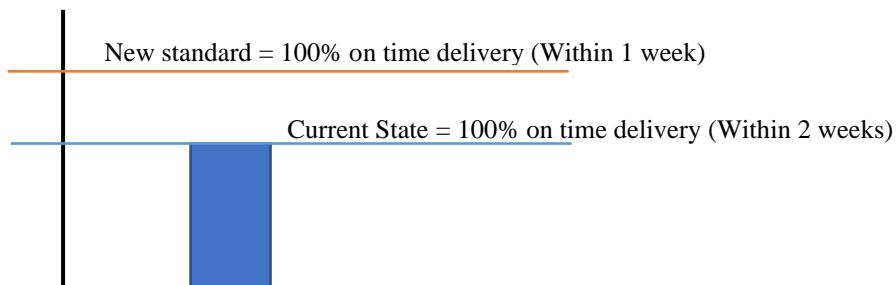


Figure 2. 3 Problem Type 2

2.1.2 Problem Solving Process and Techniques

Problem solving helps individuals and organizations to specify what the actual problem is. With that understanding, we can implement a fast response to solve that problem. And also with this approach, it removes time lost and arguments with each other. With this help we can focus our valuable time, resources and energy on things which actually matters.

Going through a better problem-solving process, it actually helps to find the root cause. After solving the problem with a strategy, we have to ensure the same problem doesn't reoccur again in the future. If the problem reoccurs, we have to consider different strategy to solve it. Below figure indicate 4 simple steps to solve a problem.

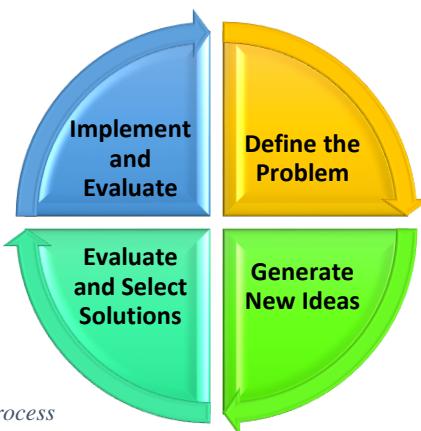


Figure 2. 4 Problem Solving Process

2.2 STEP 1: Define the problem (understand the problem)

Before to take an action for a problem, we have to identify the standard or the expectation which is been violated. The key to solve a problem is to deal with the real problem, which is the root cause, and not it's symptoms. To find that root cause we have to specify underlying causes first.

For example, in our project we had face several problems.

Some of the challenges and problems we faced are:

- To find a suitable media for team formation.
- Finding a suitable topic for our workshop.
- Assign suitable team members to each task.
- Create an effective schedule for the project.
- Lack of resources to complete the project.
- Less contribution during brainstorming and decision-making process.
- Resist to admit decisions and stick hard on their own ideas.
- Language problems when communicating with each other.
- Some members were being irresponsible when completion of tasks
- Some team members are had difficulties when completing the tasks.
- Leader being autocratic in sometimes and pushing team members to do impossible.

The major problem we faced:

The major problem we had to face is some members were being irresponsible when completion of tasks.

Our goal was to conduct a webinar on selected topic, but it cannot be achieved with irresponsible team members.

To overcome this problem, we had to generate solutions together.

2.3 STEP 2: Generate Possible Solutions

Once identified the problem, it's time to think about solutions. In this stage we have to seek alternative ideas to solve the problem. In order to generate possible solutions, we used Brainstorming method.

2.3.1 Brainstorming

This is the most common technique that we use in day-to-day life and in team works. This is a method that all team members gather around to generate ideas then put those on the table. A good mix of participants will make this process better.

There are 3 steps to follow to do brainstorming.

Step1: Prepare the group –

First everyone on the team should gather in a comfortable environment.

Due to the COVID situation we were unable to meet other in physically.

So, we decided to do brainstorming through WhatsApp group with on an agreed date and time.

Step 2: Present the problem –

In this step everyone on the team should have a clear idea of the targeted problem.

At this stage the main objective is to generate many ideas as possible.

Step 3: Guide the discussion –

Once everyone contributes to the idea pool, we had to follow group discussion to choose best idea.

In order to do that we listed down all the generated ideas first as shown on below table.

Major Problem	Generated Solutions
	Releasing irresponsible team members from the tasks and then delegate the task for another member.
	Remove irresponsible team members from the team.
	Report to the project coordinator.
Some team members were being irresponsible when completion of tasks.	Remove the unfinished content from the final presentation.
	Warn the irresponsible team members.
	Assign capable team members to guide irresponsible team members to manage time and complete the task.
	Assign capable team members to help irresponsible team members to complete the task by doing part of their unfinished task.

Table 2. 1 Major Problem with brainstormed solutions

2.4 STEP 3: Evaluate and select an alternative

Each idea will have pros and cons. And it is important to list all of them so select the best solution for the problem. Before the final evaluation, many alternative solutions should be generated. A common mistake in problem solving process is, choosing the 1st acceptable solutions even it's not the best fit to the problem. Once we choose the best solution to the problem, we can develop a road map to solve it.

Several methods to evaluate alternative solutions:

1. SWOT Analysis
2. 5 Whys method
3. The drill down technique
4. Lateral Thinking
5. Root cause analysis

We had to follow some of these methods, rather than using 1 method. Because completing the tasks were core of this project to reach our goal. If this problem was not handled properly the whole project would have been a disaster.

2.4.1 SWOT analysis

The SWOT analysis is a framework that can use to develop strategic planning. We used SWOT analysis tool after the brainstorming session. It is not mandatory to use SWOT analysis after brainstorming, but with this analysis we can understand the current status and resources we have. Then we can move on to choose best possible solution.

The word SWOT stands for Strengths, Weaknesses, Opportunities and Threats.



Figure 2. 5 SWOT Analysis

Strengths and Weaknesses are internal to the group itself. We have control over these factors, and we can change them.

Opportunities and Threats are external to the group. These are affecting from outside environments, and we have less control over them.

Weaknesses and Threats are harmful to the group and in contrast Strengths and Opportunities are helpful to the group. So, we should try to convert harmful factors to helpful factors in order to maintain a good SWOT analysis.

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Having diverse team skills. ▪ Having IT skilled team members. ▪ Team members have better understanding of each other. ▪ Motivate team members. ▪ Due to small number of team members, easy to handle them. ▪ Competent leadership. 	<ul style="list-style-type: none"> ▪ Lack number of team members to assign various tasks. ▪ Irregular team discussions. ▪ Lack of successive plan to complete the workshop. ▪ Overload of work.
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Can use internet to find information. ▪ Can use internet and IT related technologies to complete the whole project. ▪ Experienced team members. ▪ Can use any kind of method or technology to do tasks. ▪ Some team members are free at home. 	<ul style="list-style-type: none"> ▪ Have to work at home due to Government lockdown rules. ▪ Limited time to reach the goal. ▪ Lack of VR equipment in Sr Lanka. ▪ Team members personal problems. ▪ Team members personal health. ▪ Team members from different cultures.

Table 2. 2 Our team's SWOT Analysis

2.4.2 Five WHY method

5 why method is a part of Toyota industry, which developed by Sakichi Toyoda.

"The basis of Toyota's scientific approach is to ask why five times whenever we find a problem ... By repeating why five times, the nature of the problem as well as its solution becomes clear."

-Taiichi Ohno

This 5 Why method is a simple tool for uncovering the root of a problem. In this method we have to ask why the problem happens 5 times to determine the root cause.

But the limitation of this method is, we can't use this method to see the bigger picture of the problem since this is limited for five questions. That means we can't go beyond our current knowledge with this method. And also, we can't dive deep enough to find the actual root cause of the problem entirely.

Five why method example:

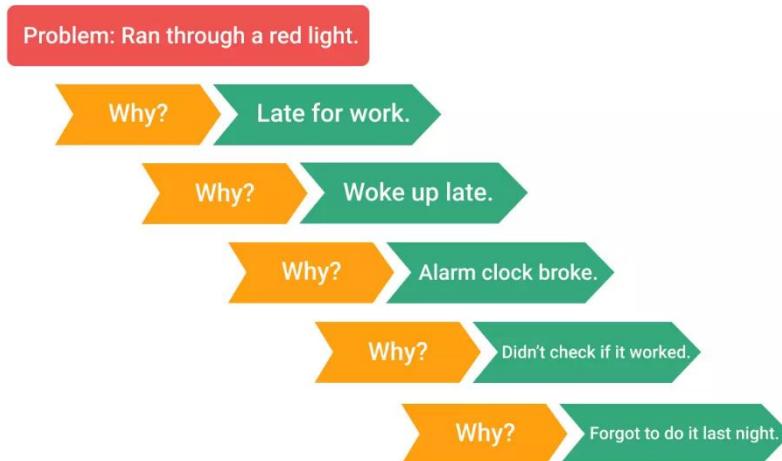


Figure 2. 6 Five Why method example

2.4.3 The drill down technique

This technique is also like the 5 why technique, to see complex problems. When we are facing large and complex problem, one of the best things we can do is to break down the problem into various components. With drill down technique, it helps to narrow down from bigger components into smaller pieces. This method helped us to see the bigger picture of the problem.



Figure 2. 7 Drill Down Technique example

To use this technique first we assembled the team and specified the problem which is “Some team members were being irresponsible when completion of tasks.” Then we started to write down the details of the problem and found all the factors which lead to the problem. After going through an analyze of the data, eventually we have found smallest manageable elements and the root cause.

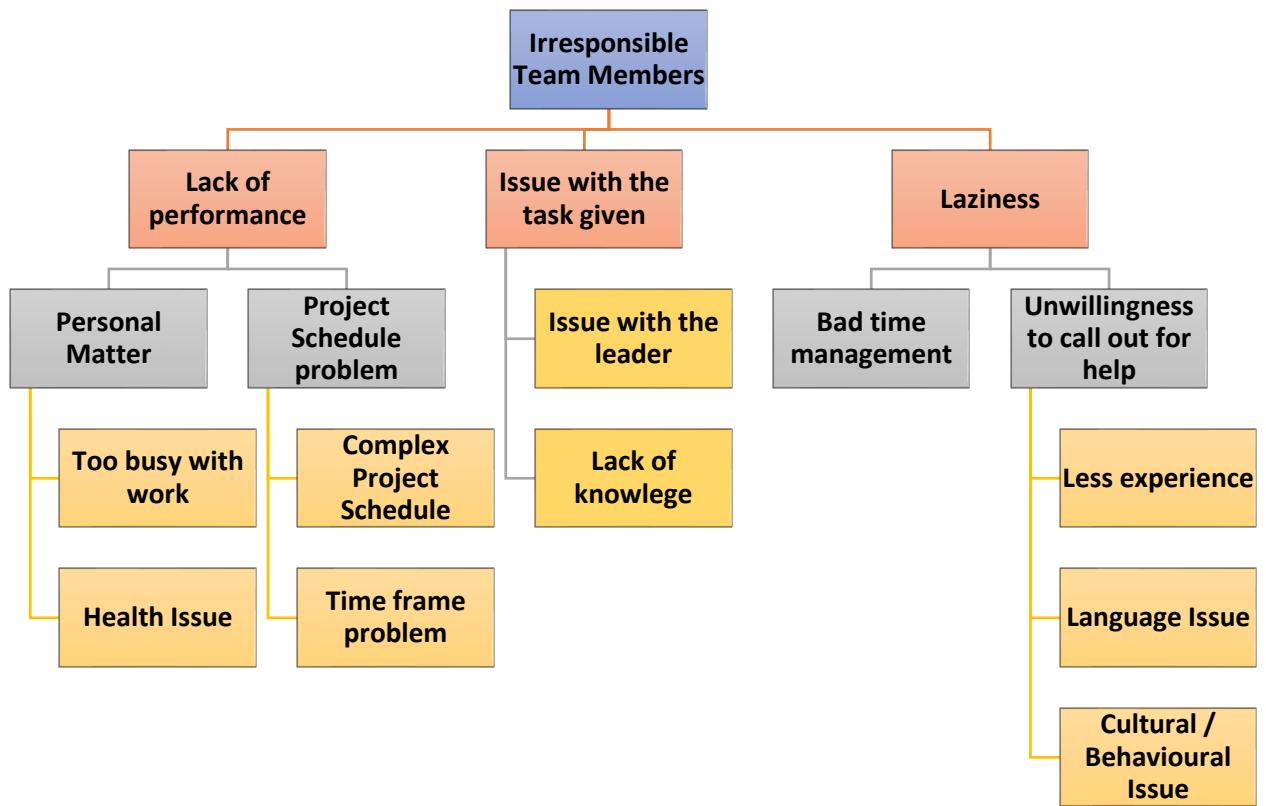


Figure 2. 8 Our team's Drill Down Technique chart

By following above drill down diagram, we've noticed the laziness was being the main issue rather than being busy with work or personal matter. Some team members tend to say that they are having health and job issues. But going through their social media account statuses, we noticed that they were lying. By going deep down we found that irresponsible members are having bad time management and lack of experience.

