

Applied Professional Skills

Course: Business Management

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1.0 Introduction

Continuous professional development must first recognize its positioning and formulate the ultimate goal. And all this is based on the premise of knowing the professional field. There are four parts in this article, which respectively explain the definition of professional and the criteria for becoming professionals, the importance of teamwork, the stages of project management and the techniques of problem-solving, and the necessity of personal continuous professional development.

2.0 Activity 1

Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably (Marketing and 7Ps: A brief summary of marketing and how it works, 2015). To become a marketing professional, they must get a CIM professional diploma. Each level in CIM has different standards and professional skills. First, determine the level you can achieve based on the level description (Appendix 1, a). This article will be detailed in Level 4. CIM professional map (Appendix 1, b), divides marketing professional development standards into three parts: core, technical, and behavior.

2.1 Core

The core part is the foundation for every marketing professional to reach their level of standards and the ultimate goal. It guides the development of marketing strategies and product development to achieve business goals and improve organizational performance.

Insights: For marketing professionals at level 4, collecting information alone is not enough. They also need to be able to manage team projects related to marketing information, as well as MKIS. The full name of MKIS is a Marketing Information System, it is a system that can regularly collect, analyze, and output marketing information. Marketing professionals of level 4 should be able to master the system structure of MKIS, use its information to analyze and provide insights that can promote successful marketing goals.

Championing the customer: The key to maintaining customer relationships is to increase customer loyalty, and internal marketing is the foundation for building strong external customer relationships. The standard for a level 4 marketing professional is the ability to plan and implement internal marketing activities.

Strategy: Level 4 marketing professionals need to understand the overall and long-term goals of corporate marketing to strategically plan it. At the same time, professionals should understand the relationships with suppliers, customers, stakeholders, and formulate corresponding marketing strategies based on the current market economic conditions.

2.2 Technical

Technical capabilities point out the knowledge and skills needed to become a marketing professional.

Brand: for level 4 marketing professionals, ensure consistency with marketing goals when developing brand strategy. Pinpoint brand audiences, market positioning, organize brand marketing activities and increase brand awareness.

Integrated Marketing Communications: level 4 marketing professionals can study this skill in both horizontal and vertical directions. Horizontal integration is the need for marketing professionals to connect marketing departments and business organizations. For example, production, sales, and finance departments should work together to share information at any time. At the same time, email, advertising, and other channels are used to spread the marketing strategy to both internal and external. Vertical integration means that marketing professionals' marketing strategy must be related to the company's higher goals.

Digital Integration: digital integration technology requires level 4 marketing professionals to provide information on marketing strategies in terms of digital capabilities, such as information mining, to provide hidden marketing models under company data. Second, change the marketing model according to customer needs and use email, social media, and more. to interact with customers. Develop digital technologies such as automation, applications, and improve the customer experience. Third, use websites, forums, social media, etc. to detect marketing.

Product Management: level 4 marketing professionals must clarify the purpose and scope of product management, grasp market changes, and develop new customer groups.

Monitoring and Measuring Effectiveness: this skill means that marketing professionals' marketing goals need to be clear, specific, and achievable. Quantify metrics, use social media to monitor program implementation, and conduct assessments and analysis at any time.

Customer Experience: marketing professionals need to share information with internal departments to determine customer needs and improve customer experience. Moreover, conduct regular customer satisfaction surveys through email and other forms.

Partnership Marketing: this technical requires marketing professionals to establish and manage marketing and marketing channels. Develop new partners to meet changing customer needs and achieve marketing goals.

Risk and Reputation: marketing professionals are required to have the ability to maintain the reputation of the company, and to effectively save the company's reputation through management of every department when the company is facing a crisis.

2.3 Behavior

Throughout the marketing process, professionals need to have the skills in the behavioral competencies (Appendix 1, c) to have a good impact on the team and the final marketing goals, so that the implementation of the marketing plan is smoother.

