



# 5CO01 – Organisational Performance and Culture in Practice

Assessment Session

June 23 V1

# Objectives of the session

- 1** Get an overview of the unit
- 2** Explore the task details and expectations
- 3** Understand your activities and criteria expectations
- 4** Get some hints and tips
- 5** Explore the next steps

# 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 12 separate questions which are detailed on the next 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 the Hub
<p>Evaluate the advantages and disadvantages of the organisation structure in your organisation (or an organisation with which you are familiar) and evaluate the advantages and disadvantages of one other organisation structure. Within the evaluation, you should include the reasons underpinning the structure.</p>	<p>AC1.1 - <b>Evaluate</b> the advantages and disadvantages of different types of organisation structures, <b>including</b> the reasons underpinning them.</p>	<p><b>Week(s) 1</b></p>



## Hints and Tips:

- You need to evaluate **two** different types of structure eg functional, divisional, matrix, flat, etc. It is recommended you use the one used in your organisation (or an organisation with which you are familiar) and another, different structure used by another organisation.
- Include the advantages and disadvantages of your examples.
- To form your judgement of these structures you **must** include the 'reasons underpinning them' in terms of why those structures work for those types of organisation i.e., how does the structure help the organisation to achieve its purpose...

# Task 1 – Question 2

Question	Criteria	Signpost to the Hub
Analyse connections between your organisation's strategy (or an organisation with which you are familiar) and its products or services, and customers.	AC1.2 - <b>Analyse</b> connections between organisational strategy, products, services and customers.	<b>Week(s) 1</b>



## Hints and Tips:

- Select an organisation to base your answers around (your organisation or one with which you are familiar).
- Offer an analysis showing the connections between strategy, products and or services, and customers. Your analysis should be around these connections and why they are important. Think of the need for alignment between strategy, product, and or services and customers. Think of the benefits of them being aligned, the challenges in aligning them and the consequence of them not being aligned. Think about why it is important that customers are central to an organisations strategy and why having the right products and or services to match their need is essential to an organisation's success.



## Task – Question 3

Question	Criteria	Signpost to the Hub
<p>Analyse three external factors or trends currently impacting your organisation (or one with which you are familiar). The impact of these factors or trends could be positive, neutral or negative, some are short-lived whilst others are long-lasting. Identify organisational priorities arising from the factors or trends analysed.</p>	<p>AC1.3 <b>Analyse</b> external factors and trends impacting organisations to identify current organisational priorities.</p>	<p><b>Week(s) 1&amp;2</b></p>



### Hints and Tips:

- Select an organisation to base your answers around (your organisation or one with which you are familiar).
- You need to identify three factors or trends which are currently impacting the organisation. You could carry out a PESTLE to help you (attach as an appendix).
- You must analyse the impact of these factors or trends in terms of their impact on the organisation eg do they have a positive or negative impact - develop this part of the answer.
- You also need to talk about the organisational priorities arising from each of them in terms of what the organisation will focus on.

# Task – Question 4

Question	Criteria	Signpost to the Hub
<p>When setting out its view on automation, AI and technology, the CIPD states, 'Automation, artificial intelligence (AI) and other workplace technologies are bringing major changes to work and employment.' Assess the scale of technology within organisations and how it impacts work.</p>	<p>AC1.4 <b>Assess</b> the scale of technology within organisations and how it impacts work.</p>	<p><b>Week(s) 2</b></p>



## Hints and Tips:

- Brief introduction to scale at which your organisations (or one you're familiar with) uses technology. Consider how effectively it is used, how much is spent, how often it is updated, the extent of its use etc.
- Assess **two** different examples of technology (one must be Artificial intelligence(AI) related). In terms of how the technology impacts work, offer **both** the positive and negative impacts.

## Task – Question 5

Question	Criteria	Signpost to the Hub
Explain Edgar Schein's model of organisational culture and explain one theory or model which examines human behaviour.	Ac 2.1 <b>Explain</b> theories and models which examine organisational culture and human behaviour.	<b>Week(s) 3</b>



### Hints and Tips:

- You must explain **Edgar Schein's** model of organisational culture, in terms of what it tell us about organisational culture.
- You need to explain a theory or model related to human behaviour eg (Management and leadership theory, models of human behaviour eg Maslow etc) in terms of what it tell us about how humans behave in organisations.