2.4.4 Lateral Thinking

This is a mental process of generating ideas to solve the problem with creative approach by looking at from a unique perspective. This is where the ability of thinking outside of the box comes in.

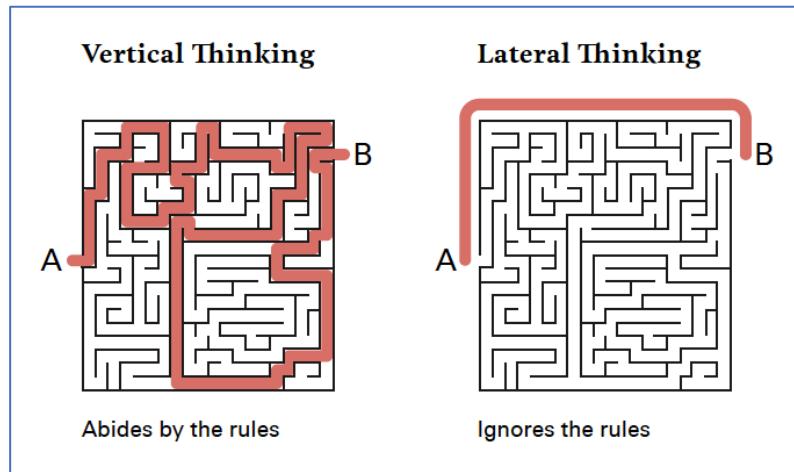


Figure 2. 9 Lateral Thinking

After the drill down technique, we used this method to solve the problem in a unique way. Normally we can resolve this problem by delegate the task to another team member. Or we can warn the irresponsible team member.

But we did was assign a fast-working team member to help them. We didn't reduce or delegate the task work. But we did was motivating the lazy team member to do tasks and gave them resources to go through. We actually did was actually guide them. Because as a team we expected to improve everyone's soft skills and use their own unique skills to reach the goal as a one team.

2.4.5 Root Cause Analysis

Root cause analysis is a process to dig deep into the problem to find the actual core cause. With this analysis we can permanently resolve the problem rather than treating symptoms of the problem again and over.

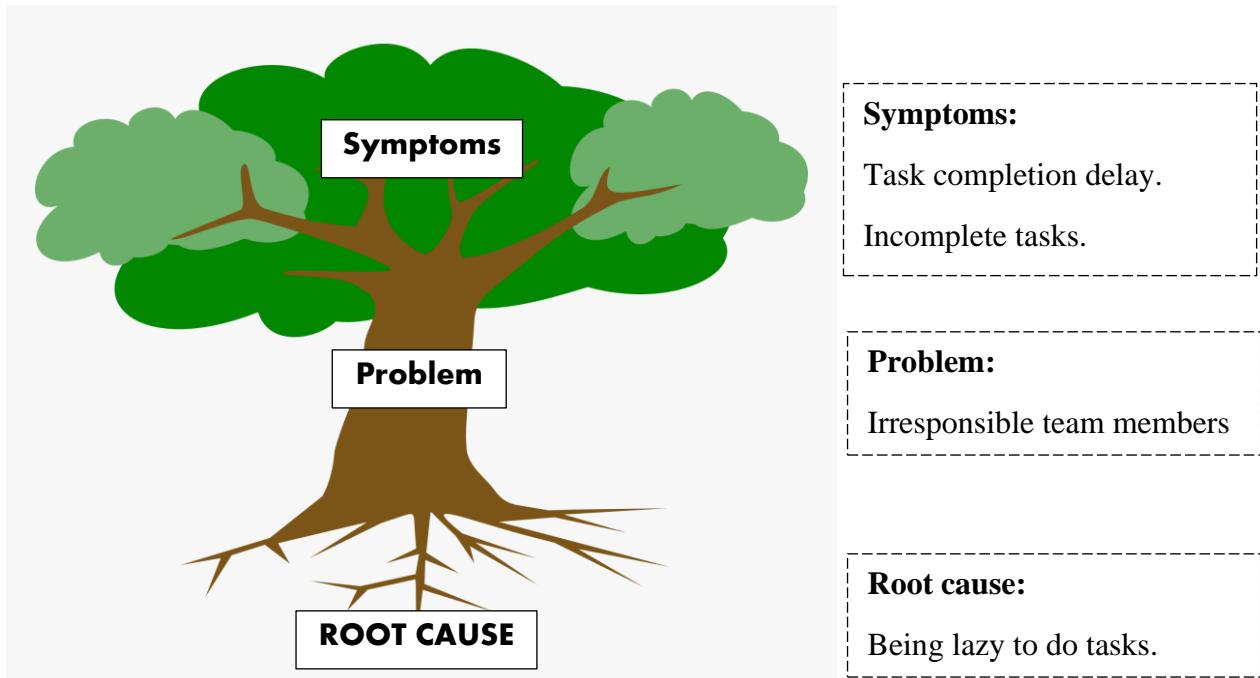


Figure 2. 10 Root Cause Analysis

But as a team, we didn't follow this method because in the drill down technique, we've dig deep in the problem. Since its very similar to this root cause analysis method, we didn't want to do through similar steps.

2.4.6 Critical Path Analysis (CPA)

Critical Path Analysis is a project management technique used to map out every key task that is necessary to complete a project. This includes the amount of time necessary to finish each key tasks.

Critical Path Analysis example:

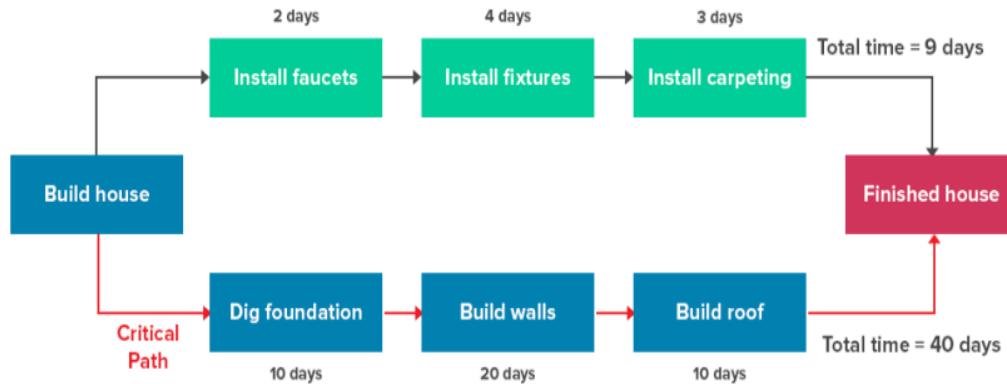


Figure 2. 11 Critical Path Analysis example

And the critical path is longest route throughout the network. I see this method as a time managing method rather than problem solving method. This is a good problem-solving method but according to our major problem, using this method might increase the complexity of the solution. Because of that I used this problem right after the Gantt chart to do better in time management.

2.5 STEP 4: Implement and follow up on the solution

Finally, we have to communicate our solution to team members. Without doing this, how is anyone going to know what we've decided? Not everyone is going to be 100% happy with the decision, so we have to explain everyone why we have made this decision. And we should explain them how this solution could become the best solution among other options we've come up with.

In this step we have to plan and implement the decided solution. We may think that all the hard work has been done. But we have to evaluate how effective the solution was. In order to do that we have to monitor and gather feedback from all affected team members. If the outcome does not meet the expectation, we have to revise the implemented solution. If needed, we have to move on to different solution by repeating the above steps.

2.5.1 Evaluate the problem

After making plan and strategies into action, we had to evaluate it to ensure that the desired results are being achieved. We have to make sure the problem doesn't come back. This evaluation is often a neglected part in a problem solution. The key to problem evaluation is to seek feedback constantly.

There are some other major criteria to measure the success of a solution.

1. Increase profit
2. Greater efficiency/productivity
3. Fully operatable system
4. Customer/Member satisfaction

So, to measure the success of the solution, first thing we did was seeking the feedback from the team members. To do that we've asked them weekly, how the work is going on. We recorded their feedback and gave them advice if necessary. By doing that we were able to measure their productivity week by week. And we aware to inform every member to follow Gantt Chart frequently. By following good problem solution method with evaluation, we overcame our major problem with a short time.

2.6 Steve Jobs way of problem solving

Steve Jobs was a pioneer of personal computers and mobile phone industry back then. Still his brand which is “Apple” is a leading company in the world. Steve Jobs motto was simple which is “Think Different.” Hence, Steve Jobs tried to solve problems by simplifying it. Actually, he was led to the success by Lateral Thinking problem solving method.

For example, most companies in 21st century 1st decade tried to make mobile phones by adding more and more features to it. They tried to add complex features to make the mobile phone more efficient. So as do everyone the mobile phone industries were always inside the boxes.

So, the main goal for companies were back then sell more mobile phones. To achieve that they added more buttons and features to mobile phones. The perfect example of it was “Blackberry” mobile phones which had even complex type of keyboard buttons and many more.

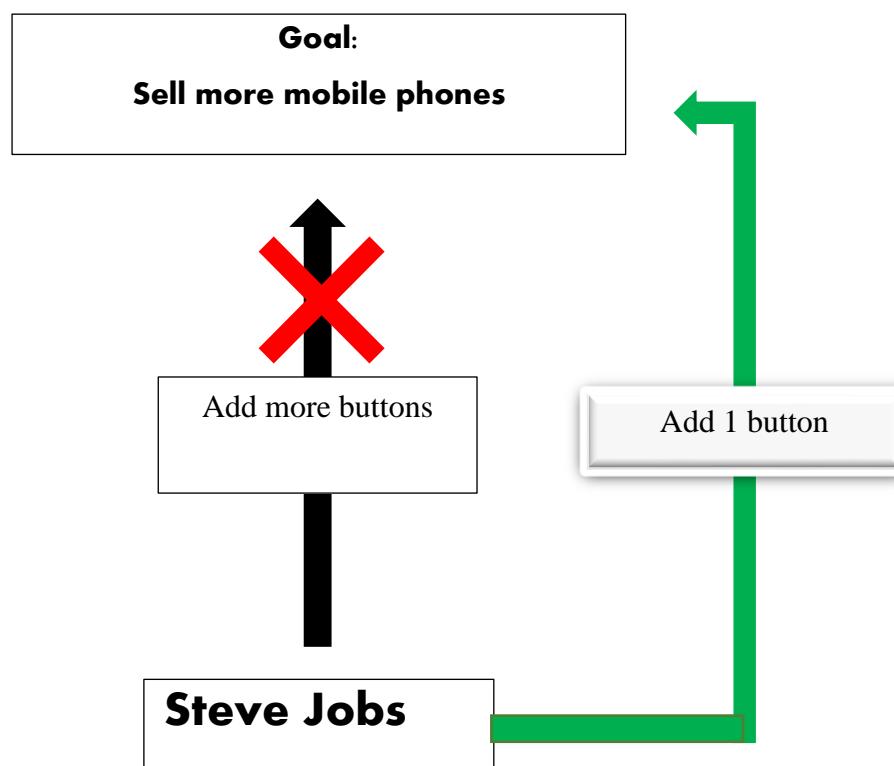


Figure 2. 12 Steve Jobs way of problem solving

Steve Jobs used to think simple and different every time as told before. Steve Jobs thought “why more and more buttons and keys for mobile phones?”. More and more buttons and keys make the phone more complex. This is where the lateral thinking method comes in. Steve Jobs thought what if introduce a phone with 1 button which make it simple. So, he introduced I Phone with only single button to operate. As expected, I phone was easier to people interact with rather than Blackberry phones.

So, by lateral thinking Steve Jobs eventually became the pioneer in mobile phone industry in a short time. Despite Blackberry being pioneer in market back then, but now they have lost in the market. They are no longer making mobile phones to the market.

Task 3

3.1 Importance of having Team Dynamics

3.1.1 What is Team and Team Dynamics

Team is a group of people who working together to achieve a common goal. Team dynamics are created by with the nature of each team member and personalities.

Team dynamics is like invisible force. It is a force that really gets the people together and makes them stay together in a particular group or a team. Team dynamics makes sure that the different behaviors of the people are aligned on a particular common goal of the organization. If the team dynamics are more on negative side, it doesn't affect the behaviors of the team members in positive manner. Hence, the team dynamic has to be always positive.

And this team dynamics could have some really complex outcomes. When our team was getting together, we understood everyone's believes. But on the other side if members are not gets with each other and they have misunderstandings and issues with each other's personalities that will lead to downside fall of the team. So, team dynamics is something which really can make or break our impression of the team.

As following figure poor team dynamics leads to following characteristics. This will lead to break up the team. And with a poor team dynamic, we won't be able to reach our goal.



Figure 3. 1 Characteristics of poor team dynamics

3.1.2 The way to improve Team Dynamics

The first most important thing was, we had to identify a leader within our team. Somebody who can take charge for the team with better understandings. To do that we had to develop methodology to come together. It could be through meetings, conference, calls or emails. We chose multiple ways to come together through the internet such as WhatsApp and Microsoft Teams.

