

5CO01

Organisational performance and culture in practice

Learner Assessment Brief

Assessment ID / CIPD_5CO01_23_01



Level 5 Associate Diploma in

- People Management
- Organisational Learning and Development

- Version 1 – Released June 2023
- Expires June 2024
- Study Centre information only: Last moderation window is September 2024

Please write clearly in block capitals.				
Centre number:				
Centre name:				
Learner number (1st 7 digits of CIPD Membership number):				
Learner surname:				
Learner other names:				
Unit code:	5CO01			
Unit title:	Organisational performance and culture in practice			
Assessment ID:	CIPD_5CO01_23_01			
Assessment start date:				
Assessment submission date:				
First resubmission date for centre marking – if applicable:				
Second resubmission date for centre marking – if applicable:				
Declared word count:				

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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

Organisational climate and culture (October 2022)

Organisational culture is an important aspect of organisational life and a term that has become a mainstay among business leaders. The work of HR, L&D and OD influences and is influenced by organisational culture because every organisation is made up of human relationships and human interactions. Despite its dominance, the language of culture is often unclear and difficult to define, meaning it is also hard to measure. Consequently, real culture change is near-impossible if we can't actually pin down what we're looking to change. Rather than culture, focusing on organisational climate – the meaning and behaviour attached to policies, practices and procedures employees experience – is a much more specific, tangible way to positively influence the workplace. This factsheet explores why organisational culture is a popular but limited construct, and why shifting to changing organisational is much more effective for employers.

<https://www.cipd.co.uk/knowledge/culture/working-environment/organisation-culture-change-factsheet>

Organisation development (April 2022)

In an ever evolving world of work, it's important that organisations adapt to ensure businesses performance. This factsheet explains what organisation development (ODV) is, what areas of focus and expertise it involves, and explores what ODV looks like in practice. There are many ways to describe organisation development (ODV), all of which share common features despite their varied meanings. In this factsheet we will use the abbreviation ODV rather than OD to distinguish organisation development from organisation design.

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

Please note that the purpose of this insight is to link you to CIPD's research and evidence within the subject area, so that you can engage with the latest thinking. It is not provided to replace the study required as part of the learning or as formative assessment material

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.
- Ensure that the evidence generated for this assessment remains your own work.

You will also benefit from:

- Completing and acting on formative feedback from your Assessor.
- Reflecting on your own experiences of learning opportunities and continuous professional development.
- Reading the CIPD Insight, Fact Sheets and related online material on these topics as well as key research authors on the subject.



Task - Questions

Knowledge and understanding for this core unit will be assessed by written answers to the questions below.

1. 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. (AC 1.1)
2. Analyse connections between your organisation's strategy (or an organisation with which you are familiar) and its products or services, and customers. (AC 1.2)
3. 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. (AC 1.3)
4. 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. (AC 1.4)
5. Explain Edgar Schein's model of organisational culture **and** explain **one** theory or model which examines human behaviour. (AC 2.1)
6. 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)
7. Peter Cheese, current CEO of CIPD asserts, 'People professionals are a vital function in supporting businesses to adapt to rapidly changing circumstances'. Explain **two** different models or theories to managing change. (AC 2.3)
8. 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)
9. 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)
10. 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)
11. Analyse how people practice connects with other areas of an organisation and supports wider people and organisational strategies. (AC 3.2)
12. 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)

Your evidence must consist of:

Written answers to the assessment questions (approx. 4550 words, refer to CIPD word count policy).

Assessment Criteria Evidence Checklist

You may find the following checklist helpful to make sure that you have included the required evidence to meet the task. This is not a mandatory requirement as long as it is clear in your submission where the assessment criteria have been met.

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.		
1.2 Analyse connections between organisational strategy, products, services and customers.		
1.3 Analyse external factors and trends impacting organisations to identify current organisational priorities.		
1.4 Assess the scale of technology within organisations and how it impacts work.		
2.1 Explain theories and models which examine organisational culture and human behaviour.		
2.2 Assess how people practices impact on organisational culture and behaviour.		
2.3 Explain different approaches to managing change.		
2.4 Discuss models to show how change is experienced.		
2.5 Assess the importance of wellbeing at work and the different factors which impact wellbeing.		
3.1 Discuss the links between the employee lifecycle and different people practice roles.		
3.2 Analyse how people practice connects with other areas of an organisation and supports wider people and organisational strategies.		
3.3 Discuss processes for consulting and engaging with internal customers to understand their needs.		

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*

***This should be the date on which you submit your assessment**

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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 23	Fail
24 to 30	Low Pass
31 to 39	Pass
40 to 48	High Pass

