



5CO01 – Organisational Performance and Culture in Practice

Assessment Session

June 22_01

Session objectives

- 1 Overview of unit
- 2 Task details and expectations
- 3 Questions and criteria expectations
- 4 Hints and tips
- 5 Next steps and submission

What will I gain from this unit?

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.



5C001

Task – Questions

Knowledge and understanding for this core unit will be assessed by written answers to ten separate questions which are detailed in the forth coming slides.



Hints and Tips:

Please review the guidance on the assessment brief and grading grid

Wordcount: 4550 +/- 10%, refer to Avado and CIPD word count policy.

Questions and criteria

Task 1 – Question 1

Question	Criteria	Signpost to VLC
<p>1. Organisations differ in terms of structure, the products and/or services offered and customers.</p> <p>a. Evaluate the advantages and disadvantages of two types of organisation structures, including the reasons underpinning them. (AC 1.1)</p> <p>b. Analyse connections between organisational strategy, products, services and customers. (AC 1.2)</p>	<p>AC1.1 - Evaluate the advantages and disadvantages of different types of organisation structures, including the reasons underpinning them.</p> <p>AC1.2 - Analyse connections between organisational strategy, products, services and customers.</p>	<p>Week(s) 1</p>



Hints and Tips:

- Different types of structure i.e., functional, divisional, matrix, flat, include the advantages and disadvantages of your examples with strong evaluation eg overall judgement
- You **MUST** include 'reasons underpinning them' we recommend you provide a heading and then provide reasons such as links between structure and purpose...
- In order to 'analyse connections for AC 1.2 you **MUST** discuss how organisational strategies are shaped by the business and external contexts – for high grades include examples and wider reading linked to case organisation

Task – Question 2

Question	Criteria	Signpost to VLC
<p>2. All organisations are affected to some extent by external factors and trends. The impact of these factors and trends could be positive, neutral or negative, some are short-lived whilst others are long-lasting. Analyse a range of external factors and trends currently impacting organisations. Identify organisational priorities arising from the factors and trends analysed. (AC 1.3)</p>	<p>AC1.3 Analyse external factors and trends impacting organisations to identify current organisational priorities.</p>	<p>Week(s) 1</p>



Hints and Tips:

- Select an organisation to base your answers around (where you work or one you are familiar with)
- Think about their current organisational priorities and provide some discussion around the key ones
- You **MUST** create a **PESTLE** analysis which is to be placed in your appendices (and will not be included in the wordcount)
- From your PESTLE you **MUST** select and analyse **two** current and ongoing factors that impact your organisation (political, economic, sociocultural, technological, legal, environmental) and analyse **two** current trends i.e., Brexit, Covid, New legislation....

Task – Question 3

Question	Criteria	Signpost to VLC
<p>3. The CIPD's report Workplace Technology: the employee experience (2020:2) states, 'the impact of the latest technology revolution on how organisations create value and on the way people work spans all industries, economies and parts of society'. Assess the scale of technology within organisations and how it impacts work. (AC1.4)</p>	<p>AC1.4 Assess the scale of technology within organisations and how it impacts work.</p>	<p>Week(s) 1</p>



Hints and Tips:

- Ensure you are providing an **assessment** (eg benefits/drawbacks), base your response on an organisation you are working within or one you are familiar with...if you need a recommendation Google is a good organisation to base this question around
- Read through the CIPD's report Workplace Technology and think about the key areas raised when providing your examples

Task – Question 4

Question	Criteria	Signpost to VLC
4. Drawing on your reading, explain one theory or model which examines organisational culture AND interpret one theory or model which examines human behaviour. (AC 2.1)	Ac 2.1 Explain theories and models which examine organisational culture and human behaviour.	Week(s) 2



Hints and Tips:

- You **MUST** provide an explanation of **one** theory or model which examines organisational culture., i.e. Schein, Hofstede, Handy; Autocratic, custodial, supportive and collegial models
- You **MUST** provide an explanation of **one** theory or model which examples human behaviour i.e. Management and leadership theory and how management styles impact employee behaviour. Models of human behaviour (e.g. motivation theory).