2.4 Appendix 1

a. CIM Proficiency Levels

Proficiency levels

Level		Definition	Knowledge	Application
5	Authoritative	Mastery at the highest level of the knowledge and application	Mastery	Habitual
4	Accomplished	An advanced degree of knowledge and consistent application	Mastery	Regular
3	Able	Full Knowledge of the concepts and application to the business	Full	Regular
2	Active Learner	Meaningful knowledge with some experience and application	Some	Some
1	Aware	Limited knowledge or experience with full potential to develop	Limited	Limited

b. CIM professional map



c. Behavioral competencies

Behavioural competencies

Behaviour	Description
Creative	The ability to use imagination and new ideas to produce solutions
Commercially aware	The ability to use business acumen from experience or learning in a day-to-day work situation
Collaborative	The ability to work with others to the benefit of the business and its goals
Influencing	The ability to actively promote ideas and initiatives both internally and externally
Inspiring	The ability to inspire and motivate others towards a common vision
Challenging	The ability to challenge the status quo and drive change in a business environment
Entrepreneurial	The ability to think ahead to spot or create opportunities and maximise them
Financially literate	The ability to use financial calculations to justify, manage and approve expenditure and investment
Responsible	The ability to work in a way that considers its impact on other people, organisational goals and the wider environment
Innovative	The ability to formulate new ideas or to adapt or use existing ideas in a new or unexpected way to solve problems.

3.0 Activity 2

Group dynamics are the processes that occur between group members. These dynamics are affected by each member's internal thoughts and feelings, their expressed thoughts and feelings, their nonverbal communication, and the relationship between group members. Group dynamics helps you understand how each person's actions make sense in the context of the group (Study.com, 2018). Understanding the interactions between team members can help us resolve conflicts within the team promptly, effectively improving the team's work efficiency and cohesion. There are 5 stages of team development activities.

The first stage is the **forming** stage, and the group members are still in a state where they do not understand each other. The group members introduce themselves to each other and form preliminary trust. According to the nine Belbin team roles (Appendix 2, a), team members can determine their role in the team. According to the Belbin team role circle (Appendix 2, b), the team can see the composition of the team and analyze the advantages and disadvantages of the team. This rule is conducive to team positioning and mutual understanding to build trust. Leaders can better organize members of the group to jointly determine team goals, milestones, and more. The second stage is the **storming** stage. When discussing the goals of the team, inevitably the differences will grow larger and members will have to endure each other to solve their problems. Leaders need to make timely decisions to avoid bigger arguments. The third stage is the **norming** stage, in which the group members reach a consensus with each other and determine common goals through free discussion. The fourth stage is the **performing** stage. Team

members need to focus on the team's goals and use their different skills and experience to achieve their goals. Leaders have the flexibility to assign tasks to team members at this stage. After the group has completed its mission, it will enter its final **adjourning** stage. The team recognizes everyone's efforts and achievements, and the group members can return to their original direction of development.

Conflicts cannot be avoided during team development. According to the Thomas-Kilmann model, there are five options for conflict resolution: competition, cooperation, adaptation, avoidance, and compromise. After I completed the Thomas-Kilmann conflict mode instrument questionnaire (Appendix 2, c), I found that the most commonly used solution style is avoiding. For example, during a simulated negotiation class, the project required students to divide the land as tribal leaders. My tribe is called Mousa (Appendix 2, d), and by completing the Negotiation Preparation Worksheet (Appendix 2, e), I identified what I must get. My tribe relies on farming, and I must obtain the fertile land on the East bank. I made this request with a tough attitude and it succeeded. Because the Faji tribe is the most powerful and I don't want to start a war, so I have to give them mountains and caves. Then I demanded that the forests around the mountains and the Faji tribe should protect us when in danger. However, the Kurr tribe also needed the forest so much that I avoided conflicts and reached a deal. The Kurr tribe and my tribe will trade in wood and food. In the process, except for the fertile land on the East bank that I had to get, I dealt with the conflict in avoiding style (Appendix 2, f). As another simple example, when I made a Christmas travel plan with my friend, she insisted on living in London on Christmas Day, and I objected. This time I did not adopt an avoiding style but adopted a cooperating style. Her purpose was to be able to shop in London, so I came up with two solutions based on her purpose.

In the end, she accepted one of my suggestions. Without affecting our respective interests, it did not undermine our relationship and reached a win-win situation. Therefore, in situations where the importance of conflicts is different, choosing different negotiation skills is the key to resolving conflicts within the team.