Marking Descriptors

Mark	Range	Descriptor
1	Fail	<p>Insufficient demonstration of knowledge, understanding or skills (as appropriate) required to meet the AC.</p> <p>Insufficient examples included, where required, to support answers.</p> <p>Presentation and structure of assignment is not appropriate and does not meet the assessment brief.</p> <p>Insufficient or no evidence of the use of references to wider reading to help inform answer.</p>
2	Low Pass	<p>Demonstrates an acceptable level of knowledge, understanding or skills (as appropriate) required to meet the AC.</p> <p>Sufficient and acceptable examples included, where required, to support answers.</p> <p>Required format adopted but some improvement required to the structure and presentation of the assignment.</p> <p>Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way.</p> <p>Sufficient evidence of the use of references to wider reading to help inform answer.</p>
3	Pass	<p>Demonstrates good knowledge, understanding or skills (as appropriate) required to meet the AC.</p> <p>Includes confident use of examples, where required, to support each answer.</p> <p>Presentation and structure of assignment is appropriate for the assessment brief.</p> <p>Answers are clear and well expressed.</p> <p>Good evidence of the use of references to wider reading to help inform answer.</p>
4	High Pass	<p>Demonstrates a wide range and confident level of knowledge, understanding or skill (as appropriate).</p> <p>Includes strong examples that illustrate the point being made, that link and support the answer well.</p> <p>Answers are applied to the case organisation or an alternative organisation.</p> <p>Answers are clear, concise and well argued, directly respond to what has been asked.</p> <p>The presentation of the assignment is well structured, coherent and focusses on the need of the questions.</p> <p>Considerable evidence of the use of references to wider reading to inform answer.</p>

Marking grid and feedback for learner

Unit 5CO01: Assessor Feedback to Learner	
Centre number	Please enter your centre number here
Centre name	Please enter your centre name here
Learner number (1st 7 digits of CIPD Membership number)	Please enter the learner number here. Must be 1 st 7 digits of CIPD membership number
Learner surname	Please enter learner surname here
Learner other names	Please enter learner other names here e.g., first name and middle name(s)

TASK		
AC Number	Assessment Criteria	Mark 1-4
1.1	Evaluate the advantages and disadvantages of different types of organisation structures, including the reasons underpinning them.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
1.2	Analyse connections between organisational strategy, products, services and customers.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here
1.3	Analyse external factors and trends impacting organisations to identify current organisational priorities.	
	Please enter your Assessor feedback here	Enter mark here
	Please enter your Assessor feedback here for resubmission 1 (if applicable)	Enter mark here
	Please enter your Assessor feedback here for resubmission 2 (if applicable)	Enter mark here

1.4	Assess the scale of technology within organisations and how it impacts work.	
	<i>Please enter your Assessor feedback here</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 1 (if applicable)</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 2 (if applicable)</i>	<i>Enter mark here</i>
2.1	<i>Explain theories and models which examine organisational culture and human behaviour.</i>	
	<i>Please enter your Assessor feedback here</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 1 (if applicable)</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 2 (if applicable)</i>	<i>Enter mark here</i>
2.2	<i>Assess how people practices impact on organisational culture and behaviour.</i>	
	<i>Please enter your Assessor feedback here</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 1 (if applicable)</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 2 (if applicable)</i>	<i>Enter mark here</i>
2.3	<i>Explain different approaches to managing change.</i>	
	<i>Please enter your Assessor feedback here</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 1 (if applicable)</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 2 (if applicable)</i>	<i>Enter mark here</i>
2.4	<i>Discuss models to show how change is experienced.</i>	
	<i>Please enter your Assessor feedback here</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 1 (if applicable)</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 2 (if applicable)</i>	<i>Enter mark here</i>

2.5	<i>Assess the importance of wellbeing at work and the different factors which impact wellbeing.</i>	
	<i>Please enter your Assessor feedback here</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 1 (if applicable)</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 2 (if applicable)</i>	<i>Enter mark here</i>
3.1	<i>Discuss the links between the employee lifecycle and different people practice roles.</i>	
	<i>Please enter your Assessor feedback here</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 1 (if applicable)</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 2 (if applicable)</i>	<i>Enter mark here</i>
3.2	<i>Analyse how people practice connects with other areas of an organisation and supports wider people and organisational strategies.</i>	
	<i>Please enter your Assessor feedback here</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 1 (if applicable)</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 2 (if applicable)</i>	<i>Enter mark here</i>
3.3	<i>Discuss processes for consulting and engaging with internal customers to understand their needs.</i>	
	<i>Please enter your Assessor feedback here</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 1 (if applicable)</i>	<i>Enter mark here</i>
	<i>Please enter your Assessor feedback here for resubmission 2 (if applicable)</i>	<i>Enter mark here</i>
Total marks for TASK		<i>Enter total marks here</i>
Total marks for TASK (resubmission 1 if applicable)		<i>Enter total marks here</i>

Total marks for TASK (resubmission 2 if applicable)	<i>Enter total marks here</i>
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Total marks for UNIT	<i>Enter total unit marks here</i>	Grade	<i>Enter grade here</i>
Total marks for UNIT (resubmission 1 if applicable)	<i>Enter total unit marks here</i>	Grade (resubmission 1 if applicable)	<i>Enter grade here</i>
Total marks for UNIT (resubmission 2 if applicable)	<i>Enter total unit marks here</i>	Grade (resubmission 2 if applicable)	<i>Enter grade here</i>

Assessor Feedback Summary

Please enter your summary and developmental points for the learner here. Please use a different font colour for any resubmission comments.

Assessor name	<i>Please enter your Assessor name here</i>
Assessor signature <i>I confirm that I am satisfied that to the best of my knowledge, the work produced is solely that of the learner.</i>	<i>Please enter your Assessor signature here</i>
Date	<i>Please enter date here</i>
IQA name	<i>Please enter your IQA name here</i>
IQA signature	<i>Please enter your IQA signature here</i>
Date	<i>Please enter date here</i>