Task – Question 5

Question	Criteria	Signpost to VLC
5. Assess how people practices impact on organisational culture and behaviour, drawing on examples to support your arguments. (AC 2.2)	AC 2.2 Assess how people practices impact on organisational culture and behaviour.	Week(s) 5



Hints and Tips:

- Provide **TWO** examples of people practice that impacts organisational culture and behaviour; for example; people practice's role of 'people champion', setting behaviour through policy, setting behaviour through role-modelling. Potential impact on: beliefs and values; levels of openness and trust, for example through policy development; levels of motivation, for example linked to reward, engagement, relations and diversity and inclusion policies; attitude to and provisions and take-up of learning/CPD, linked to L&D policies; levels of staff wellbeing, linked to overall positioning, management and value placed on employees in the organisation

Task – Question 6

Question	Criteria	Signpost to VLC
<p>6. Many organisations have managed considerable change in recent years. CIPD's report, People Profession 2030: a collective view of future trends (2020) identifies 'internal change' as a key future trend.</p> <p>a. Explain different approaches to managing change (AC 2.3)</p> <p>b. Discuss models for how change is experienced. (AC 2.4)</p>	<p>AC 2.3 Explain different approaches to managing change.</p> <p>AC 2.4 Discuss models for how change is experienced.</p>	<p>Week(s) 5</p>

Hints and Tips:

- For the first part of this question you must provide a discussion around **two** management change approaches / models (e.g. Lewin's three-step model of change; Kotter's eight-stage model; reactive approaches, proactive approaches; planned change, emergent change; radical, incremental change; levers for change; drivers of change).
- For the second part of the question you must discuss **two** models of how people experience change (eg Tannenbaum and Hanna three-stage model; Kubler-Ross adapted model: the coping cycle; Spencer and Adams' seven-stage model; readiness for change and resistance to change)

in order to gain higher grades for this question the markers will be looking for evidence of working examples and wider reading/research

Task – Question 7

Question	Criteria	Signpost to VLC
<p>7. CIPD's Good Work Index provides an annual benchmark of job quality. Data is gathered on seven dimensions of good work, including 'health and wellbeing'. Assess the importance of wellbeing at work and factors which impact wellbeing.</p> <p>(AC 2.5)</p>	<p>AC 2.5 Assess the importance of wellbeing at work and the different factors which impact wellbeing.</p>	<p>Week(s) 2</p>



Hints and Tips:

- Ensure you include some of the following in your assessment discussions of the strengths and weaknesses, providing judgements of why well-being is important i.e., job satisfaction, motivation, engagement, psychological contract etc and those factors that impact well being such as; manager support, L&D, attendance, punctuality, targets, rewards, and trust

Task – Question 8

Question	Criteria	Signpost to VLC
8. Discuss the links between the employee lifecycle and different people practice roles. (AC 3.1)	AC 3.1 Discuss the links between the employee lifecycle and different people practice roles.	Week(s) 5



Hints and Tips:

- Ensure you make explicit links between the stages of the employee lifecycle and different people practice roles

Task – Question 9

Question	Criteria	Signpost to VLC
9. Analyse how people practice connects with other areas of an organisation and supports wider people and organisational strategies. (AC 3.2)	AC 3.2 Analyse how people practice connects with other areas of an organisation and supports wider people and organisational strategies.	Week(s) 6



Hints and Tips:

- Ensure there are good links made between people practice connecting with other areas of the organisation i.e. human resource, learning and development, Organisational development supporting wider people and
- organisational strategies e.g., links between people practice and business operational functions; services provided by an area of people practice and how they support the business

Task – Question 10

Activity	Criteria	Signpost to VLC
<p>10. People professionals provide a service to internal customers but to truly add value, people professions need to understand their customer's needs. Discuss processes for consulting and engaging with internal customers to understand their needs. (AC 3.3)</p>	<p>AC 3.3 Discuss processes for consulting and engaging with internal customers to understand their needs.</p>	<p>Week (s) 6</p>



Hints and Tips:

- Include examples, which **must** include stakeholder liaison and monitoring and evaluation

General Support & Guidance

1. Set yourself a template up in a word document and insert the questions/assessment criteria as headings
2. As you work through the learning relevant to each question/AC makes notes in your document to start to build your responses (do not worry about the wordcount etc at this point)
3. When you feel comfortable start to put your answers together as a first draft
4. Proof read and make any changes
5. Ensure you have included references to any work you have directly cited in your text – try to paraphrase as much as possible – remember you need to demonstrate YOU knowledge and understanding which copy and paste does not do (even if referenced)
6. For the higher grades – this is about quality NOT quantity, include working examples, demonstration of wider reading...try and offer different perspectives
7. Submit!!

