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| 5CO01  Organisational performance and culture in practice |
| *Learner Assessment Brief* |
| **Assessment ID / CIPD\_5CO01\_21\_01** |
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| *Level 5 Associate Diploma in*   * People Management * Organisational Learning and Development |

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| Please write clearly in block capitals. | | | | | | | | | | |
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| Learner other names |  | | | | | | | | | |
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| Assignment start date |  | | | | | | | | | |
| Assignment end date |  | | | | | | | | | |
| Assignment submission date |  | | | | | | | | | |
| Assignment re-submission date for centre marking (only one re-submission allowed) |  | | | | | | | | | |

**5CO01  
Organisational performance and culture in practice**

This unit assignment explores the connections between organisational structure and the wider world of work in a commercial context. It highlights the factors and trends, including the digital environment, that impact on business strategy and workforce planning, recognising the influence of culture, employee wellbeing and behaviour in delivering change and organisational performance.

### CIPD’s insight

Workplace technology: the employee experience (July 2020)

Our research looks at technology adoption and use at work, in addition to the people profession’s role in supporting organisations and their workforce.

The COVID-19 pandemic has thrown a spotlight on technology as an enabler of work with many organisations turning to its use for flexible and remote working. However, these circumstances have also revealed other issues such as productivity, work–life balance, workforce engagement and wellbeing which must all be considered when new technology use is introduced in the workplace.

Taken together with the broader theme of increasing digitisation and technical advancement, organisations and people professionals need to understand how workplace technology is impacting their workforce if they are to drive and support the best outcomes for their people and business.

[**https://www.cipd.co.uk/knowledge/work/technology/workplace-technology-employee**](https://www.cipd.co.uk/knowledge/work/technology/workplace-technology-employee)

Technology and the future of work (January 2021)

How artificial intelligence (AI), robots and automation are shaping the world of work, the ethical considerations and the role of people professionals.

Much has been said about the potential impact of AI, robots and automation on jobs and the future of work. A common view is that many jobs are at risk of being taken over by machines, potentially leading to large-scale job losses. Our research shows that while there are risks, there are at least as many opportunities to increase the number and quality of jobs. No doubt these technologies will change the nature of work as we know it. This change needs a proper people strategy led by people professionals.

This factsheet describes some of the technologies that are having an impact on the world of work. It looks at the ethical implications of using these technologies in the workplace and considers the role of people professionals in shaping the future of work for humans.

[**https://www.cipd.co.uk/knowledge/work/technology/emerging-future-work-factsheet**](https://www.cipd.co.uk/knowledge/work/technology/emerging-future-work-factsheet)

Workforce planning (November 2020)

Explores the benefits of workforce planning, the activities involved and the stages of the workforce planning process.

Workforce planning is a core business process which aligns changing organisation needs with people strategy. It can be the most effective activity an organisation can engage in. It doesn’t need to be complicated and can be adjusted to suit the size and maturity of any organisation. It can provide market and industry intelligence to help organisations focus on a range of challenges and issues and prepare for initiatives to support longer term business goals.

This factsheet examines the concept of workforce planning. It distinguishes between strategic and operational workforce planning, 'hard' and 'soft' workforce planning, which work together to generate and analyse information before planning actions. It also explores the stages of the workforce planning process and highlights key issues and action points for implementation.

[**https://www.cipd.co.uk/knowledge/strategy/organisational-development/workforce-planning-factsheet**](https://www.cipd.co.uk/knowledge/strategy/organisational-development/workforce-planning-factsheet)

# Case study

You are a member of the People Practice team for a company, BMC that has recently purchased a large contemporary city centre licenced food premises in Manchester adding to its growing portfolio of acquisitions in Leeds, London, Nottingham and Glasgow. You have been asked to assist in preparing the managers for their forthcoming Strategic Management Planning meeting on implementing the new business strategy, by providing them with a presentation and a written report.

Currently the company operates a strict centralised policy to all its premises but during the COVID-19 lockdown the CEO considers that the previous business strategy needs addressing and is open to new ideas and approaches to improve the business once trading resumes.

The CEO of BMC is also fully aware that the focus of the business has all too often neglected the people side of the business and is conscious that BMC has a legacy of high staff turnover and low employee satisfaction. Previously, response to this has not been high on the company’s agenda and the CEO is keen for the management team to appreciate the connections between organisational structure, strategy and the wider business environment and gain an understanding of organisational culture, behaviour and how people practices support the achievement of business goals and objectives.

## Preparation for the Tasks:

* At the start of your assignment, you are encouraged to plan your assessment work with your Assessor and where appropriate agree milestones so that they can help you monitor your progress.
* Refer to the indicative content in the unit to guide and support your evidence.
* Pay attention to how your evidence is presented, remember you are working in the People Practice Team for this task.
* Ensure that the evidence generated for this assessment remains your own work.

## You will also benefit from:

* Acting on formative feedback from your Assessor.
* Reflecting on your own experiences of learning opportunities and training and continuing professional development.
* Reading the CIPD Insight, Fact Sheets and related online material on these topics.