3.1 Appendix 2

a. The nine Belbin team roles

Belbin® Team Role Summary Descriptions

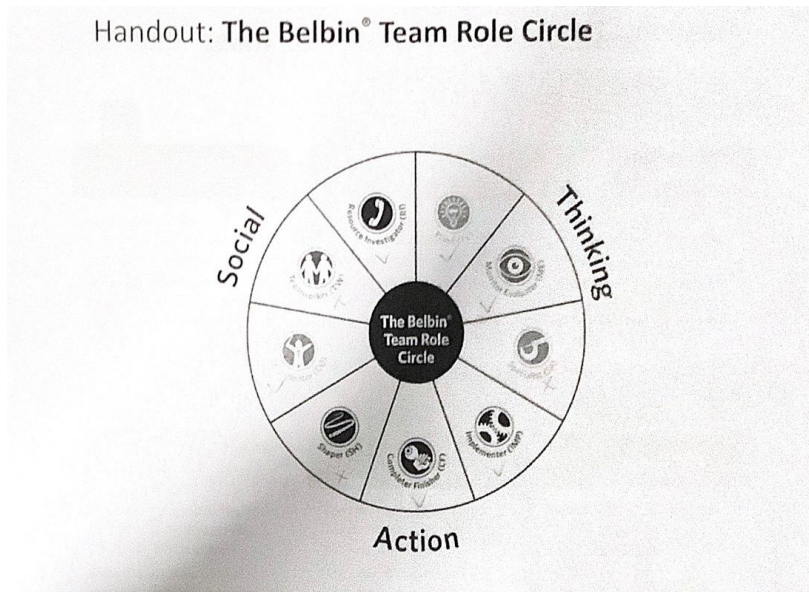
 Resource Investigator Contribution: Outgoing, enthusiastic. Explores opportunities and develops contacts. Allowable Weaknesses: Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.	 Teamworker Contribution: Co-operative, perceptive and diplomatic. Listens and averts friction. Allowable Weaknesses: Can be indecisive in crunch situations and tends to avoid confrontation.	 Co-ordinator Contribution: Mature, confident, identifies talent. Clarifies goals. Delegates effectively. Allowable Weaknesses: Can be seen as manipulative and might offload their own share of the work.
 Plant Contribution: Creative, imaginative, free-thinking. Generates ideas and solves difficult problems. Allowable Weaknesses: Might ignore incidentals, and may be too pre-occupied to communicate effectively.	 Monitor Evaluator Contribution: Sober, strategic and discerning. Sees all options and judges accurately. Allowable Weaknesses: Sometimes lacks the drive and ability to inspire others and can be overly critical.	 Specialist Contribution: Single-minded, self-starting and dedicated. They provide specialist knowledge and skills. Allowable Weaknesses: Can only contribute on a narrow front and tends to dwell on the technicalities.
 Shaper Contribution: Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles. Allowable Weaknesses: Can be prone to provocation, and may sometimes offend people's feelings.	 Implementer Contribution: Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done. Allowable Weaknesses: Can be a bit inflexible and slow to respond to new possibilities.	 Completer Finisher Contribution: Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects. Allowable Weaknesses: Can be inclined to worry unduly, and reluctant to delegate.

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b. The Belbin team role circle



c. Thomas-Kilmann conflict mode instrument questionnaire

Thomas/Kilman Conflict Mode Instrument

Your scores on the 5 styles for handling conflict

No set of scores will ever describe you perfectly. They provide a way to talk about your *most preferred* and *least preferred* style for handling conflict -about your conflict comfort zone. You do not always approach things in exactly the same way; but neither do you try something different each time. Your starting point for managing conflict tends to be your comfort zone.

Transfer your score from the 30 questions to this sheet by circling the A or the B letters below that you circled on each question. Then add up each column to get a score for each style.

	Competing (forcing)	Cooperating (problem solving)	Compromising (sharing)	Avoiding (withdrawal)	Accommodating (smoothing)
1		B	A	A	B
2		B	A	B	B
3	A		A	B	B
4		A		B	
5				A	
6	B		B	A	
7	A	B		A	
8	A	B	B	A	
9	A		B		
10		A	B		B
11		A	B	A	
12	B		A		
13	B	A		B	A
14	B			B	A
15	B			B	A
16	A		B		A
17		A	B	B	
18		A	B		
19		A	B		A
20		B	A		
21	B	A	A	B	
22			B		A
23	A	B	A	A	B
24		B	A	A	B
25	A	B	A	A	B
26		B	A	A	B
27	A	B	A	B	
28		B	A		A
29		B	A		A
30		B	A		A
Total	3	8	8	9	2

Source: Kenneth Thomas & Ralph Kilman (1976).