## Task – Question 6

Question	Criteria	Signpost to the Hub
Assess how people practices in your organisation (or one with which you are familiar) impact both on organisational culture and behaviour, drawing on examples to support your arguments.	AC 2.2 <b>Assess</b> how people practices impact on organisational culture and behaviour.	<b>Week(s) 4</b>



### Hints and Tips:

- You should offer one **positive** example of how people practices (PP) impact on **both** organisational culture and behaviour. Think about what PP do, eg (setting behaviour through policy, setting behaviour through role-modelling, developing reward/wellbeing policies, diversity and inclusion policies etc) and how if done well it will have a positive impact on **both** organisational culture and behaviour.
- You should offer one **negative** example of how people practices (PP) impact on **both** organisational culture and behaviour. Think about what PP do, eg (setting behaviour through policy, setting behaviour through role-modelling, developing reward/wellbeing policies, diversity and inclusion policies etc) and how if done badly it will have a negative impact on **both** organisational culture and behaviour.

## Task – Question 7

Question	Criteria	Signpost to the Hub
<p>Peter Cheese, current CEO of CIPD asserts, 'People professionals are a vital function in supporting businesses to adapt to rapidly changing circumstances'.</p> <p>Explain two different models or theories to managing change.</p>	<p>AC 2.3 <b>Explain</b> different approaches to managing change.</p>	<p><b>Week(s) 3</b></p>



### Hints and Tips:

- You need to explain **two** different approaches/models to managing change (eg Lewin's three-step model of change or Kotter's eight-stage model). Explain the models and their stages and offer an overview of how they help us to manage change.

## Task – Question 8

Question	Criteria	Signpost to the Hub
A variety of models have been developed to explain how change is experienced. Discuss one model that explains how change is experienced.	AC 2.4 <b>Discuss</b> models for how change is experienced.	<b>Week(s) 3</b>



### Hints and Tips:

- You need to discuss **one** model for how change is experienced eg (Kubler-Ross model etc). In the discussion outline the model and offer opinion related to how the model helps us to understand how change is experienced.

## Task – Question 9

Question	Criteria	Signpost to the Hub
The CIPD's Health and wellbeing at work survey 2022 found, 'There is less management focus on health and wellbeing compared with the first year of the pandemic', and goes on to remark that this is disappointing. Assess the importance of wellbeing at work and factors which impact wellbeing.	AC 2.5 <b>Assess</b> the importance of wellbeing at work and the different factors which impact wellbeing.	<b>Week(s) 4</b>



### Hints and Tips:

- You should define the term and outline the benefits of wellbeing. Making use of relevant work-related examples and research to support your argument.
- Then assess **one** factor which impacts wellbeing in a **positive** way and **one** factor which impacts wellbeing in a **negative** way .

# Task – Question 10

Question	Criteria	Signpost to the Hub
The CIPD Profession Map states ‘People practices are the processes and approaches that we use across the employee lifecycle’. Discuss the links between the employee lifecycle and different people practice roles.	AC 3.1 <b>Discuss</b> the links between the employee lifecycle and different people practice roles.	<b>Week(s) 5</b>



## Hints and Tips:

- Define the employee lifecycle and offer a brief overview of the different stages.
- Discuss the links between **two** stages of the employee lifecycle and different people practice roles, in terms of what PP do in each stage and why these roles are important.



# Task – Question 11

Question	Criteria	Signpost to the Hub
Analyse how people practice connects with other areas of an organisation and supports wider people and organisational strategies.	AC 3.2 <b>Analyse</b> how people practice connects with other areas of an organisation and supports wider people and organisational strategies.	<b>Week(s) 5</b>



## Hints and Tips:

- Analyse **two** ways in which PP connects with other areas of an organisation eg (links between people practice and the strategy-making function, links between people practice and business/operational functions; business partnering etc) and outline how they support wider people and organisational strategies eg (policy development, legislative compliance, recruitment, L&D, skills analysis, management development etc). In this analysis you should consider the benefits of these examples in terms of how they support the business and its employees.