One of major way to build good team dynamics is to make sure dysfunctional behaviors won't occur throughout the project meetings. If somebody behaves in a certain manner which can make uncomfortable to others, we had to deal with patience. To overcome this problem, we were aware to introduce us to each other. With that everyone understood that there are dynamic team members with different cultures and religions.

Then we had to identify our key responsibilities with goals and objectives. And we had to make sure that we have enough time to come up with deadlines on completion of tasks. Everyone on the team must be quick to respond requests. So, this interconnectivity within the team makes to understand that they need to be quick in completing their particular task. So that the project can get completed on time.

3.1.3 Strategies we used to improve team dynamics

Team health check:

We conducted a team diagnosis in the team to check what's going wrong. To maintain a good health of the team we addressed each individual in person. We identified team members who having less understanding of team dynamics. Some were having aggressive manner in speaking while some others couldn't tolerate the cultural and behavioral differences among the team members. We helped them to understand to accept each other members as equals to drive in positive manner to the team goals.

Address problems quickly:

When we see a team member with difficulties, we addressed them quickly. We ensure the safety and positive behavior within team by addressing problems quickly. Conflicts can happen time to time in every team. The speed of handling conflicts can determine the speed of achieving the goals and objectives within the team.

Create a team charter:

When we make the project proposal, we created a team charter with defining roles of each team member. So, we can identify each member's responsibilities and can help them with their work and asking help from them too. This led us to work in more efficiently.

Build communication:

A strong communication helps to understand people in better. It helps to remove misunderstanding and brings team members together to work in a common goal. We gave confidence to team members to communicate in open. We encouraged them to speak in free when having issues. And we aware to update everyone about project changes and status. With a strong communication, we were able to avoid heavy confliction with each other that would makes the team destroy

3.1.4 How we achieved our goals by using team dynamics

In task 1, I've demonstrated how I gave each team member roles according to Belbin's theory. I've listed down each member's milestones in life with their skills in task 1. But to understand team dynamics, it's not just enough.

As I mentioned in task 1, Shanka Bandara was school head prefect and held many leaderships in his school career. Since he has good interpersonal relationship skills, we used that to coordinate other team members when they are having troubles. He managed to help every team member to overcome their troubles with teaching them time management skills. Not only that, since he was having web designing and graphic designing skills, he helped us to create the PowerPoint presentation with more technologic and attractive manner.

Mohamed Sihaf is a brilliant student in science. Since he was one of the toppers in his school in science, he managed to help in this project with giving more creative ideas. Since our project is about “VR Technology”, he gave us enormous ideas and paths to discover more about the relevant topic. But since he was in a Muslim culture, he was having difficulties with handling Sinhala language. Because of that we were aware to speak with him in English language, and sometimes we had to use the help of our team leader Yaalnhiey since she was able to speak in Tamil language which Mohamed Sihaf more preferred to communicate.

But when comes to Binadi Jayaratne apparently, she was most unexperienced team member in our team. Binadi is the only team member which is schooling in our team. But when dig deep into her life we found that she was a secretary of Sunday school prefect board. So, we used her skills to make documentations and keeping records of our project. Despite treating her as a small girl, we used her only experience as an advantage to drive in common goal.

Isuri Arunthadi is a drama script writer. We were able to use her skills to create the script of the presentation. Since she has more creativity skills, it helped us to create the presentation with more creative way. We used her speaking skills to handle difficult tasks which require presenting skills in our project. Since she worked with drama teams, she able to give us more motivation to drive with positive mind.

But Dexter Monroe was an anti-social person in his school times. But he was an active listener in his life. He was having technological skills since he completed an IT diploma. It was really helpful to us to gather more information about VR technology. As he was working with a dynamic team, we saw that he is overcoming his anti-social behavior.

Yaalnhiey Manoharan is the most professional skilled team member in our team. Since she has completed a professional management course, she was having more leadership skills when comes into group project like this. She was the team leader as expected and she was really good at it. She was able to identify each member's dynamics and use them into this project perfectly. She was having more organizational skills than others. Since she was coming from a Tamil environment, she was able to helps to communicate with Tamil members in our team. But sometimes she was autocratic when handling members. Sometimes she forced us to impossible tasks to do. Since we had built a strong communication with others, we managed to overcome her weakness and helped her to fix it also.

Despite of having lot of professional experience, Lakshan Sandaruwan was the laziest team member of the project. He was having lot of skills in IT field but most of times he skipped group meetings. So, we tried to use his skills to this project by motivating him. Personally, I called him several times and encouraged him to attend meeting to build a strong relationship with others. With his skills, he contributed to the team by creating slides for conclusion part of the project.

Mumin Aslam is currently work as a Human Resources Executive at a company. He has 3 years of experience in the field. So, he has contributed us with his skill set by managing team members. When it comes to critical moments of decision making, he guided us to the best path. As he was a prefect in his school, he had good leadership skills like Yaalnhiey. Due to having heavy workload, he was so busy to contact but he managed to join meeting conferences.

Mohanananthan Shajeeban was games captain of his school. Due to that he was kind of fast working student. Since he has followed business management course, he had time management skills to complete a work in a short time. But he was another lazy team member. But his skills have proven despite being lazy, he can end a task with short period of time. When we had to make a contingency plan, Shajeeban had volunteered to act as a backup team member in any kind of emergency situation. It obvious that he was a good dynamic team member as he was games captain in the school.

Mohamed Afridi was having programming and web development skills. And he currently works in a financial advising company. Because of that he was having financial management skills along with technological skills. He guided us to achieve our goal in more cost-effective manner. Since our topic was VR technology, it's a very expensive technology to buy and demonstrate. But with Afridi's guidance, we could do this project without losing our money. And he acted as a backup team member if anything goes wrong.

As mentioned, we had to work with both parties male and female. I had to work with female members with very formal manner while work with male members with so ease. We had to work with members who coming with different cultures such as Muslim, Tamil and Sinhalese. In order to build a strong communication, we had to respect each other's differences and personalities. Since we were led by a female member, we had to respect her commands and decisions with very supportive manner.

As told before some members were occupied in jobs while some didn't. Most of the members coming from around Colombo area but some others didn't. Shanka and I coming from Negombo, Afridi from Batticaloa and Lakshan from Mathugama. So, members of the team weren't having same skills and behaviors. We used our differences to the complete the project with uniqueness.

3.1.5 Benefits of having team dynamics

As above mentioned, with team dynamics we were able to cooperate with members who having diverse skills. We have learned to make relationship with different people from different cultures. With team dynamics. it gave us an opportunity to improve our social skills and overcome our anti-social personalities. This helped us to finish this project with uniqueness, which no person could do alone.

Good team dynamics can be seen in sports too. When everyone works together, we can overcome our personal weaknesses. With every member's capability will lead the team to the goal with strong direction. Every member should take responsibilities and not blaming one another for mistakes. Everyone must respect each other and should work towards to the main goal as a team. This helped us to improve performances while reducing weaknesses. It is okay make mistakes, as long as we learn from them. With work as a team, the stress of the mistakes will be spread through the entire teammates. Hence, none of the teammates have to bear the consequences of the mistakes alone.

With good team dynamics, it helped us to improve our critical thinking skills. With using and listening experienced team member's strategies, we were able to enhance our cognitive skills with short amount of time. These skills helped us to solve difficult problems and to manage time efficiently. To get desired outcomes or exceeded our expectation, we were able to brainstorm with diverse ideas with having team dynamics within the team. With this diversity, we were able to discover many new approaches with improved quality.

3.1.6 Team working culture

Team working culture is a combination of 3 keywords. Which are team, work, and culture. Teamwork culture defines how members are work together towards a common goal and how they are treating each other. This is a way how people behave and working together for the goal.

There are lot of ways to build great team culture.

Setting Standard:

Team standards should be decided at the very beginning, when forming the team. Because of the diversity of people, some members could show inappropriate manners. So, it is important to make standards and they need to be accepted by all team members. These standards will govern how the team members' behaviors throughout the project.

Build Leaders, not managers:

Leader is a person who have people to follow. And manager is a person who have people to work for him. Leader can shape the culture, but manager can't. So, to build strong leadership, we helped our team leader by communicating our problems. It's very good for team culture to having well communication system with others.

Making a feedback system:

To maintain responsive culture among teammates, we have created a better feedback system. We have established confidence and trust among the team mates to have true feedbacks. Most of time these feedbacks will reflect the real picture of relationship statues among the team members and the current problems they are facing

Motivate team members:

To manage good team culture, it is necessary to have motivated team members. We can inspire each other by helping and communicating. With shared goal and vision will encourage team members to achieve greater results. The motivated team members will give more towards to the team working culture.

3.2 Using Belbin's Team Roles to blend team dynamics

3.2.1 Origin of the Belbin's Team Roles

Dr. Meredith Belbin developed his team roles model during the 1970s. And to do that he undertook 2 steps. In the first step he studied lot of managers all around the world. He studied them to identify their personality types and preferred style of working. The second step was, he put these people into teams made up with different personality types and then asked them to perform complex tasks that involves teamwork.

So, from these experiments, 3 different groups of behavior were identified. Over time, 9 distinct roles were identified with having 3 roles for per group. By identifying each team role, Belbin also identified characteristic weaknesses. The major 3 groups with relevant roles for Belbin's theory as below.

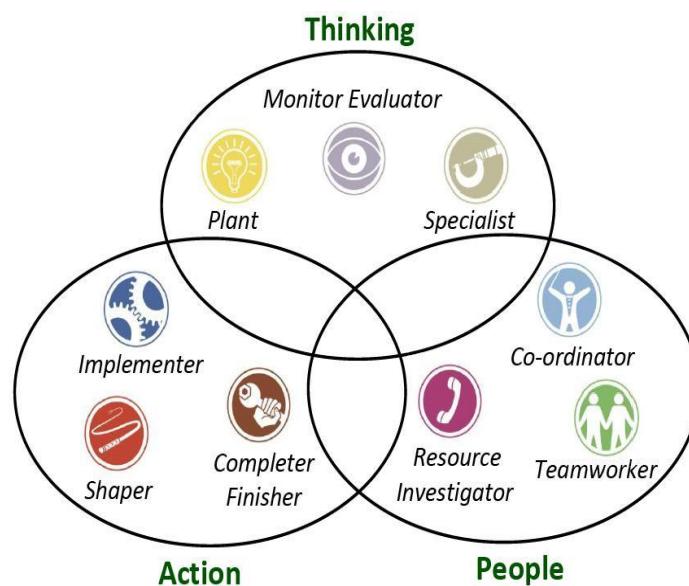


Figure 3. 2 Belbin's Team Roles

3.2.2 Apply team members to Belbin's team roles

Thinking Oriented Roles

These are the innovators, thinkers, and planners of any team. These members are serious minded when working. They don't rush when it comes to decision making. These members prefer to analyze situations before making any step.

The Plant :

Plant are the free thinkers. These are the people who produce original ideas. They suggest new innovative ideas when doing things. But they prefer to work alone. And these people like to be acknowledged by surrounding people for their intelligence. And they take criticism quite badly. These people don't work within the constraints that given. Such as deadlines or any budgets given to them. The Plants of our team were Shanka, Sihaf, Isuri, Laksan and Ryan(Author).

Monitor Evaluator :

These people are experts in critical thinking and strategic planning. They make decisions based on facts and rational thinking. And also, these are people who are great at analyzing the ideas and options that others generate. They take ideas from the Plant, and then determine which are the good ideas and which are not good ideas. So basically, these people are really great critical thinkers. But while being great critical thinkers they can tend to lack drive and having lack of ability to motivate others. The Monitor Evaluators of our team were Binadi and Yaalnhiey,

Specialist :

Specialists have the knowledge to do specialist job and they play a crucial role within the team. These people are experts in specific field. They will only get involved in a task when expert advice is needed. But they tend to be useless when their specialist skills are not required. And also, they lack versatility and often they don't see the bigger picture. The Specialists of our team were Shanka, Isuri, Mumin, Lakshan, Shajeeban and Afridi.

Action Oriented Roles

In Action Oriented roles, these are the people who get things done. Rather than discuss strategies they want to finish the job immediately.

Shaper :

Shaper challenges the team to improve. They are dynamic people and driven individuals who can motivate and inspire other team members. They are at their best under pressure and enjoy taking the lead to get best performance from the team. And also, they enjoy questioning norms and always see challenges as opportunities. In terms of weaknesses, they can be argumentative, and they may hurt feelings of others. If we imagine team full of shapers would constantly argue and get nothing done. Having few shapers in the team is a great way to drive a balance team. The Shapers of our team were Shanka, Sihaf, Isuri, Dexter Shajeeban and Afridi. Since there are few shapers in our team, we were able to get high performance during the project work.

Implementer :

Implementers are well organized practical people. They get things done but once the ideas are in place. They turn ideas into plans and into actions. These are the people who work in a systematic way and very well organized. And also, these people enjoy for getting job done. But as weaknesses, they tend to be somewhat inflexible and can be resistant to change. The Implementers of our team were Sihaf, Yaalnhiey and Ryan(Author).