D. Avoiding 避免

Uses:

- When an issue is trivial, of only passing importance, or when other more important issues are pressing (比问题本身重要时其他问题更紧迫)
- When you perceive no chance of satisfying your concerns, e.g. when you have low power or you are frustrated by something which would be very difficult to change (national policies, someone's personality, etc.)
- When the potential damage of confronting a conflict outweighs the benefits of its resolution
- To let people cool down – to reduce tensions to a productive level and to regain perspective and composure (冷静下来, 重新思考问题)
- When gathering more information outweighs the advantages of an immediate decision (收集的信息越多越好, 暂时不要立刻做决定可以再分析一下)
- When others can resolve the conflict more effectively (别人可以更好的解决冲突)
- When the issue seems tangential or symptomatic of another more basic issue.

If you scored High:

- Does your coordination suffer because people have trouble getting inputs on issues? (收集信息有困难: 收集的信息本身是帮助解决问题)
- Does it often appear that people are "walking on eggshells"? (Sometimes a dysfunctional amount of energy can be devoted to caution and the avoiding of issues, indicating that issues need to be faced and resolved.)
- Are decisions on important issues made by default? (重要的事情上, 大家是默认的去办)

If you scored Low:

- Do you find yourself hurting peoples' feelings or stirring up hostilities? (You may need to exercise more discretion in confronting issues or more tact in framing issues in non-threatening ways. Tact is partially the art of avoiding potentially disruptive aspects of an issue.)
- Do you often feel harried or overwhelmed by a number of issues? (You may need to devote more time to setting priorities – deciding which issues are relatively unimportant and perhaps delegating them to others.)

才力低 有重要的事
解决冲突不如放弃
冷静下来
收集的信息越多越好
暂时不要立刻做决定可以再分析一下
别人可以更好的解决冲突
重要的事情上, 大家是默认的去办

d. Mousa tribe

Island of Opportunity - The Mousa Tribe

By a strange coincidence of fate, several tribes have discovered the uninhabited island of Resta on the same day. Resta is a large island that is ideally suited to your tribe. Unfortunately, the other three tribe leaders feel exactly the same way about the island and its suitability to their tribes.

After some debate the decision has been taken to split the island between all of the tribes. A special tribal council has been called at which you will be expected to represent your tribe.

Your challenge is to reach an agreement with the other tribe leaders, which protects your tribes-people's interests.

This brief explains the general rules relating to this task as well as information about your tribe. There is a map of the island on page 3.

You must ensure that the needs of your tribe are fully met in the negotiations.

General Rules:

- Once the final borders between tribes are agreed, tribes-people will not be able to cross into another tribe's land, though they will be able to meet at borders.
- Areas of 'no mans land' are not permitted. Every part of the island must be allocated to one of the tribes.
- Boats/tribes-people can only get off the island from the beaches marked.
- The river is fast flowing and deep. It cannot be crossed by wading or by swimming (the latter is particular dangerous due to the large population of Tiger Toothed Piranha).

Your Tribe:

Your tribe is called the Mousa tribe.

You must consider your tribe's needs in terms of food, drink and shelter as well as security and other aspects as appropriate (including getting on and off the island in the future). The following provides further detail about your tribe.

Your people live by farming and you are particularly pleased to have found small areas of very fertile land on both banks of the river suitable for growing the Aka plant, which provides your tribes main source of food.

The land on the West bank however, clearly has a tendency to flood very badly and therefore you have your eyes mainly on the East bank.

It is important that you also secure a good chunk of forest, which will provide a source of fuel and housing for your people.

Your people are a peace loving people who are eager to establish trade with other tribes.

However, you are aware of friction amongst other tribes and fear that this could lead to all-out war something your people are not prepared for.

You are therefore keen to secure the mountains where dried Aka could be stored in the caves and which would provide hiding and safety for your people, should the worst happen.

Your tribe's future depends on you. Good luck!