# Task One – Strategic planning meeting report

As your report is being prepared for a formal senior management meeting, it should be written in formal business report format and style.

Your report is to be provided to BMC’s forthcoming Strategic Management Planning meeting where the main priority is to discuss implementing the new business strategy. The team is made up of mainly operational managers who have limited knowledge and understanding of the connections between organisational structure, strategy, and the wider business environment so the CEO has asked that your report should include an understanding of the connections between organisational structure, strategy, and the business operating environment.

The report must therefore include:

* an evaluation of the advantages and disadvantages of two different types of organisational structures in different types of organisations, the range of products, services and customers associated with each, and how they link to organisational purpose. (AC 1.1)
* an analysis of the way in which organisational strategy should be linked to products, services, customers and revenue (AC 1.2)
* an analysis of the current and ongoing impact on organisations of the range of external factors and trends. (AC 1.3)
* an assessment of two current issues and causes that identify key priorities within organisations that will affect product/service delivery, and the impact this may have on people practice and solutions. (AC 1.4 & AC 3.3)
* an explanation of the ways in which people practices can impact on organisational systems and structures, and therefore affect the effective employment, management and development of people (AC1.5)
* an exploration of the impact that technology has on people, work and working practices, and the current and emerging scale of the use of technology within organisations. (AC 1.6)

##### Your evidence must consist of:

* Formal business report (approximately 2500 words) refer to CIPD wordcount policy

# Task Two – Presentation pack

The CEO has also asked you to prepare a presentation to the managers prior to their formal Strategic Management Planning meeting to position them for their meeting. The focus is to give theoretical understanding of organisational culture and workplace behaviour and how people practices should support the achievement of business goals and objectives. The presentation pack needs to include presentation slides and supporting notes.

The presentation must include:

* an explanation of the principles of different approaches, theories and models of organisational and human behaviour that illustrate the factors that can influence how individuals, groups and teams contribute to organisational success. (AC 2.1)
* an identification of the main drivers of change in organisations, and using at least two established models, an explanation of how people might experience change (AC 2.2)
* an explanation of the steps that can be taken to increase diversity and inclusion in your work, and the implications for a positive and inclusive culture of not taking these steps (AC 2.3)
* using examples from your experience and current good practice concepts, an explanation of the positive and negative ways in which people practices can affect organisational culture and behaviours. (AC 2.4)
* an assessment of the importance of wellbeing in the workplace and identification of the different factors affecting wellbeing that can impact physically and psychologically and upon relationships, affecting health, commitment and performance. (AC 2.5)
* a critical evaluation of your experience of work and how this illustrates and supports the concept and principles of employee lifecycle (AC 3.1)
* explains both the strategic and operational links and support between people practice and other organisational functions. (AC 3.2)
* explores the principles of different approaches for engaging with internal customers to establish their needs (AC 3.4)
* explains the key components of project planning strategies that can be used for ensuring projects are delivered in line with customer requirements. (AC 3.5)

It is essential that you refer to academic concepts, theories and professional practice for the tasks to ensure that your work is supported by analysis. Please ensure that any references and sources drawn upon are acknowledged correctly and supported by a bibliography.

## Your evidence must consist of:

* Slide deck and presenter notes (approximately 2000 words, refer to CIPD word count policy)

### Assessment Criteria Evidence Checklist

Use this as a checklist to make sure that you have included the required evidence to meet the task. Please enter the evidence title and where it can be referred to. An example has been provided for you.

| **Task 1 – Strategic planning meeting report**  **Assessment criteria** | | **Evidenced Y/N** | **Evidence reference** |
| --- | --- | --- | --- |
| 1.1 | Evaluate the advantages and disadvantages of different types of organisation structures including the reasons underpinning them. |  | Strategic planning meeting report. |
| 1.2 | Analyse connections between organisational strategy, revenue generation, products, services and customers. |  |  |
| 1.3 | Analyse external factors and trends impacting organisations. |  |  |
| 1.4 | Assess current organisational priorities and the associated issues and causes. |  |  |
| 1.5 | Explain how people practices impact on organisational systems and structures. |  |  |
| 1.6 | Evaluate the scale of technology within organisations and how it impacts work. |  |  |
| 3.3 | Discuss key themes that currently shape the work of an area of people practice and how these impact on the provision of people solutions. |  |  |

| **Task 2 – Presentation Pack**  **Assessment criteria** | | **Evidenced Y/N** | **Evidence reference** |
| --- | --- | --- | --- |
| 2.1 | Interpret theories and models which examine organisational and human behaviour. |  | Presentation pack. |
| 2.2 | Evaluate the drivers for change and basic models for how these changes are experienced. |  |  |
| 2.3 | Explain how to build diversity and inclusion into your work in order to build a positive culture. |  |  |
| 2.4 | Assess how people practices impact on organisational culture and behaviour. |  |  |
| 2.5 | Assess the importance of well-being at work and the different factors which impact well-being. |  |  |
| 3.1 | Critically evaluate the relationship between the employee lifecycle and your work. |  |  |
| 3.2 | Assess how people practice connects with other areas of an organisation and supports wider people and organisational strategies. |  |  |
| 3.4 | Discuss processes for consulting and engaging with internal customers to understand their needs. |  |  |
| 3.5 | Explain the key components of planning strategies for ensuring that projects are delivered in line with customer requirements |  |  |

