

# 3CO01

## Business, culture and change in context

### *Learner Assessment Brief*

Assessment ID / CIPD\_3CO01\_23\_01



*Level 3*  
*Foundation Certificate in*  
**People Practice**



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

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|                                                              |                                             |   |   |  |  |  |  |  |  |
|--------------------------------------------------------------|---------------------------------------------|---|---|--|--|--|--|--|--|
| Please write clearly in block capitals.                      |                                             |   |   |  |  |  |  |  |  |
| Centre number:                                               | 6                                           | 6 | 9 |  |  |  |  |  |  |
| Centre name:                                                 | UNIVERSITY OF WALES TRINITY<br>SAINT DAVIDS |   |   |  |  |  |  |  |  |
| Learner number (1st 7 digits of CIPD Membership number):     |                                             |   |   |  |  |  |  |  |  |
| Learner surname:                                             | AUGHIELMONI                                 |   |   |  |  |  |  |  |  |
| Learner other names:                                         | ELISABETH                                   |   |   |  |  |  |  |  |  |
|                                                              |                                             |   |   |  |  |  |  |  |  |
| Unit code:                                                   | 3CO01                                       |   |   |  |  |  |  |  |  |
| Unit title:                                                  | Business, culture and change in context     |   |   |  |  |  |  |  |  |
| Assessment ID:                                               | CIPD_3CO01_23_01                            |   |   |  |  |  |  |  |  |
| Assessment start date:                                       | 28/09/2023                                  |   |   |  |  |  |  |  |  |
| Assessment submission date:                                  | 5/11/2023                                   |   |   |  |  |  |  |  |  |
| First resubmission date for centre marking – if applicable:  |                                             |   |   |  |  |  |  |  |  |
| Second resubmission date for centre marking – if applicable: |                                             |   |   |  |  |  |  |  |  |
| Declared word count:                                         | 2662                                        |   |   |  |  |  |  |  |  |



# 3CO01

## Business, culture and change in context

This unit assignment considers the impact of external influences and how the digital and commercial environment shapes businesses and the culture within which they operate. It considers the importance of people's behaviour on organisational culture and its ability to manage change effectively.

### 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, making it hard to measure. Consequently, real culture change is almost impossible if we fail to pin down what we need to change. Rather than focusing on culture, concentrating on organisational climate – the meaning and behaviour attached to policies, practices and procedures that 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 climate is much more effective for employers.

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

#### **Organisation development (April 2022)**

In the evolving world of work, it's important that organisations adapt to ensure optimal business performance. This factsheet explains what organisation development (ODV) is, what areas of focus and expertise it involved, 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 Task:

- 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 continuing professional development.
- Reading the CIPD Insight, Fact Sheets and related online materials on these topics.



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## Task - Information sheet

Your manager has asked you to prepare an information sheet about the organisation and its environment to support the onboarding of a new member of the People Team. You decide that to be effective in their role, the new team member needs an appreciation of the organisation's activities, goals and how the external environment impacts these. As organisational culture and change are essential to achieving business goals and responding to the external environment you decide to add points about these too.

Your information sheet can be based on your own organisation or one(s) with which you are familiar, and must include the following:

1. An examination of **three** key external influences impacting or likely to impact the organisation's activities. (AC 1.1)
2. A discussion of at least **two** of the organisation's business goals **and** why it is important for organisations to plan for how they will achieve these. (AC 1.2)

3. A discussion of the organisation's products and/or services **and** main customers. (AC 1.3)
4. A short review of information and communication technologies available to people professionals **and** how these can be, or are, used to improve working practices and collaboration. (AC 1.4)
5. A definition of what is meant by organisational culture **and** an explanation of why it is important to foster an appropriate and effective workplace culture. (AC 2.1)
6. An explanation of how organisations are whole systems, within which aspects such as structure, systems and culture, are all inter-related, **and** how people professionals' work and actions could impact elsewhere in the organisation. (AC 2.2)
7. An explanation of why it is important that organisational change is planned, and effectively managed. (AC 3.1)
8. An explanation of the importance and role that can be played by people professionals within change. You might consider roles such as: gatekeeper, champion, facilitator, critical friend or record-keeper. (AC 3.2)
9. A discussion of how organisational change can impact people in different ways, such as changing their role or status or financial situation. (AC 3.3)

## Your evidence must consist of:

An information sheet of approximately 2500 words (refer to CIPD word count policy).

- Please make it clear in your evidence which question and AC you are addressing, for example, Q1 – AC1.1.