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e. Negotiation preparation worksheet



MindTools
Essential skills for an excellent career

Worksheet

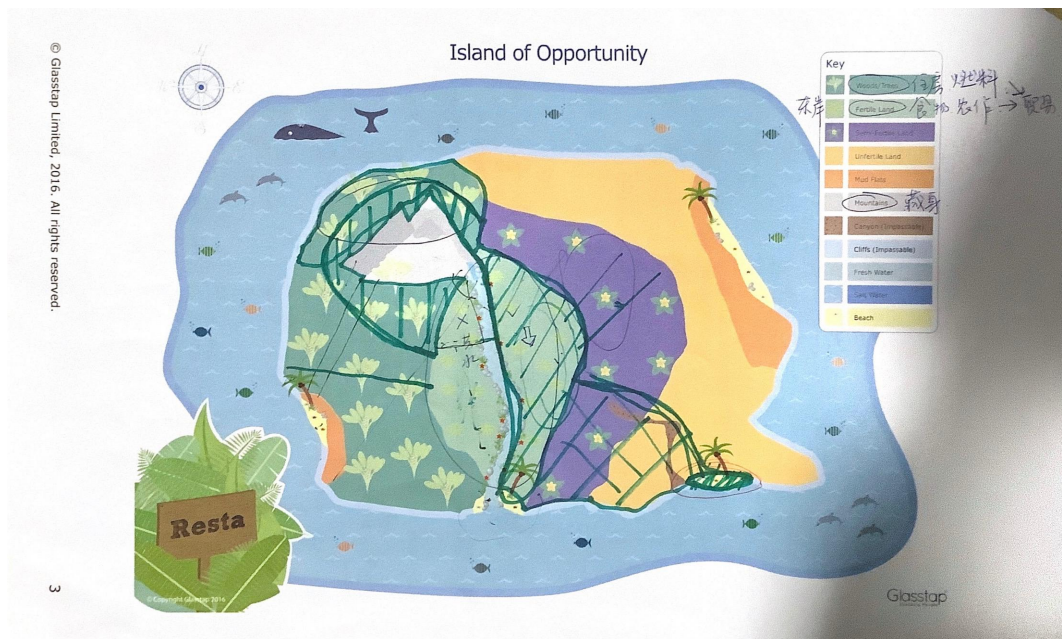
Negotiation Preparation Worksheet

• For more information, read our article on [Essential Negotiation Skills](#).

Aspect of the Negotiation	Notes
Goals	1. East bank fertile land 2. forest → woods 3. mountains & caves → hide 4. peaceful (no war) 5.
Trades	(Aka plant) food.
Alternatives	☒ mountains & caves ; ☒ east bank fertile land.
Relationship	Faji tribe Kum tribe
Expected Outcome	The whole east bank fertile land.
Consequences of Winning or Losing	~~gladness~~ Must win the east bank land.
Power	My people live by farming.
Possible Solutions	Trade trees for food.

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f. The negotiation results



4.0 Activity 3

For marketing professionals, being able to organize marketing campaigns and managing projects alone is important. There are five phases in project management: initiation, planning, execution, monitoring and control, closure.

Initiation: the initiation stage requires professionals to evaluate the value of the project. For marketing professionals, projects need to be launched in a profitable or potentially valuable way.

Planning: after the project is started, a plan is needed to guide team members to complete tasks on time and schedule. Gantt Chart can help marketing professionals make plans well. The horizontal axis of the Gantt Chart indicates the time and the vertical axis indicates activities. It can know which activity started when and when it was due. At the same time, you can check the progress of the team project. Before the plan is generated, the activities in the project need to be classified into the “ABC” level. The A-level representative is very important and urgent; the B-level is important but not urgent; the C-level is neither important nor urgent.

Execution: the implementation phase depends to a large extent on the planning phase. Only a clear plan can make the team members clear their tasks and focus on their goals.

Monitoring and control: monitoring the team's execution progress at any time is the key to ensuring that activities are completed on time.

Closure: after the team completes the project, it will be handed over to the client, and the feedback of the client can make an assessment and summary of the completion of the project.