# Task – Question 12

Activity	Criteria	Signpost to the Hub
Discuss processes you have, or could use, for consulting and engaging with internal customers of the people function in order to understand their needs.	AC 3.3 <b>Discuss</b> processes for consulting and engaging with internal customers to understand their needs.	<b>Week (s) 6</b>



## Hints and Tips:

You need to discuss **two** different processes (methods) which can be used to consult and engage with internal customers to understand their needs eg (stakeholder analysis, consultation and communication processes, lots of examples in week 6). In this discussion you should comment on how effective these process are in helping to consult and engage with internal customers helping us to understand their needs.

# General Support & Guidance

1. Set yourself a template up in a word document and insert the assessment criteria (AC) numbers as headings
2. As you work through the learning relevant to each 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. Proofread 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 YOUR 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!!

## 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 (+/- 10%) words

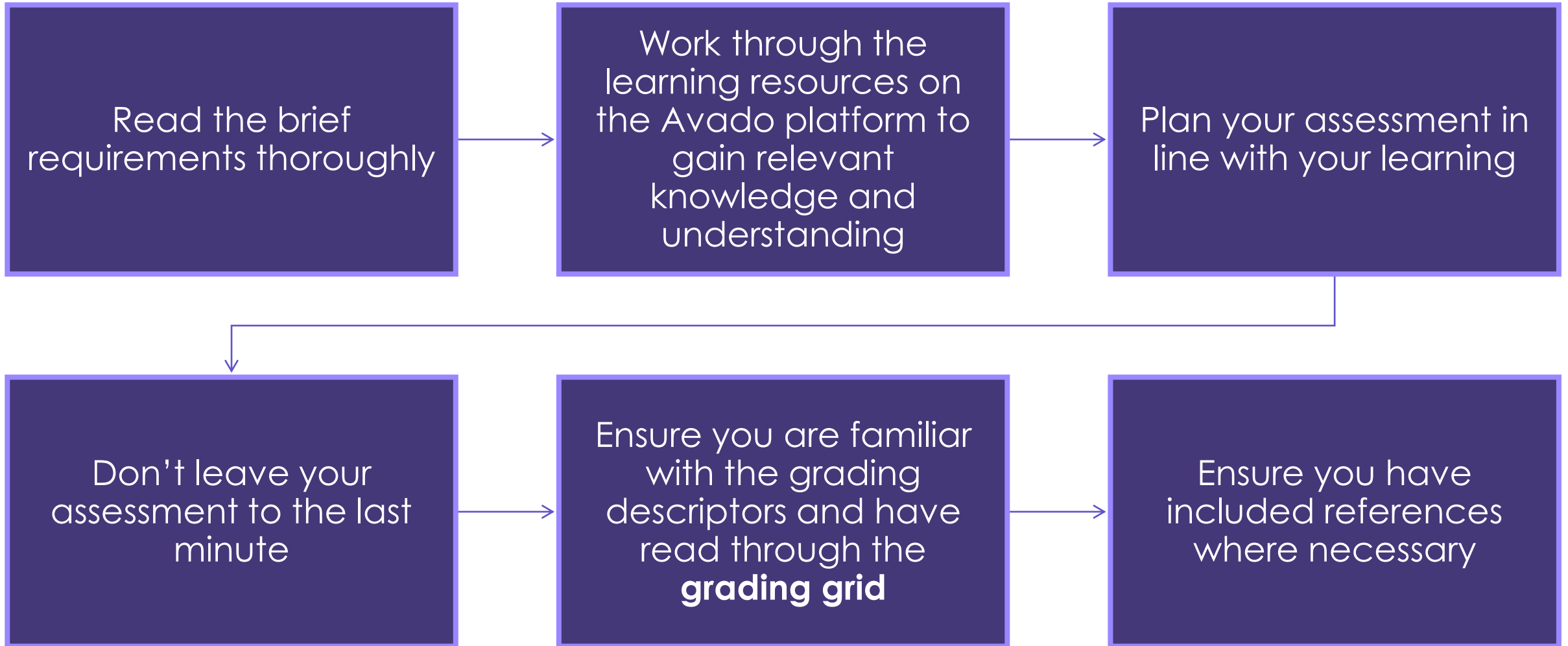
## Word count policy & Guidance:

This can be found in the getting started area and also the Help Centre on the Hub#

## Submission file: (name your files as follows)

- 5CO01>*your name*>Cohort

## Next steps:



Avado 