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## 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.

| Task – Information sheet                                                            |                                          |
|-------------------------------------------------------------------------------------|------------------------------------------|
| Assessment criteria                                                                 | Evidenced<br>Y/N      Evidence reference |
| 1.1 Examine the key external influences that impact on business environments.       |                                          |
| 1.2 Discuss organisational goals and why it is important for organisations to plan. |                                          |

|     |                                                                                                                                                         |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.3 | Discuss the products and/or services the organisation delivers, including who the main customers are.                                                   |
| 1.4 | Review the range of technology available within the people profession, including how it can be utilised to improve working practices and collaboration. |
| 2.1 | Define workplace culture in organisational settings and the importance of fostering positive approaches towards it.                                     |
| 2.2 | Explain how organisations are whole systems, and how work and actions as a people professional could impact elsewhere in the organisation.              |
| 3.1 | Explain the importance of planning and managing change within the workplace.                                                                            |
| 3.2 | Consider the importance and role that people professionals play within change.                                                                          |
| 3.3 | Discuss how change can impact people in different ways.                                                                                                 |

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## 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:** *Elisabeth Angliemoni*

**Learner signature:** *egugliemoni*

**Date\*** *5/11/23*

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

## 3CO01

### Business, culture and change in context



#### *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 17                  | Fail      |
| 18 to 22                 | Low Pass  |
| 23 to 29                 | Pass      |
| 30 to 36                 | High Pass |



## Marking Descriptors

| Mark Range |          | Descriptor                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1          | Fail     | Insufficient demonstration of knowledge, understanding or skills (as appropriate) required to meet the AC.<br><br>Insufficient examples included, where required, to support answers.<br><br>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.<br><br>Sufficient and acceptable examples included, where required, to support answers.<br><br>Required format adopted but some improvement required to the structure and presentation of the assignment.<br><br>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.<br><br>Includes confident use of examples, where required, to support each answer.                                                                                                                                                                                                                                                             |

|   |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   |           | Presentation and structure of assignment is appropriate for the assessment brief.<br>Answers are clear and well expressed.                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 4 | High Pass | Demonstrates a wide range and confident level of knowledge, understanding or skill (as appropriate).<br>Includes strong examples that illustrate the point being made, that link and support the answer well.<br>Answers are applied to the organisation.<br>Answers are clear, concise, and well argued, directly respond to what has been asked.<br>The presentation of the assignment is well structured, coherent and focusses on the need of the questions.<br>Includes clear evidence of the use of references to wider reading to help inform answer. |



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# Marking grid and feedback for learner

|                                                         |                                                                                                  |
|---------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| Unit 3CO01: 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 <sup>st</sup> 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                                      | Examine the key external influences that impact on business environments. |                 |
| Please enter your Assessor feedback here |                                                                           | Enter mark here |

|     |                                                                                                                                                   |                        |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
|     | <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> |
| 1.2 | Discuss organisational goals and why it is important for organisations to plan.                                                                   |                        |
|     | <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> |
| 1.3 | Discuss the products and/or services the organisation delivers, including who the main customers are.                                             |                        |
|     | <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> |
| 1.4 | Review the range of technology used within the people profession including how it can be utilised to improve working practices and collaboration. |                        |
|     | <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 | Define workplace culture in organisational settings and the importance of fostering positive approaches towards it.                               |                        |
|     | <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> |

*applicable)*

*here*

|                                                             |                                                                                                                                            |                               |
|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| 2.2                                                         | Explain how organisations are whole systems, and how work and actions as a people professional could impact elsewhere in the organisation. |                               |
|                                                             | <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                                                         | Explain the importance of planning and managing change within the workplace.                                                               |                               |
|                                                             | <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                                                         | Consider the importance and role that people professionals play within change.                                                             |                               |
|                                                             | <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                                                         | Discuss how change can impact people in different ways.                                                                                    |                               |
|                                                             | <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>        |
| <b>Total marks for TASK:</b>                                |                                                                                                                                            | <i>Enter total marks here</i> |
| <b>Total marks for TASK: (resubmission 1 if applicable)</b> |                                                                                                                                            | <i>Enter total marks here</i> |
| <b>Total marks for TASK: (resubmission 2 if applicable)</b> |                                                                                                                                            | <i>Enter total</i>            |

|                                                                 |                                    |                                             |                         |
|-----------------------------------------------------------------|------------------------------------|---------------------------------------------|-------------------------|
| <b>Total marks for UNIT:</b>                                    | <i>Enter total unit marks here</i> | <b>Grade</b>                                | <i>Enter grade here</i> |
| <b>Total marks for UNIT:<br/>(resubmission 1 if applicable)</b> | <i>Enter total unit marks here</i> | <b>Grade (resubmission 1 if applicable)</b> | <i>Enter grade here</i> |
| <b>Total marks for UNIT:<br/>(resubmission 2 if applicable)</b> | <i>Enter total unit marks here</i> | <b>Grade (resubmission 2 if applicable)</b> | <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.

|                                                                                                                                                       |                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| <b>Assessor name:</b>                                                                                                                                 | <i>Please enter your Assessor name here</i>      |
| <b>Assessor signature:</b><br><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> |
| <b>Date:</b>                                                                                                                                          | <i>Please enter date here</i>                    |
| <b>IQA name:</b>                                                                                                                                      | <i>Please enter your IQA name here</i>           |
| <b>IQA signature:</b>                                                                                                                                 | <i>Please enter your IQA signature here</i>      |
| <b>Date:</b>                                                                                                                                          | <i>Please enter date here</i>                    |

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