### Declaration of Authentication

## Declaration by learner

|  |  |
| --- | --- |
| **I can confirm that this assessment is all my own work and where I have used materials from other sources, they have been properly acknowledged.** | |
| **Learner name:** |  |
| **Learner signature:** |  |
| **Date:** |  |

## Declaration by Assessor

|  |  |
| --- | --- |
| **I confirm that I am satisfied that to the best of my knowledge, the work produced is solely that of the learner.** | |
| **Assessor name:** |  |
| **Assessor signature:** |  |
| **Date:** |  |

5CO01

Organisational performance and culture in practice

# Assessment Criteria marking descriptors.

Assessors will mark in line with the following assessment criteria (AC) marking descriptors, and will indicate where the learner sits within the marking band range **for each AC**.

Assessors must provide a mark from 1 to 4 for each assessment criteria within the unit. Assessors should use the mark descriptor grid as guidance so they can provide comprehensive feedback that is developmental for learners. Please be aware that not all the mark descriptors will be present in **every** assessment criterion, so assessors must use their discretion in making grading decisions.

The grid below shows the range for each unit assessment result based on total number of marks awarded across all assessment criteria.

To pass the unit assessment learners must achieve a 2 (Low Pass) or above for each of the assessment criteria.

The overall result achieved will dictate the outcome the learner receives for the unit, provided **NONE** of the assessment criteria have been failed or referred.

Please note that learners will receive a **Pass or Fail** result from the CIPD at unit level. **Referral** grades can be used internally by the centre.

|  |  |
| --- | --- |
| **Overall mark** | **Unit result** |
| **0 to 31** | **Fail** |
| **32 to 41** | **Low Pass** |
| **42 to 52** | **Pass** |
| **53 to 64** | **High Pass** |

# Marking Descriptors

| **Mark** | **Range** | **Descriptor** |
| --- | --- | --- |
| **1** | **Fail** | Insufficient demonstration of knowledge, understanding or skills (as appropriate) required to meet the AC.  Insufficient examples included, where required, to support answers.  Presentation and structure of assignment is not appropriate and does not meet the assessment brief. |
| **2** | **Low Pass** | Demonstrates an acceptable level of knowledge, understanding or skills (as appropriate) required to meet the AC.  Sufficient and acceptable examples included, where required, to support answers.  Required format adopted but some improvement required to the structure and presentation of the assignment.  Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way. |
| **3** | **Pass** | Demonstrates good knowledge, understanding or skills (as appropriate) required to meet the AC.  Includes confident use of examples, where required, to support each answer.  Presentation and structure of assignment is appropriate for the assessment brief.  Answers are clear and well expressed. |
| **4** | **High Pass** | Demonstrates a wide range and confident level of knowledge, understanding or skill (as appropriate).  Includes strong examples that illustrate the point being made, that link and support the answer well.  Answers are applied to the case organisation or an alternative organisation.  Answers are clear, concise and well argued, directly respond to what has been asked.  The presentation of the assignment is well structured, coherent and focusses on the need of the questions.  Includes clear evidence of the use of references to wider reading to help inform answer. |

# Marking grid

| **Task One – Assessment criteria** | | **Mark (1-4)** |
| --- | --- | --- |
| 1.1 | Evaluate the advantages and disadvantages of different types of organisation structures including the reasons underpinning them. |  |
| 1.2 | Analyse connections between organisational strategy, revenue generation, products, services and customers. |  |
| 1.3 | Analyse external factors and trends impacting organisations. |  |
| 1.4 | Assess current organisational priorities and the associated issues and causes. |  |
| 1.5 | Explain how people practices impact on organisational systems and structures. |  |
| 1.6 | Evaluate the scale of technology within organisations and how it impacts work. |  |
| 3.3 | Discuss key themes that currently shape the work of an area of people practice and how these impact on the provision of people solutions. |  |
|  | **Total for this task** |  |

| **Task Two – Assessment criteria** | | **Mark (1-4)** |
| --- | --- | --- |
| 2.1 | Interpret theories and models which examine organisational and human behaviour. | . |
| 2.2 | Evaluate the drivers for change and basic models for how these changes are experienced. |  |
| 2.3 | Explain how to build diversity and inclusion into your work in order to build a positive culture. |  |
| 2.4 | Assess how people practices impact on organisational culture and behaviour. |  |
| 2.5 | Assess the importance of well-being at work and the different factors which impact well-being. |  |
| 3.1 | Critically evaluate the relationship between the employee lifecycle and your work. |  |
| 3.2 | Assess how people practice connects with other areas of an organisation and supports wider people and organisational strategies. |  |
| 3.4 | Discuss processes for consulting and engaging with internal customers to understand their needs. |  |
| 3.5 | Explain the key components of planning strategies for ensuring that projects are delivered in line with customer requirements |  |
|  | **Total for this task** |  |

|  |  |
| --- | --- |
| **Total marks for unit** |  |