Completer/ Finisher :

These are the people who ensure that projects aren't just completed but they are thoroughly completed without any errors. These people are naturally concerned that old tiny details at the end of the project get done. They will push the team to ensure that everything gets done on time. But they have tendency to worry about getting everything getting completed on time. Because since they are detail focused, they prefer to do things themselves rather than to delegate them to others. The Completers/ Finishers of our team were Dexter and Yaalnhiey.

People Oriented Roles

These are people who enjoy working with others either inside the team or outside the team. So, they're usually good communicators. These people are more attractive rather than being repulsive since most of time they work with each other.

Coordinator :

Coordinator are people who naturally take on the role of team leader. And they are the people in the team that everyone respects and that everyone is happy to talk to when an issue arises. They are typically great listeners, and they are able to recognize the unique values and contributions. The coordinator is most likely a person that step up and coordinate and delegate activities to the team. In terms of weaknesses, they tend to offload their own share of the work to other team members. The Coordinators of our team were Shanka, Binadi, Isuri, Yaalnhiey and Mumin.

Team Worker :

These are the people who ensure that the team is working and gelling well together. And they will often sacrifice personal achievement and reward for the good of the team. They are very good listeners and very supportive people. Team workers ensure the team remains united. But they have a tendency towards too much diplomacy. And also, they would maintain uncommitted positions during discussions. And they can tend towards being indecisive. If we got a lot of team workers on our team then it would lead nothing getting done. The Team Workers of our team were Shanka, Binadi, Isuri, Dexter, Yaalnhiey, Mumin, Lakshan. Afridi and Ryan(author).

Resource Investigator :

These are the team members who like to think outside of the box. They really enjoy working with external stakeholders to help the team achieve its objectives and goals. They are positive enthusiastic people who like to explore new opportunities. But they have a tendency to lose interest quickly once the initial enthusiasm has passed. The Resource Investigators of our team were Sihaf, Binadi, Isuri, Yaalnhiey, Shajeeban, Afridi and ryan (Author).

3.3 My (Author's) role in the project

3.3.1 My contribution to the team

Since the day 1, I've informed to our team leader Yaalnhiey to create a WhatsApp group to form together with everyone. As an athlete, I knew with a better start, we can reach the goal in fast. Then when she asked to give a proper topic to follow, I was the first person gave idea. My suggestion was to follow "Digital Marketing." Since I was a marketing student in Sri Lanka Institute of Marketing, I thought it would be a proper topic to follow. Since I gave a better start, other members followed me and shared their ideas within the team. With few suggestions, "VR Technology" was accepted to follow.

Within few days we took a conference call to create time frame with objectives and goals with a Gantt Chart. I've contributed with my time managing skills to manage time frames with each other. When everyone taking responsibilities on following day, I took a heavy task to follow since I've some innovative ideas. And I knew most of the members are busy with work. So, I took the hardest part of the among tasks which is "Innovative ideas to have VR in organizations." Since I work at home, I have plenty of time to think and research of following topic, I knew it would be possible with given time frame.

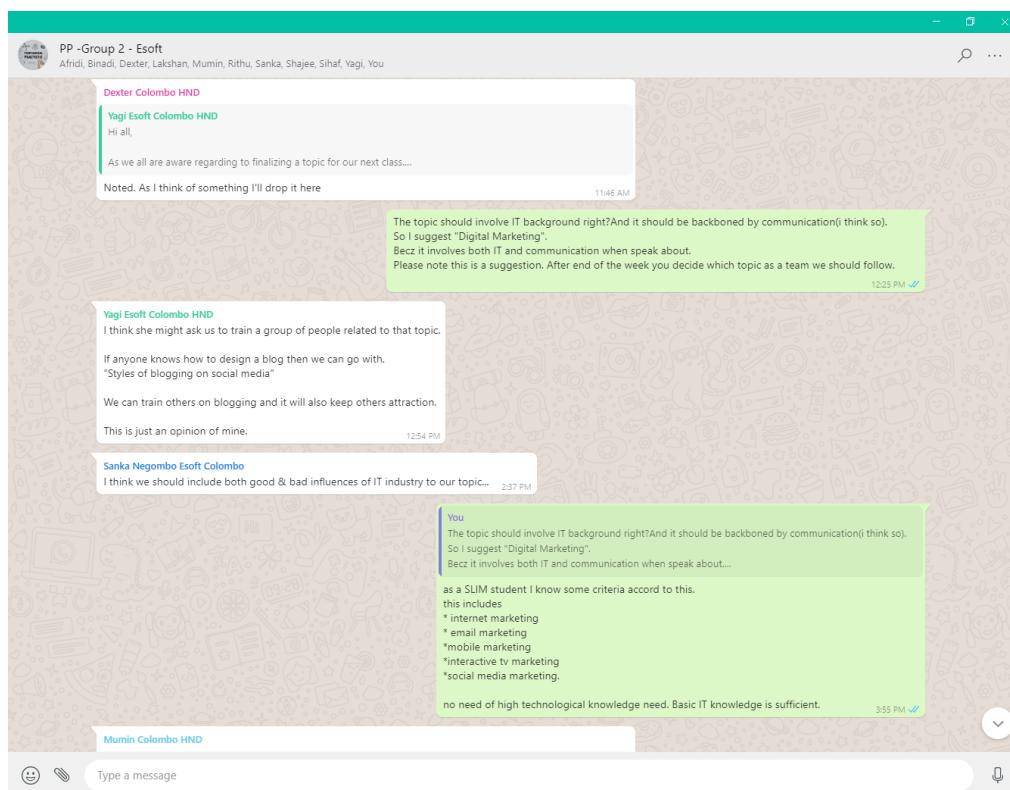


Figure 3. 3 Evidence of WhatsApp chat- How I contributed to the team with my knowledge

3.3.2 Mistakes I've made and how I overcame them

It took only 1 week to complete my task. Within 1 week, all members were able to complete their tasks as a draft. So, we took a conference call to follow up each member's performance. Since it took about 2 hours, I couldn't focus myself to the meeting. As below mentioned, some problems and confliction have been occurred because of my mistake.

Team leader requested me to follow new task within 1 day about "Technologies relate to Virtual Reality(VR)." To complete that task, I have to find details about Augmented Reality(AR), Mixed Reality(MR) and Extended Reality(XR). I accepted requested accidentally. Since I was in not fully focused, I thought I have to give her hand to find details about the new task. But actually, she was asking me to leave my current topic("Innovative ideas to have VR in organizations") which I've created throughout the whole week. Because she felt her task which is "VR using departments" is related to my finished topic.

Because of that I took call to her after the conference. I said I can't follow new topic since I was confident about my current task. She tried to convince me that I can keep up with the new topic, but I refused to follow it because I was afraid to go through again a new task by leaving my finished task. Then she offered me to change my topic as "Future with VR." With this negotiation I've accepted her offer. But after few days I've realized that we could lead our program with more sophisticated way if I accepted her request in first place.

And also, since our team leader was a female, I wasn't comfortable to work under woman leadership. Because I went to boys' school, and I used to follow male leaderships entire my life. So, sometimes I resisted her opinions and ideas and felt frustrated to follow under her commands. But later I realized this was a new opportunity for me to adapt under new type of leadership.

So, I've felt guilty about my mistakes and misunderstandings. So, to overcome it I helped team leader to coordinate with members. And I helped her to make decisions when it comes to critical moments. I've added few augmented slides to elaborate my part of the project. When we are hitting our major problem which was to handle irresponsible team members, I personally called them and guided lazy team members to keep up with flow of the project schedule. And also with my help, our team able to finish script for audience

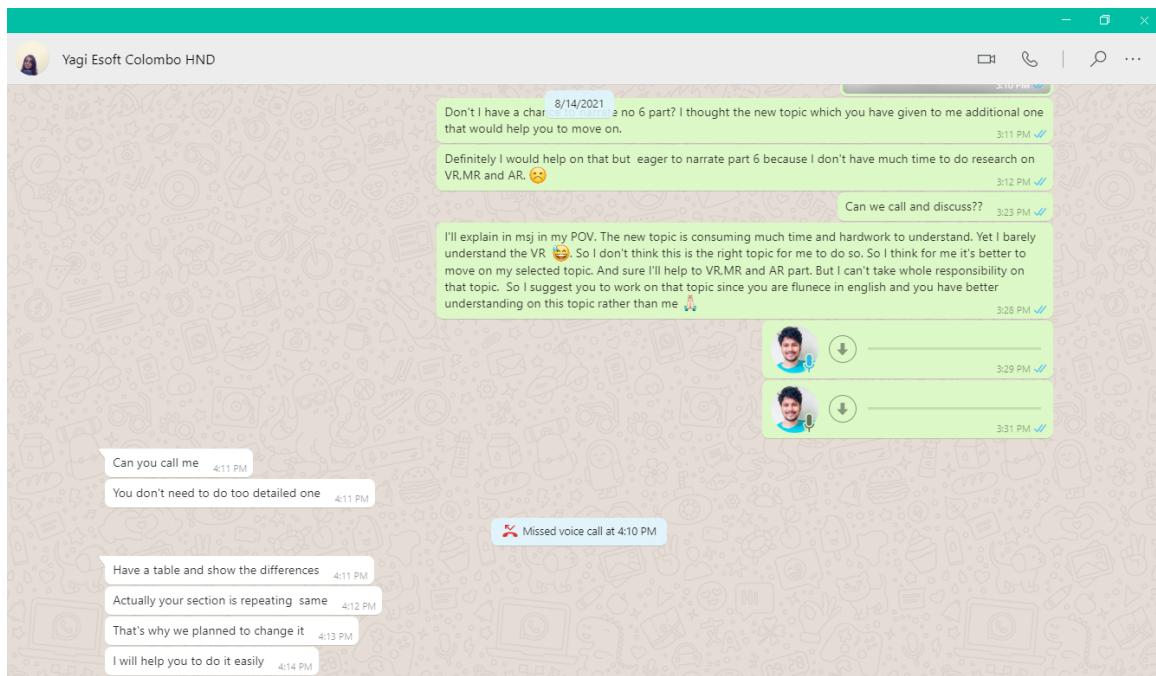


Figure 3. 4 Evidence of WhatsApp chat- How I resist to follow commands

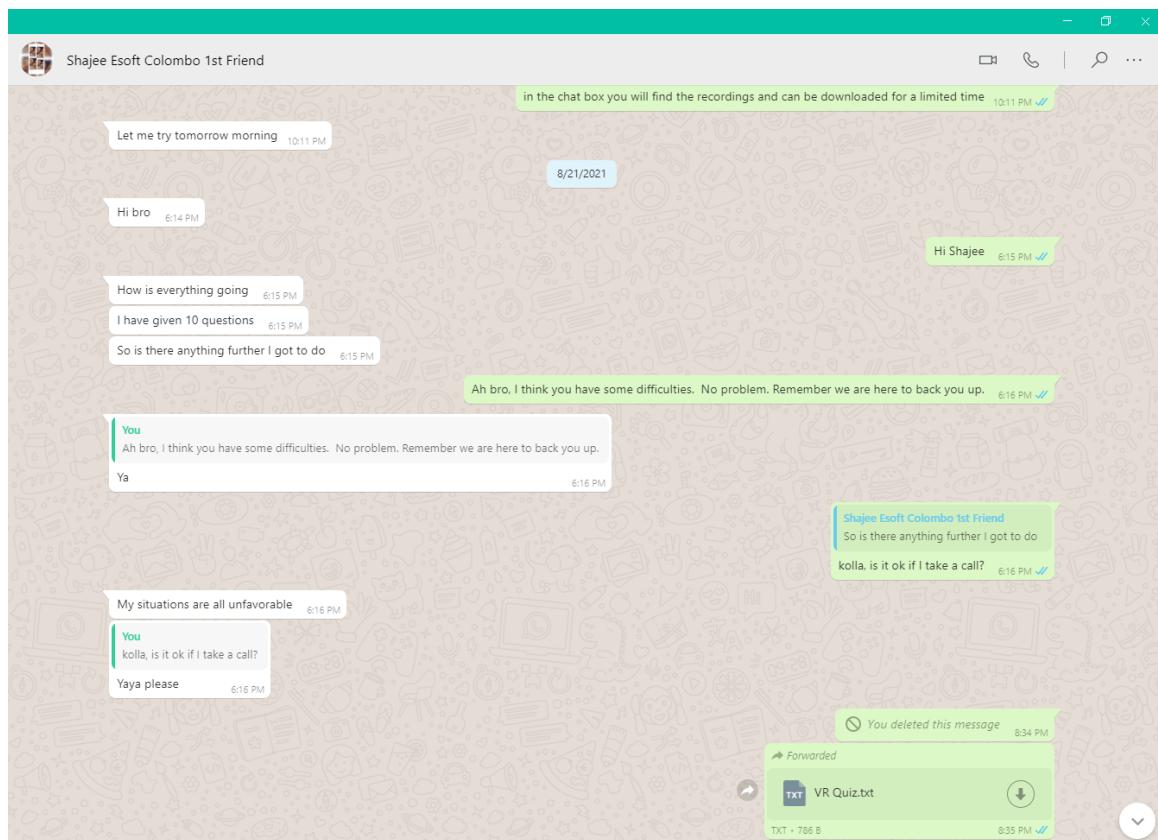


Figure 3. 5 Evidence of WhatsApp chat- How I helped team members

Task 4

4.1 Importance of Continuous Professional Development (CPD)

4.1.1 The importance of CPD for my own learning

Continuous Professional Development or in short term CPD is used to learn skills and knowledge through different kind of learning activities. This helps to develop and improve our abilities in professional life. CPD is a proactive maintenance of requested knowledge, skills, and personal qualities to drive throughout a professional life. This CPD helps to improve the current skills of employees.