Chat

Understanding checkpoint

5CO01 – Further information

<https://www.cipd.co.uk/knowledge/work/technology/workplace-technology-employee>

<https://www.cipd.co.uk/knowledge/work/technology/emerging-future-work-factsheet>

<https://www.cipd.co.uk/knowledge/strategy/organisational-development/workforce-planning-factsheet>



5CO01 – Important information

Wordcount:

Task 1: 4,550 words

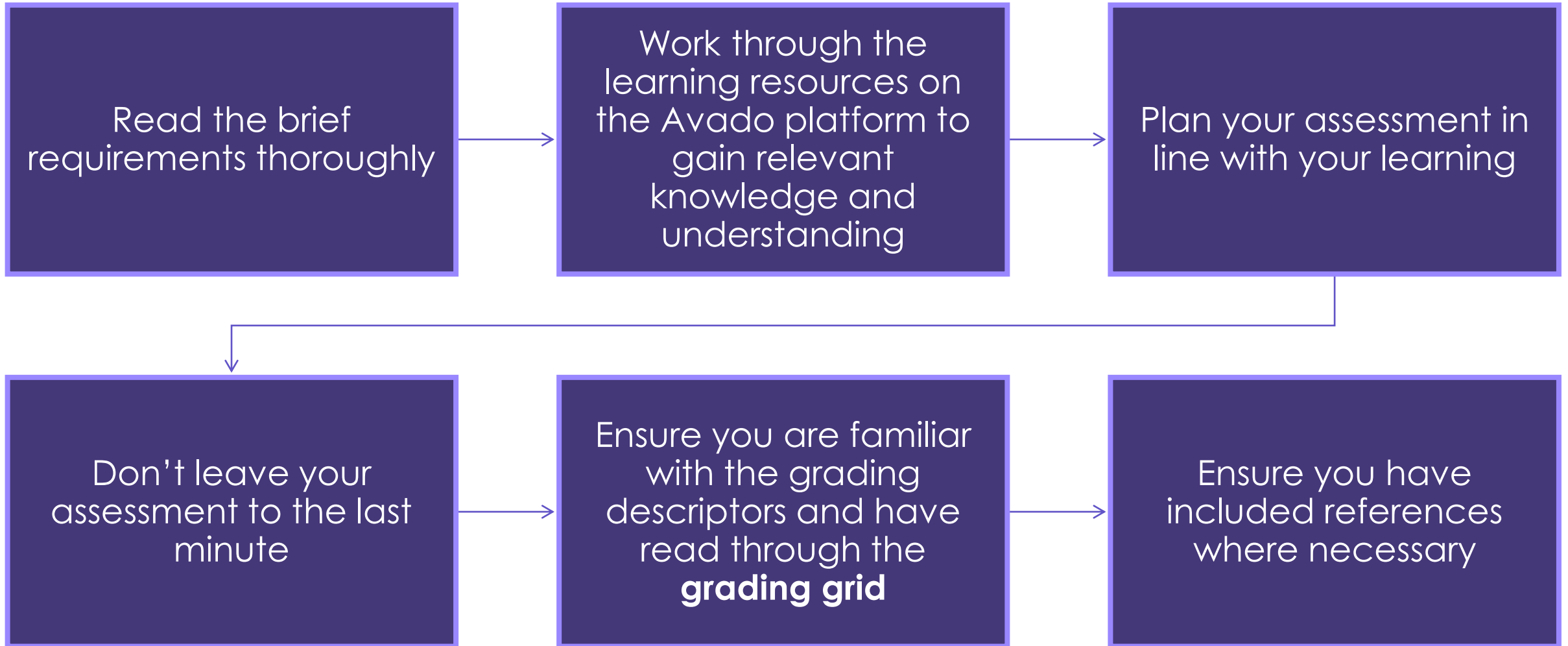
What's counted:

- Included - All your own words which you've used to directly answer the questions. Even if they are presented in a table
- Not included - Title page, contents page, headings/subheadings, in-text citations, reference list, bibliography and appendix

Submission file: (name your files as follows)

- 5CO01>*your name*>Cohort

Next steps:



Question time

Avado 