Learn from it and use it neatly in your next project. Summarize the mistakes, so as not to repeat

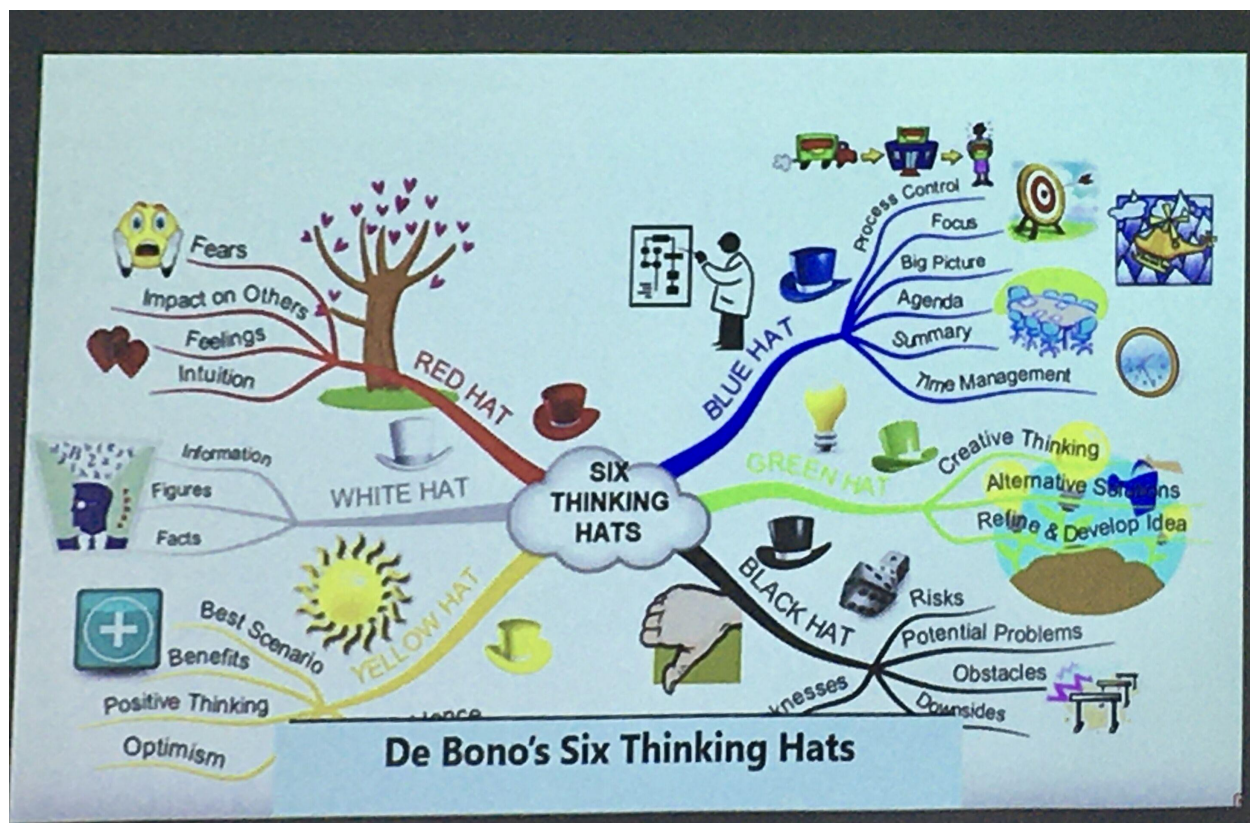
it next time. By evaluating and summarizing marketing professionals can also know how to better plan time and use resources next time.

Take the project management I once applied as an example. Last year, my school band needed to prepare a skewer program for an orientation party. I was lucky to be elected as the person in charge. After handing over the program review date with the program reviewer, I followed the above steps to start planning the entire program. I used my mobile calendar for planning, including music selection, music rewriting, music rehearsal cycle twice a week, program review, rehearsal, and performance. I leave part of the activities to capable players. I used the chat software to send the electronic sign-in form to the team members before each rehearsal, which allowed me to know the rehearsal attendance. Since the free time of the band members was different on the day of the program review, so I gathered, so I proposed to the program reviewer that during the last rehearsal, the video be audited. Fortunately, the final performance was successful. Through this project management, I concluded that the time planning should be one or two days ahead of the deadline required by the client, and even if there is an emergency, the results can be delivered in advance. Another point is to actively seek solutions with creative thinking when confronted with conflict. The video assessment I used is a new solution. If I blindly ask the reviewer to change the date or force the team to attend on the day, it will inevitably cause conflict. Brain-storming is one of the methods to cultivate creative thinking. Combining the brain-storming and fish-bone method can solve the problem creatively from the root of the problem. De Bono's six thought hats are also a good guide to solving problems (Appendix 3, a). White hat represents positioning conflicts, looking for existing facts and the nature of the problem. Red hat represents emotions, and when making a team decision, consider