So, this CPD is undertaken by members of the workplace to boost their profile. We can follow a CPD through professional training programs, online courses and anything that goes beyond mandatory workplace training. Such as simply sharing knowledge with friends and colleagues will also help us to develop our professional life. (Kloosterman, Why is CPD important, 2014)

CPD ensure improve our capabilities above current standard. Everyone in the profession cannot develop their skills with a same rate. But CPD help us to keep pace with other employees and others in same position rather than stay still at the same place forever. And this helps us to maintain and enhance our skills to deliver a professional service to customers and to the community. By following a CPD it helps us to deliver a professional service in best position by improving skills and knowledge.

CPD help us to keep our knowledge up to date. Even the profession environment change, we can faster adapt and work normal. With the changing trends the current skills and knowledge surely will become outdated. If we stand still, we will get left behind eventually and also our skills and knowledge will become outdated in shortly.

To make our skills and knowledge more effective and to make a meaningful contribution for workplace, following a CPD is crucial. This opens us new possibilities and positions to take in part where we can lead, mentor and influence others. Eventually this open path for us to increase the chance in career progression.

And also following work with CPD help us to stay interest to the work and with improving skills and knowledge. With the interest to the work, it increases the understanding of the implications of the work. With the help of understanding what we do, it eventually keeps us interest to the work and improve our engagement for it.

Finally, by investing time to CPD, we can speak with the experts in the profession with confidence. We can develop our knowledge and skills through facing challenges and opportunities with the advice and the grabbed knowledge of experience of the experts in the field. So, it's clear the CPD can improve our quality of life not only in the profession as well as for the outside. ([What Are The Top 10 Benefits of CPD, 2020](#))

4.1.2 The importance of CPD for Employees

- The CPD helps employees to merge the gaps between knowledge and experience.

When an employee comes to a job for first time there are many gaps to fill with experience. It's hard to adapt and fill the gaps with the fast-moving world since the environment and trends are rapidly changing. By following a CPD the employees can easily fill up these gaps of knowledge and experience even the world is changing rapidly.

- CPD keeps the qualifications up to date.

The are many employees working in a company and employees work at the same job position. If anyone stay still, eventually they would be outdated. CPD helps employees to be updated by improving the qualifications and skills.

- CPD enhance the productivity.

CPD takes a crucial part of increasing the productivity in the workplace. Productivity measures the efficiency of inputs of the employee. The employees will be become more efficient if they develop skills and knowledge with the time. They can improve the efficiency by following a CPD, eventually it helps employee to produce greater productivity in work.

- Employees can get pay rise and promotion.

As told before, CPD helps to improve the productivity. More productivity means the more income to the organization. Hence, employer would be more satisfied with the employee who contributes more income to the organization by following a CPD and that leads to pay rises and promotions.

- CPD helps to improve confidence

While working in a job, employees have to face many challenges and threats. If they don't know how to survive or face these challenges, they will eventually end up with failures in career. CPD helps employees to adapt and face any kind of environment. With that it helps employees to face any kind of challenges and threats with confidence.

4.1.3 The importance of CPD for Employers

- Help to ensure high standard of the organization.

In general, the business with high standards helps to satisfy and delight customers which allows to gain higher profit margins continuously. To ensure this high standard, the employees who are working should develop their skills and knowledge continuously by following a CPD.

- CPD helps to have more engaged team for the work.

By following CPD the employees can understand what they are doing and can boost their productivity with a short time. By helping employees to work with a CPD, they can work with more confidence and interest. Eventually employer can engage employees to the work with more interest.

- Better employee retention.

With following a CPD, employees can work with interest to the work. More interest leads to more experience and more experience leads to more retention to the work. So, employer doesn't need to go through troubles to find new recruits since the current employees retain with the organization. Hence, employee is being saved by investing money on finding new recruits and training them for months and years to work on a new environment.

- Can drive organization to the success.

With an updated and skilled work group, employer can easily lead them to success which eventually bring profits to the organization. Otherwise, employer has to pull more weight to lead company to the success with a dull working team.

4.2 Evaluation of the CPD

4.2.1 Range of criteria to measure the effectiveness of CPD

The evaluating of the CPD is more similar to performance appraisal. This is a process of identify and evaluate the work performance and the continuous professional development. With this evaluation employers can lead employees to achieve goals and objectives of the organization easily.

There are two main methods to evaluate CPD.

1.Traditional methods

2.Modern methods

Traditional Methods	Modern Methods	Other Methods
Paired Comparison	Management by Objectives (MBO)	Appraisal by Peers (Buddy Ratings)
Graphic Rating Scales	Assessment Centers	Appraisal by Subordinates
Forced Choice Method	Human Assets Accounting	Psychological Appraisals
Force Distribution Method		Self-Evaluation
Check Lists Method		360 Degree Feedback
Essay Evaluation		
Group Appraisal		
Critical Incidents		
Field Review Method		
Confidential Report		
Ranking Method		

Table 4. 1 Methods of evaluating CPD

4.2.2 Evaluation of the CPD by Traditional Methods

Paired Comparison Method :

The first method we can use is paired comparison method. This is a simple way of collecting judgmental data. In this method each employee is compared with every other employee in the work group. This method of comparisons is made between two people at the same time and a judgment is made as to which person is superior.

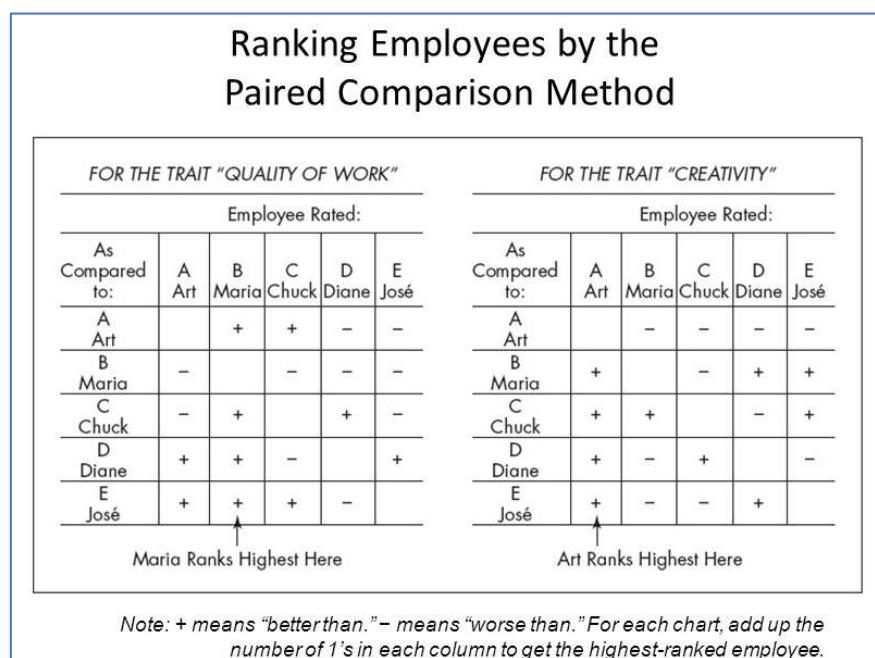


Figure 4. 1 Paired Comparison Method example

Drawbacks :-

This method is complicated when the number of individuals to be evaluated is larger than 2 individuals.

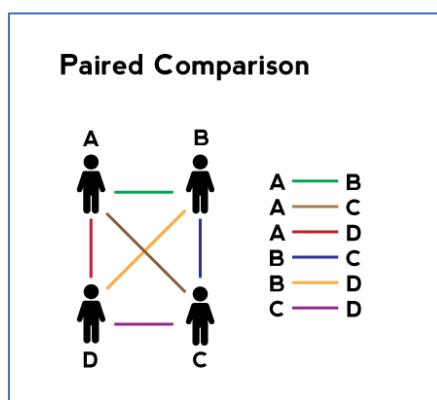


Figure 4. 2 Paired Comparison Method drawback

Graphic Rating Scale :

Sometimes Graphic Rating Scale is known as “Likert Scale.” In this method CPD performance is evaluated on the basis of rating factors or traits. Each factor is represented by horizontal line that indicates the range of the factor. For example, “Poor to Excellent.” Raters put a check mark against the point on the rating scale applicable to the employee.

Performance Level Work Dimension	Poor	Fairly Poor	Fairly Good	Good	Excellent
Attendance			✓		
Behavior towards Subordinates			✓		
Sincerity				✓	

Figure 4. 3 Graphic Rating Scale example

Drawbacks :-

Rater’s bias and misinterpretation may lead to errors in judgment.

Forced Choice Method :

This method is a type of questionnaire survey. Two or more statements are grouped together, and the rater is asked to indicate which statement best describes the employees being rated. The statements denote either positive behavior or negative behavior. Weightages are given to the different statements, but the rater does not know the weightages and he's forced to make a choice.

Regularity on the job	Most	Least
1. Always regular	✓	
2. Informs in advance for delay	✓	
3. Never regular		✓
4. Remains absent		✓
5. Neither regular nor irregular		✓

Figure 4. 4 Forced choice method example

Advantage :-

Fair way to rate employees as the rater has no way of knowing the ratings of the two statements.

Forced Distribution Method :

This method is preferred when the number of employees to be evaluated is very large. The rate signs a fixed percentage of employees to each of the predetermined categories. For example, “Poor, Fairly Good, Good, and Excellent.”



Figure 4. 5 Forced Distribution method example

Advantage :-

Does not allow the rater to place all employees at the higher or lower end of the scale.

Drawback:-

Not an appropriate way to rate employees, as employee performance is normally distributed in general.

Companies like Microsoft, Accenture, General Electric (GE), Hindustan Company Limited (HCL) Technologies, Indian Multinational Information Technology Company (Infosys), Tata Consultancy Services (TCS) and Wipro have moved away from forced distribution method. This is due to the lack of transparency in this method. These companies have now shifted to a performance appraisal system based on constant feedback where the assessment of employees is based on factors like team performance and collaboration.

Checklist Method :

A checklist is a list of statements that described characteristics and performance of employees on the job. the statements carry different values. The rater has to put a plus sign (+), minimum sign(-) or question mark(?) against each statement.

1. Is regular on the job?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
2. Does maintain discipline well?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
3. Shows consistent behaviour to all colleagues?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
4. Is interested in their job?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
5. Keeps making mistakes?	<input type="checkbox"/> Yes	<input type="checkbox"/> No

Figure 4. 6 Checklist method example

Drawback :-

Time-consuming and expensive. the statements may be interpreted differently by different raters.

Essay Evaluation :

Sometimes this method is known as “Free-Form Method.” Managers or superiors write detailed report regarding their opinion of their subordinates. This report describes the strengths, weaknesses, and potentials of each employee which reflect the performance of them.

Advantage:-

Provides considerable employee information if the superior provides an example for each judgment.

Drawback:-

Difficult to compare performance of different employees and appraisal quality depends on the rater's writing ability.

Group Appraisal :

Employees are evaluated by a group of evaluators. The group of evaluators determined the performance standards of the job, measure the actual performance of the employees, and offer suggestions for improvement. Sometimes this group can be contained of one or more supervisors who know their performance.

Advantage:-

The presence of multiple evaluators reduces bias.

Critical Incidents :

Critical incidents are behaviors that are important to success or failure of the job. Supervisor keeps a written record of critical events and how different employees behaved during such events. Sometimes rater is being asked to recall a special incident occurred and note down the behavioral outcome of the employees.

Example of an effective behavior :-

A customer angrily stormed into the shop, complaining that the product he ordered was damaged. The sales executive patiently listened to the complaint and promptly replaced it, apologizing for the customer's inconvenience.

Example of an ineffective behavior :-

The salesclerk was on leave during the festive season, during which 80% of the sales occurred. he provided no logical reason for his absence and stopped responding to phone calls.

Drawback :-

Negative incidents are more easily notice than positive ones. And the supervisors may forget to record some critical incidents.

Field Review Method :

In this method employee is not evaluated by his direct superior. But they are evaluated by another person such as HR expert. Sometimes HR expert interviews the supervisors to evaluate their respective subordinates. The appraiser makes detailed note of the supervisors' responses, conveys the note to the superior and places the report in the personnel file of the employees.

Confidential Report :

This is a report prepared by employee's immediate superior. This confidential report should be viewed by authorized personal only. Hence, this is not sent openly but with a sealed envelope. This describes the employee's personality, behavior, main achievements, strengths, and weaknesses.

Ranking Method :

Each employee is compared to other employees doing the same job. Rater simply ranks employees from high to low on a given performance dimension. Employee ranked first is considered the best and the one ranked in the lowest rank is considered the worst.

Drawbacks:-

- * Difficult to rate many individuals and to make decisions regarding individuals in the middle of the rank order.
- * And only highlights the best or worst performance and does not indicate how good or bad the performer is.

Employee	Attendance	Work Quality	Manners	Mean Rank
Saman	9	10	5	8
Ryan	6	3	7	5.3
Umar	8	5	9	7.3

Table 4. 2 Ranking method example

4.2.3 Evaluation of the CPD by Modern Methods

Management by Objectives (MBO) :

This method involves a mutual agreement between the employee and the supervisor on goals to be achieved in a given time. This method focuses on results and actively involves employees in their own evaluation. In this method most of time, managers implementing series of objectives to the employees to accomplish.

This method consists of two steps :-

- Goal Setting - goals are set by mutual agreement between the supervisor and subordinate.
- Performance review - employee and the supervisor meet after a specified period to discuss the extent to which the goals were met.

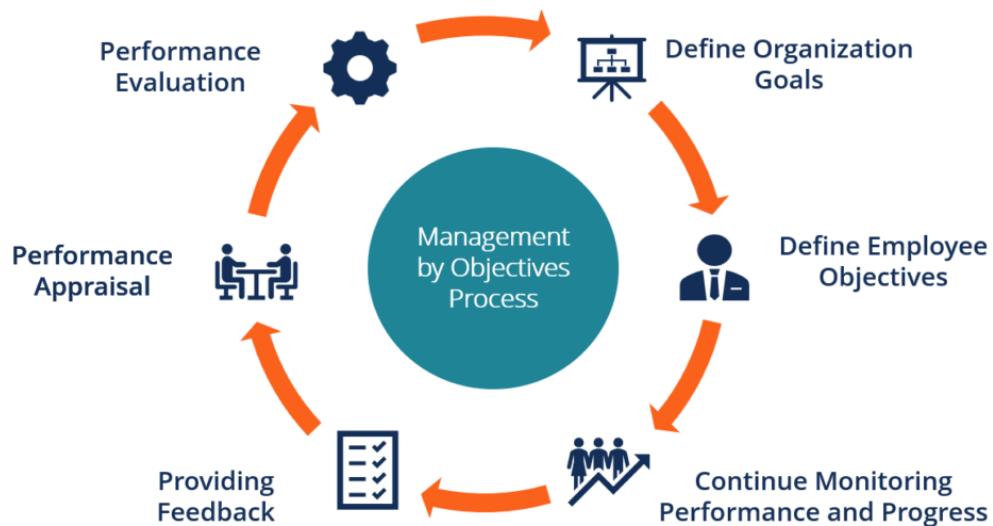


Figure 4. 7 Management by Objectives (MBO) process

Advantages:-

- * Increases motivation.
- * Early identification of problems.
- * Periodic feedback.

Drawbacks:-

- * Time consuming.
- * Disagreement between supervisors and subordinates.
- * Resistant from managers as subordinates take equal part.

Example of a company that uses the MBO method :-

First example is an American company which named General Electric (GE) has opted for a new performance appraisal method through an app called “PD@GE- Performance Development at GE.” Each employee in this company has a series of near-term goals or priorities.

Managers are expected to have a frequent discussion called “Touch Points”, on progress toward those goals and note what was discussed, committed to and resolved. As employees can give or request feedback at any point through feature called “Insights” in the app.

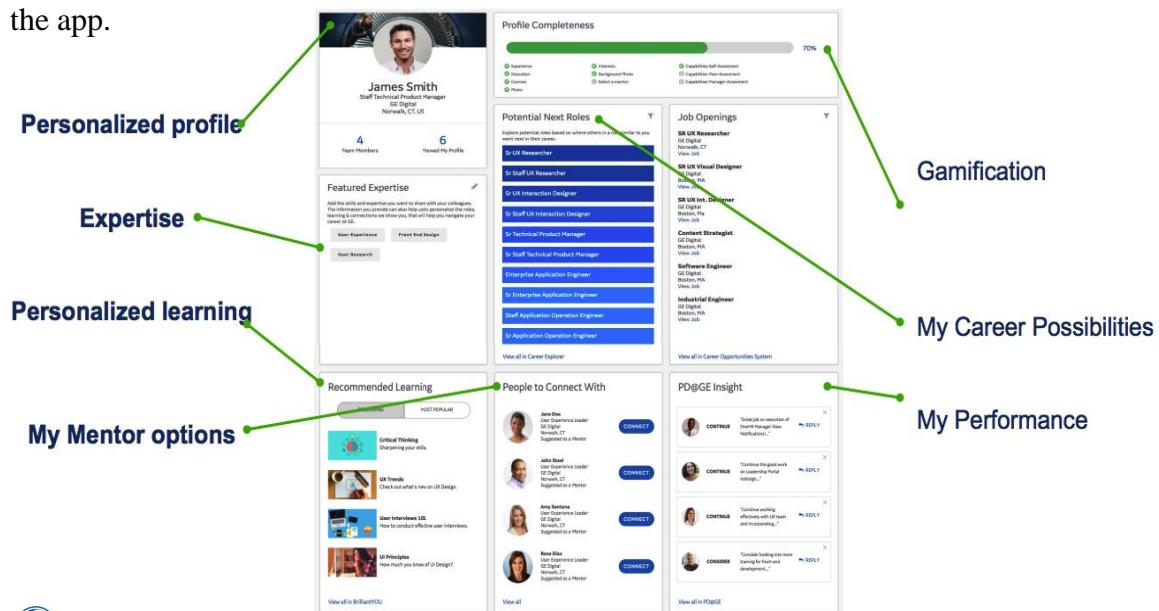


Figure 4. 8 “PD@GE- Performance Development at GE” application interface

Other example is Larsen and Toubro (L&T) which is an Indian company. They have developed a well-defined performance appraisal system using the MBO method. The MBO program consist of four main steps. They are “Goal Setting, Performance Standard, Comparison and Periodic Review.”

Larsen & Toubro, Human Resource development-Performance

Appraisal System				
CONFIDENTIAL PA FORM: 28	NAME	EMP.PS.NO.	CADRE	DEPT.
EXECUTIVES & SUPERVISORS	 LARSEN & TOUBRO LIMITED HUMAN RESOURCE DEVELOPMENT-PERFORMANCE APPRAISAL SYSTEM PERFORMANCE ANALYSIS AND REVIEW			
	NAME	DATE	SIGNATURE	
EMPLOYEE				
IMMEDIATE SUPERIOR				
NEXT SUPERIOR				
HRD DEPT.				

Figure 4. 9 Larsen and Toubro (L&T) performance appraisal system

Assessment Centers :

An Assessment Center is an organization is the place where individuals are assessed in a systematic and scientific manner. Its objective is evaluation of individual's potentiality and performance for future growth and development. Assessment Center evaluations are based not on the job but on observation of behavior and on the results of psychological tests.

Some common Assessment Center techniques are as follows :-

First technique is role playing. Candidate acts out the role of a manager in a simulated situation. Candidate is placed in a simulator situation where he is given a number of items that a manager is likely to encounter on the job. such as letters, reports and etc. The candidate has to respond and make decisions on them.

Another technique is leaderless group discussion. Members of the group are presented with a problem, and they have to interact with each other to arrive at solutions for the problem

Example of a company that uses the Assessment Center method :-

“Jubilant Life Sciences” is a pharmaceutical company that has established a leadership competency framework. The set of seven leadership competences are utilized in their core HR process of performance management and talent development through assessment centers.

Human Assets Accounting :

In this method evaluation is done in terms of measuring cost and contribution of the employees. The difference between cost and contribution reflects the performance of the employee. This method attempts to measure the monetary value of the human resources in the organization.

4.2.4 Evaluation of the CPD by Other Methods

Appraisal by Peers (Buddy Ratings) :

The underline concept is that an employee's colleagues are in a better position to observe his performance on the job and to know and understand him better. Hence, peer ratings may be more accurate and reliable than supervisor ratings.

Drawbacks:-

- * Unreliable as employees may not appraise each other honestly.
- * Mutual understanding to rate each other highly.
- * May result in peer conflict.

Appraisal by Subordinates :

Juniors or subordinates evaluate their immediate senior. The subordinates can evaluate their superior's performance with this method.

Drawbacks:-

- * Fear of reprisal may result in incorrect evaluation. Moreover, a subordinate may rate his superior in terms of the degree to which the supervisor has satisfied his personal goals instead of in terms of the superior's contribution to organizational goals.

Psychological Appraisals :

Appraisal carried out by industrial psychologists trained in techniques for personality assessment. Appraisal reports prepared after conducting extensive interviews and administrating different psychological tests to the employee. This evaluation extremely useful while making decisions regarding promotions, transfers and etc. Because Psychological Appraisals are providing information about how the employee may be expected to perform in the new role.

Self-Evaluation :

In this method employees are asked to assess their own abilities and job performance. The central idea is that no one knows an individual better than himself.

Evaluation Area	Notes
Competencies: WHAT	
Delivering Results <i>Example behaviors at Meets Expectations:</i> <ul style="list-style-type: none"> • Achieves excellence in all tasks and goals. • Maintains focus and perseveres, even in the face of obstacles. • Uses time efficiently; adapts plans when changes occur. Prioritizes tasks based on importance. Delegates appropriately. • Actively pursues professional development and growth for self and team. • Is receptive to and implements suggestions for improvement. Solicits feedback. Actively identifies ways to improve. • Holds direct reports accountable for producing quality, timely results; helps others maintain focus and overcome obstacles. Provides performance feedback that facilitates development. <i>Additional examples:</i> Unacceptable Far Exceeds Expectations	
Problem Solving <i>Example behaviors at Meets Expectations:</i> <ul style="list-style-type: none"> • Breaks down problems into fundamental parts. Identifies root causes and addresses problems in ways that lead to innovative solutions. • Consistently, in all cases, makes informed decisions based on available and hard to find information. Utilizes information that is relevant, current and clear. • Recognizes typical as well as complex and unusual issues, and actions needed to advance the decision making process. Recommends possible solutions. Follows up to ensure resolution. • Creates new ideas and processes despite initial ambiguity of the situation; modifies approach to achieve results in changing situations. • Assists employees in diagnosing problems and recognizing issues. Takes time to help employees identify critical connections, consequences and alternatives. Recognizes successful adaptations. <i>Additional examples:</i> Unacceptable Far Exceeds Expectations	

Figure 4. 10 Self-Evaluation example

Drawbacks:-

- * Lenient Ratings to themselves.
- * Overestimation of performance
- * Discrepancy between what an individual thinks of himself and what others think about him

360 Degree Feedback :

Performance information is obtained from multiple individuals including one's subordinates, peers, supervisors, and customers. This aims to provide accurate and diverse input of an employee's performance by seeking feedback from various sources. 360-degree feedback system recognize that performance varies, and individuals behave differently in different situations.

This method attempts to catch the variety of behavior and improve the quality of performance appraisal. Today many large companies mostly use 360-degree feedback for performance appraisal.

4.2.4 My mostly preferred CPD evaluating criteria

Among above mentioned many methods of that can be used to measure CPD effectiveness, I prefer the Management by Objective (MBO) method. As mentioned, there are advantages and also disadvantages within every CPD measurement criteria. But choosing the best method doesn't mean that it is 100% perfect method. According to my perspective, Management by Objectives method has more advantages than other range of CPD measurement criteria.

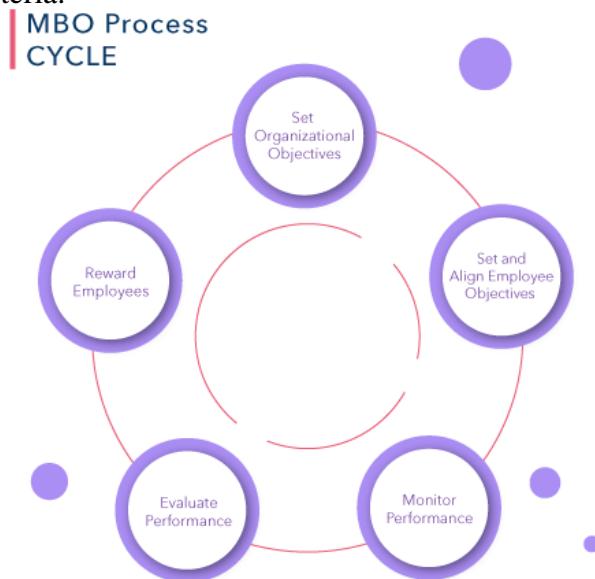


Figure 4. 11 Management by Objective (MBO) process cycle

As above picture the Management by Objective (MBO) method has a process of cycle to follow. This method doesn't only set measurable and achievable organizational objectives for the employees. According to above process this method can be used for monitoring the progress of the employees and help to reward them by evaluate the progress. Finally, honest feedback can be also given to the employees with new strategies and goals to achieve. Hence, MBO method much more similar to the SMART criteria.