how this decision will feel for team members and customers. The yellow hat represents a positive approach to the current conflict. The black hat represents a rescue measure on the negative side. Green hat and brain-storming are similar. The blue hat represents controlling the overall situation and measuring the impact of conflict on the team's ultimate goal.

4.1 Appendix 3

a. De Bono's Six Thinking Hats



5.0 Activity 4

Continuous professional development is essential for marketing professionals. Through continuous learning of marketing field knowledge, enhance professional ability and obtain promotion opportunities. CPD is a cycle stage. Starting from the identify stage, you have a clear

understanding of your profession and know your future goals. Then plan, and make a clear plan for the milestones and time to reach the goal. Next to the action stage, learn step by step according to plan. And we must reflect at any time and summarize the mistakes and experiences in the study in time. Then it reaches the apply stage, applying the knowledge learned in real life to practice. After the practice, you should share your results with colleagues who practice it together, accept the opinions of others, and further improve yourself. The last is the impact stage, which analyzes and evaluates your own CPD tasks and measures their impact on the ultimate goal of continuous professional development. This process is called CPD reflection. Through this process, you can recognize your advantages and disadvantages, and make appropriate plan changes. Marketing is an integral part of every business. For example, in some companies, they need to focus on advertising design, while in other companies they need to develop products and expand new customers. Although the job opportunities are very extensive, it also means that it is difficult to stand out from the crowd. Therefore, there is a need for continuous professional development.

For this reason, I developed a study plan for me to become a marketing professional as a college student (Appendix 4, a). The first goal is learning more about marketing. The reason why I set this goal is because I am still in college, so what I want to do is to learn the basics of marketing first. The second goal is gaining more project management experiences. Only when you are familiar with the project management process can you know which part you lack in this process. The third goal is to apply the negotiation skills in books to practice and to communicate with customers at all times in marketing, so this skill is essential. To become a marketing professional, it is very helpful to take CIM courses, and CIM courses are targeted at marketing personnel at

different stages, which is very targeted. The standard for marketing professionals is to be able to instinctively understand customer behavior and understand various consumer markets. As for me, I haven't really entered the enterprise at present. With the knowledge in books, I can't understand the real marketing now.

5.1 Appendix 4

a. CIM plan



Development Plan

NAME:	Yilin Wang	MEMBERSHIP NUMBER:	
COVERING THE PERIOD FROM:	January	TO:	July

Planned outcome

Where do I want to be by the end of this period? What do I want to be doing? (This may be evolutionary or "more of the same".)

What do I want/need to learn?	What will I do to achieve this?	What resources or support will I need?	What will my success criteria be?	Target dates for review and completion
Learn related knowledge of level 4 CIM. Learn more about marketing.	Find more marketing related courses, such as Data Intelligence and Analytics.	Get all school schedules; obtain lecture permission ~~of course~~ from the instructor.	Learn at least one course related to marketing.	February
Gain more project management experiences.	Find a school community to manage-apply for project management.	Connect with fellow students in the community; update application form.	Successfully completed ~~a~~ project management.	March
Practical application of negotiation skills.	Contact sponsor.	Get a list of sponsors the community used to cooperated.	Get more than two sponsorships for community projects.	May
Learn level 4 CIM related knowledge of level 4 CIM.	Compare different courses and choose the right one.	Financial support.	Get a course certificate	July

DevelopmentPlanTemplate form 18-16475
Date: 1 of 1

6.0 Conclusion

Continuing professional development is important for all walks of life, and it can provide more possibilities on the career development path. The job tasks of marketing professionals will vary based on the type of business. They can be familiar with various marketing techniques and marketing venues, understand customer consumption behaviour, and conduct project management. It is important to learn to resolve conflicts in team development and use negotiation skills to persuade clients.

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