And there are many more benefits of this method. This method is directly related to employee productivity. As mentioned before MBO method is used by many organizations and they are more productive organizations. Hence, this method helps to efficient management of an organization. And also, this method helps to utilize the human resources in efficient way to their fullest potential. Not only that, but this method also helps to goal setting as mentioned, and there is an effective planning of this method. Since there are many more benefits of this method, I prefer this method to evaluate and measure the CPD effectiveness.

4.3 CPD plan for team members

To create a CPD plan to each member I should know their strengths and weaknesses. With a CPD plan I expect them to improve their weaknesses into strengths with a specified time. And the member should follow strategies and have to follow some useful resources to develop their professional skills.

Below each table shows the responsibilities of each member had along with their strengths and weaknesses. And there are several ways of strategies to overcome their weaknesses. In order to follow strategies, there are some supports and resources. The relevant timeframe is indicated at the end of each table to develop their professional skills.

Name : Shanka Bandara	
Responsibility : Find information about the Virtual Reality.	
Strengths	Weaknesses
<ul style="list-style-type: none"> * Single minded. * Provide knowledge and skills. * Self dedicated. 	<ul style="list-style-type: none"> * Overloading people with information. * Too much depending on technology.
Strategies to overcome weaknesses (CPD activity)	Supports and Resources to follow
<ul style="list-style-type: none"> * Keep relevant things. * Keep things simple. * Using books and newspapers to find information. 	<ul style="list-style-type: none"> * Read library books and papers. * Follow Japanese 5S concept.
Timeframe to develop skills : 24 th July 2021 – 2 nd October 2021 (3 months)	

Table 4. 3 Shanka Bandara's CPD plan

Name : Mohamed Sihaf	
Responsibility : Prepare an audience engagement session.	
Strengths	Weaknesses
* Presentation Skills. * Sees all options and judges accurately.	* Scared of public speaking. * Difficult to handle English language.
Strategies to overcome weaknesses (CPD activity)	Supports and Resources to follow
* Reduce nervous habits. * Slow and steadily breathing while speaking.	* Study great public speakers on YouTube. * Follow a small English course.
Timeframe to develop skills : 24 th July 2021 – 2 nd October 2021 (3 months)	

Table 4. 4 Mohamed Sihaf's CPD plan

Name : Binadi Jayaratne	
Responsibility : Find information about VR devices.	
Strengths	Weaknesses
* Senses new ideas. * Explore new opportunities.	* Forgets to follow up arrangements. * Unable to complete tasks before deadline.
Strategies to overcome weaknesses (CPD activity)	Supports and Resources to follow
* Make To-Do lists. * Schedule tasks and deadlines. * Start tasks early.	* Microsoft To-do list application. * Task Management applications.
Timeframe to develop skills : 24 th July 2021 – 2 nd October 2021 (3 months)	

Table 4. 5 Binadi Jayaratne's CPD plan

Name : Isuri Arunthadi	
Responsibility : Generate new ideas.	
Strengths	Weaknesses
<ul style="list-style-type: none"> * Creative. * Imaginative. * Generates ideas. 	<ul style="list-style-type: none"> * Not being social with others. * Too preoccupied to communicate effectively.
Strategies to overcome weaknesses (CPD activity)	Supports and Resources to follow
<ul style="list-style-type: none"> * Engage with others. * Practice maintaining eye contact. * Spend time with team members. 	<ul style="list-style-type: none"> * Conference calls. * Team gatherings.
Timeframe to develop skills : 24 th July 2021 – 2 nd October 2021 (3 months)	

Table 4. 6 Isuri Arunthadi's CPD plan

Name : Dexter Monroe	
Responsibility : Find VR technology using organizations.	
Strengths	Weaknesses
<ul style="list-style-type: none"> * Co-operative. * Listen to others. 	<ul style="list-style-type: none"> * Runs away from problems. * Doubtful when making decisions.
Strategies to overcome weaknesses (CPD activity)	Supports and Resources to follow
<ul style="list-style-type: none"> * Separate problems into smaller parts. * Practice on decision making. * Follow problem solving methods. 	<ul style="list-style-type: none"> * Friends' advice. * Parents' advice. * Research on websites.
Timeframe to develop skills : 24 th July 2021 – 2 nd October 2021 (3 months)	

Table 4. 7 Dexter Monroe's CPD plan

Name : Yaalnhiey Manoharan	
Responsibility : Lead the team.	
Strengths	Weaknesses
<ul style="list-style-type: none"> * Confident when making decisions. * Identifies talent. * Clarifies goals. 	<ul style="list-style-type: none"> * Manipulative. * Delegating works to others while following small work. * Takes credit for effort of a teamwork.
Strategies to overcome weaknesses (CPD activity)	Supports and Resources to follow
<ul style="list-style-type: none"> * Respect and listen others. * Put more effort on work more than others. 	<ul style="list-style-type: none"> * Follow social activities.
Timeframe to develop skills : 24 th July 2021 – 2 nd October 2021 (3 months)	

Table 4. 8 Yaalnhiey Manoharan's CPD plan

Name : Lakshan Sandaruwan	
Responsibility : Design slides for the presentation.	
Strengths	Weaknesses
<ul style="list-style-type: none"> * Turns ideas into action. * Organizes work that needs to be done. 	<ul style="list-style-type: none"> * Inflexible. * Avoid taking responsibilities.
Strategies to overcome weaknesses (CPD activity)	Supports and Resources to follow
<ul style="list-style-type: none"> * Continually open mind for new opportunities. * Follow new opportunities and work with different environments. 	<ul style="list-style-type: none"> * Join leadership developing club. * Follow a leadership development programs.
Timeframe to develop skills : 24 th July 2021 – 2 nd October 2021 (3 months)	

Table 4. 9 Lakshan Sandaruwan's CPD plan

Name : Mohananthan Shajeeban	
Responsibility : Find errors and evaluate the presentation slides.	
Strengths	Weaknesses
<ul style="list-style-type: none"> * Can search out and detect errors. * Find new methods to complete tasks. 	<ul style="list-style-type: none"> * Being lazy at work. * Making too many excuses. * Take too much time to response.
Strategies to overcome weaknesses (CPD activity)	Supports and Resources to follow
<ul style="list-style-type: none"> * Learn to follow a Gantt Chart. * Follow new habits to being productive. * Create small attainable goals. 	<ul style="list-style-type: none"> * Follow a Gantt Chart. * Microsoft To-do list application.
Timeframe to develop skills : 24 th July 2021 – 2 nd October 2021 (3 months)	

Table 4. 10 Mohananthan Shajeeban's CPD plan

Name : Mumin Aslam	
Responsibility : Make a schedule and proposal for the project.	
Strengths	Weaknesses
<ul style="list-style-type: none"> * Dynamic in work. * Thrives on pressure. 	<ul style="list-style-type: none"> * Offend people's feelings and ideas. * Become aggressive.
Strategies to overcome weaknesses (CPD activity)	Supports and Resources to follow
<ul style="list-style-type: none"> * Use humor to release tension. * Practice relaxing skills. * Communicate with others. 	<ul style="list-style-type: none"> * Social websites and platforms. * Follow music.
Timeframe to develop skills : 24 th July 2021 – 2 nd October 2021 (3 months)	

Table 4. 11 Mumin Aslam's CPD plan

Name : Mohamed Afriti	
Responsibility : Make a contingency plan.	
Strengths	Weaknesses
* Problem solving skills. * Leadership skills.	* Low voice volume. * Talk too fast.
Strategies to overcome weaknesses (CPD activity)	Supports and Resources to follow
* Practice to speak louder. * Watch how other people speak. * Practicing by speaking for a target audience.	* Join Toastmasters club.
Timeframe to develop skills : 24th July 2021 – 2nd October 2021 (3 months)	

Table 4. 12 Mohamed Afriti's CPD plan

4.4 Professional Development Plan for myself (Author)

4.4.1 Professional Development Plan (PDP)

A Professional Development Plan is indicating set of direction that we need achieve our professional goals. This is like a roadmap containing required skills and knowledge achieve goals in career life.

According to Jim Rohn, “*If you don't design your own life plan, chances are you'll fall into someone else's plan. And guess what they have planned for you? Not much.*”

Focusing on our own individual Personal Development Plan enhances own qualities and makes our dreams and aspirations turn into reality. Our potential is limitless and investing in PDP is a way to harness our many talents. First, we have to establish our aims and goals want to achieve in short term or long term. If we set a goal, then make a plan and work on it every day help to make the progress in PDP in career.

Benefits of PDP :-

- PDP helps us to convert our weaknesses into strengths.
- This helps to move towards the career goals easily.
- To keep pace with other people.
- To strategically improve our skills and knowledges.
- PDP helps us to be up to date.

Before set a Professional Development Plan for myself, I have followed 6 cores of steps.

- 1.Identify my current status by writing down my strengths and weaknesses.
- 2.Write a list of most important goals like to achieve
- 3.Prioritise those written goals.
- 4.Write down specific timeline to achieve the goals.
- 5.Write actions that need to take in order to achieve the goals.
- 6.Mark my progress.

Below table indicates above core steps which I have followed. As in the table I have identified my current status then set up goals and objectives to accomplish. For the upcoming years I have scheduled my objectives relate to the main goals which I have identified.

What is my current state?	
Name : Ryan Wickramaratne	Current State : HND student in Computing.
My Strengths	My Weaknesses
Have completed O/L.	Public Speaking.
Have completed A/L.	Lack of professional experience.
Completed Certificate level in Marketing.	Lack of computer knowledge.
All island champion in athletics.	
Time management skills.	
What is my Desired State?	
Desired State	Why do I want it?
To have professional skills.	I'm expecting to join and work in an IT related company to make money.
To get master's degree.	I'm expecting to go to Canada to settle there. Go to Canada as a master's student is the easiest way.
How do I achieve desired state?	
Desired State : To have professional skills.	
Major Goal 1: Complete graduate level in Marketing.	
Objectives	Complete in
Get diploma in Marketing Management.	May in 2022
Get higher diploma in Marketing Management.	December in 2022
Get graduate diploma in Marketing Management.	May in 2023
Desired State : To get master's degree	
Major Goal 1: Complete M.Sc. in Computer Science	
Objectives	Complete in
Complete BTEC HND in Computing	June in 2023
Complete B.Sc.(Hons) in Software Engineering	June in 2024
Complete M.Sc. in Software Engineering	December in 2026

Table 4. 13 PDP for myself

4.4.2 Skill Audit

More than 75% graduate jobs don't require us to have a specific qualification. But all graduate jobs will want us to contribute skills, knowledge, and experience. To audit our skills, first we need to think about what employers looking for. For examples, employer would be looking skills of time management, team working, communication, languages and etc. Then we need to pick up skills and make a skills audit with mentioning how we going to improve these skills by upcoming months.

Competence level:

D = No experience C = Little experience B = Confident A = Expert

Skills to improve	Time frame with competence level			
	Current State	6 months	12 months	18 months
General skills in IT				
Microsoft Word	B	A		
Microsoft Excel	C	B	A	
Photoshop	D	C	B	A
Parts of a computer	B	A		
IT skills for software engineer				
Programming and coding	C	B	A	
Software Development	D	C	B	A
Object Oriented Programming	C	B	A	
Apps developing	D	C	B	A
Web development	C	B	A	
Database Management	B	A		
Professional Skills				
Communication in English	B	A		
Public Speaking	C	B	A	
Teamworking	B	A		
Time Management	B	A		
Leadership	B	A		
Flexibility	C	B	A	
Problem Solving	B	A		

Table 4. 14 Skill Audit for myself.

Above table describing my current skills statuses with skills to be develop in future. Within 18 months I'm expecting to gain all the skills to be prepare for bachelor's degree of software engineering. As well as I'm expecting to improve my professional skills, since they are very important when applying for jobs.

4.5 Motivational Theories

4.5.1 Types of motivational theories

Motivating staff or team members is a critical factor to be success in any organization. But many people are different from each other. Not everyone responds in same exact way on particular situations. And not everyone lives in exact same environment. Hence, according to their different characteristics and needs they are being interested in different motivational theories.

There are 2 types of motivation :

1. Internal Motivation – The force leads us to accomplish personal goals.

For example :- Participate for a competition, Start an own business

2. External Motivation – The force that trigger us to achieve goals.

For example :- Money , Price, Encouragement

Most famous motivational theories :

1. Maslow's Hierarchy of Needs
2. Herzberg's Two Factor Theory
5. McGregor's Theory X and Theory Y
6. William Ouchi's Theory Z

4.5.2 Comparison of Maslow's Hierarchy of Needs and Herzberg's 2 Factor Theory

Similarities between Maslow's Hierarchy of Needs and Herzberg's 2 Factor Theory :

Here we can focus on similarities between both Maslow's Hierarchy of Needs and Herzberg's Two Factor Theory. Herzberg's Two Factor Theory is simply divided into 2 main groups of factors which are Hygiene factors and Motivator factors. And also, despite of having 5 levels in Maslow's Hierarchy of Needs, this can be divided into main categories which are Deficiency needs and Growth needs. Another common factor for both theories are built from bottom to up. And also, both theories refer the human needs.

When we move on to the base level of both theories. We can see Hygiene factors of Herzberg's Two Factor theory affects the 3 Deficiency Needs in Maslow's Hierarchy of Needs. For example, salary is a hygiene factor in Herzberg's theory. The salary is the only way to get food on the table and root over the head. Hence, salary affects the psychological need of Maslow's Hierarchy of Needs. And also, salary affect the safety needs of Maslow's theory. Money in the pockets and the bank give the feeling of security. Another Herzberg's hygiene factor of job security also directly affects the safety needs in Maslow's. Then another Herzberg's hygiene factor of relationship with colleagues affects with both safety needs and belongingness and love needs in Maslow's.

When we move on to the next level of both theories, we can see how the Motivator factors of Herzberg's Two Factor theory affects the 2 Growth Needs in Maslow's Hierarchy of Needs theory. Recognition from colleagues or management is a motivator in Herzberg's theory. If affects the esteem needs in Maslow's theory. Another motivator of Herzberg's theory is meaningful work which affect both esteem needs and self-actualization of Maslow's theory.

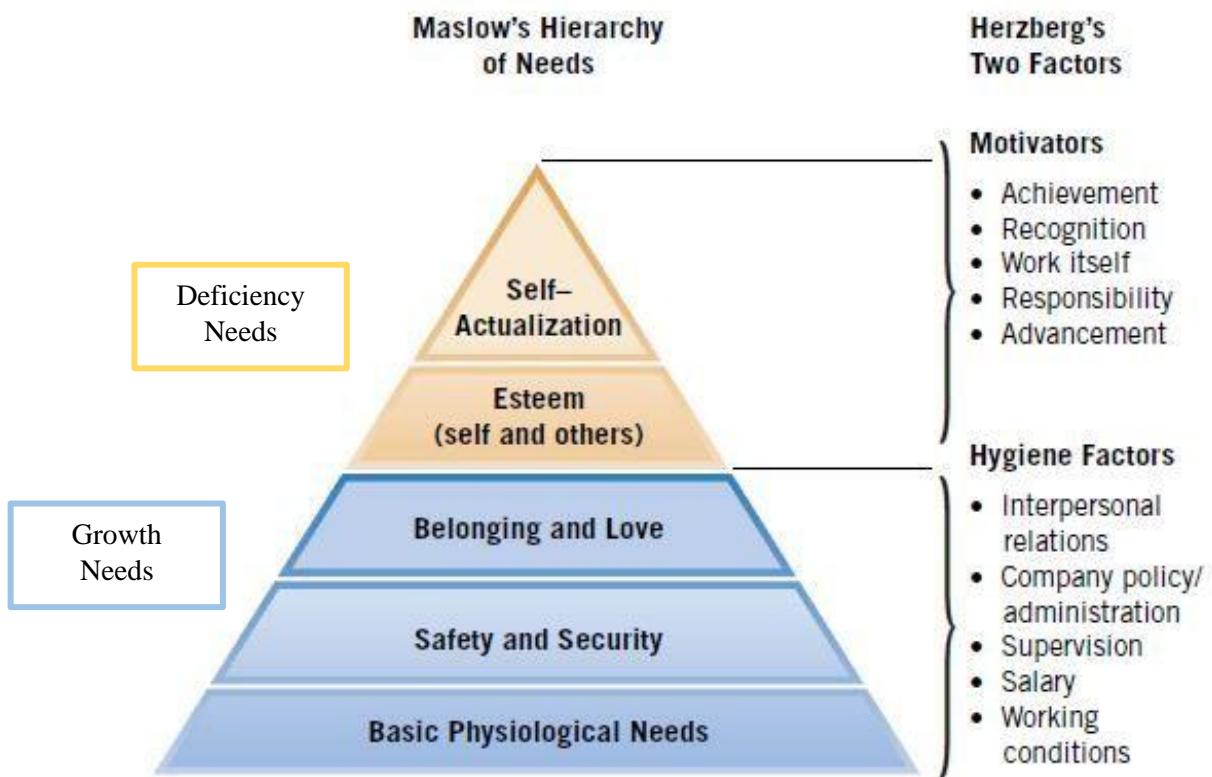


Figure 4. 12 Similarities between Maslow's Hierarchy of Needs and Herzberg's 2 Factor Theory

Difference between Maslow's Hierarchy of Needs and Herzberg's 2 Factor Theory :

Key Points	Differences	
	Maslow's Hierarchy of Needs	Herzberg's Two Factor Theory
Based on	Based on the concept of human needs.	Based on workplace conditions that affect employee satisfaction and motivation.
	Long experience on human needs.	Actual information collected by interviews.
Order of needs	Includes 5 sets of human needs in hierarchical arrangement.	Includes 2 set of factors and they have no sequence.
Nature of Theory	Descriptive in nature.	Prescriptive in nature.
Used by	Mostly applicable to poor developing countries where money is more important motivating factor	Mostly applicable to rich developed countries where money is less important motivating factor
Affect for	Affects to all human beings.	Only affects employee's work.
Motivators	Any need can act as a motivator.	Only Motivator factors(higher levels) act as motivators. Hygiene factors(lower levels) don't act as motivators.

Table 4. 15 Difference between Maslow's Hierarchy of Needs and Herzberg's 2 Factor Theory

According to above table it's clear that Maslow's Hierarchy of Needs is speaks about wide area than the Herzberg's Two Factor Theory. Maslow's theory can be applied for all human being's life rather than using for only to the workplace, Hence, Maslow's Hierarchy of Needs theory is better for applying for everyone simply we can use it to motivate colleagues to work on CPD to go beyond their current level.

Leaders or team members have to identify the level of each member according to hierarchy model and then simply need to motivate each of them by defining the benefits of higher levels. Then the members of the team will try to work to go beyond the current level to upper level. Hence Maslow's Hierarchy of Needs is a better way to motivate team members work on CPD.

4.5.3 Comparison of McGregor's Theory X and Theory Y

Theory X and Theory Y were created by Douglas McGregor in 1950 while he was working at the MIT Sloan School of Management. He developed it further in 1960s. Theory X and Y are used by managers to motivate their subordinates. Theory X indicate the importance of supervision while Theory Y indicates importance of rewards and recognition.

McGregor's Theory X	McGregor's Theory Y
In this theory talks about lazy employees who work for the money.	In this theory talks about motivated employees who doesn't work for money.
Employees have skills and capabilities	Employees don't have skills and capabilities
Employees like to work little.	Employees like to work more.
Motivation only occurs at psychological and security levels of Maslow's hierarchy of needs.	Motivation occurs at any levels of Maslow's hierarchy of needs.
Employees dislikes responsibilities.	Employees seeks for responsibilities
Prefer to direct by others.	Self-directed.
A close supervision is required.	A close supervision doesn't require.
Unintelligent employees.	Intelligent and creative employees.
Can't solve organizational problems by themselves.	Can solve organizational problems by themselves.
Employees are Self-centered.	Employees works for organization success.
Employees resist to change.	Employees are flexible.

Table 4. 16 Comparison of McGregor's Theory X And Theory Y

According to above table, Theory Y is more optimistic and flexible since managers don't have to tell what to do and the employees are committed to the work. Hence, this leads to productivity and better customer satisfaction. Managers can focus of other strategic goals of the company since there is lesser supervision is needed.

But there are some limitations of McGregor's Theory Y. Since lesser supervision needed for the employees, managers can be lazy in work. They could delegate all the work to the employees to stay relax. Sometimes lesser supervision and trust on employees would waste the company's time because employees could do activities that only benefits for them. Since all employees not having same set of minds, some of them could require lot of motivation from the management. (Gikunda, Pros and Cons of Theory Y, 2019)

4.5.4 Comparison between McGregor's Theory X and Y with William Ouchi's

Theory Z :

After the death of Douglas MacGregor, in 1980s William Ouchi revived and modified MacGregor's theory of X and Y. He introduced theory Z which describe the adoption of Japanese ideas of management in United States of America.

Theory X	Theory Y	Theory Z
Employees dislike the work	Employees see the work as part of life.	Employees are more participative.
Employees preferred to be controlled.	Employees prefer limited control.	Employee control is informal. That means employees can perform tasks the way they see fit.
Employees don't seek responsibilities	Employees seek responsibilities	Employees are preferring to share the responsibilities.
Employees perform under supervision of managers.	Employees perform better under lesser supervision of managers.	Employees perform better under trusted environment. Hence management should trust and support the employees.
Employees depend on the management.	Employees are self-directed.	Employees and management support each other.
Employees motivated by salary.	Employees motivated by many different things	Employees motivated by guaranteed employment.

Table 4. 17 Comparison between McGregor's Theory X and Y with William Ouchi's Theory Z

There are lot of benefits can be earned by Theory Z. Focus on empowerment of the employees leads to more productivity. And the loyalty of employees can be earned since this theory focusing on job security of them. Hence, employees can be satisfying, and it boost the commitments on their work. Since Theory Z promotes trust among employees and managers a strong bond will be promoted automatically between among them.

But there are certain limitations also. Because of the fear for unknown, managers would not support employees in decision making. And employees would hesitate to make decisions because of the fear for being criticized. And there is a risk of productivity reduction if there are no more rewards for good performance. (Gikunda, Pros and Cons of Theory Z, 2019)

4.5.5 Importance of motivational theory for a teamwork

Motivational theories help to stimulate employees and members to work on a goal. Hence, motivation through motivational theory is a psychological need that everyone wants. By following a motivational theory is very important. Because there are many benefits can be earned. Some of them are referred below.

- Puts thoughts into action.
- Improve the level of efficiency.
- Leads to organizational goals.
- Builds relationship with others.
- Give confidence to work.
- Increase commitment of the members and employees.
- Increase employee satisfaction.

4.5.6 Apply motivational theories to build CPD for team members

Choosing a suitable motivational theory to follow :

Creating a CPD is not very easy. I had to understand each team member's current level and have to set goals and objectives for each of them. The CPD I've created, should improve each team member's professional skills. And also, as a team member, following a CPD is also not easy. They have to go through courses and training to develop their skills in professional life. Because of that I've tried to follow motivational theories to create CPD and to encourage team members to follow them. But selecting a suitable motivational theory was the next challenge I've faced.

First, I've considered McGregor's Theory X and Y with William Ouchi's Theory Z. My opinion is Theory X, Y and Z is hard to apply in practical life. When comes to McGregor's Theory X and Y with William Ouchi's Theory Z, it is essential that all employees should have same set of needs. But in reality, different individuals may drive by different needs and not all people have same behavior. And also, supervisors would be motivated by either theory X or Y.

But when come to Maslow's Hierarchy of Needs model, it is simple to understand because the needs are scaled in different levels. The huge advantage of this theory is Maslow's Hierarchy of Needs can apply to all human beings. And also, it speaks about wide area than the Herzberg's Two Factor Theory. Unlike other motivational theories Maslow's theory can be applied for all human being's life rather than using for only to the workplace,

Hence, Maslow's Hierarchy of Needs theory is better for applying for everyone. Because simply I can use this theory to motivate colleagues to work on CPD to go beyond their current level to upper level.

Use selected motivational theory to create CPD :

First, I had to identify the current level the of each member belongs according to Maslow's Hierarchy model. Then I have categorized team members into respective levels they belong according to Maslow's Hierarchy of Needs levels. By categorizing team members into levels, I was able to appoint goals and objectives for each member to evolve into next level from the current level. Then I motivated each team member by defining the benefits of higher levels in the hierarchy. I have expected that each member will try to work to go beyond the current level to upper level.

If I take Lakshan as an example, the way I see is, he is at very beginning level of the Maslow's hierarchy which is "Basic Psychological needs". Since he has a job, he can provide himself food, water, and other basic needs for himself. To improve to next level, which is "Safety and Security needs", he has to earn more money and need to be promoted in the job. With that he can get a house and health insurances which are fulfilling safety and security needs. So, when creating CPD plan for him, I've considered his current status and level, then I've set goals and objectives for him to elevate to the top of the Maslow's Hierarchy of Needs.

Like that after passing CPD plan for team members along with the Maslow's Hierarchy of Needs motivational theory, I saw their efficiency and productivity increment. Since they have motivated with a suitable theory, I saw they have put their maximum effort on CPD plan to elevate themselves to the next level. The final result was everyone on the team was able to develop their professional skills at the end of the project.

Conclusion

At the end of the project me and my team members gained so much knowledge and improved our skills. By following this project, we were able to develop our problem-solving skills, time management skills, team working skills and also able to develop professional skills. At the end of this project, we realized this project was given not only for entertain and educate other people. The target of this project is developing our professional skill set by working as a team.

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