

Assignment Guidance

Question	Assessment Criteria	Additional Guidance
Task 1		Format: Information Sheet (2500 words) References Bibliography (if applicable) (Include assessment criteria numbers). Include word count at beginning of assignment. Approximately 2500 words +/- 10%
An examination of the key external influences impacting or likely to impact the organisation's activities. (AC 1.1)	1.1 Examine the key external influences that impact on business environments. External forces that impact on the organisation's current and future activities. For example, the findings of STEEPLE, SWOT analysis to inform understanding of the market(s) in which the organisation operates. [11] [SEP]	Clear understanding of the application of the external analysis tools with relevant literature to support points.
A discussion of the organisation's business goals and why it is important for organisations to plan for how they will achieve these. (AC 1.2)	1.2 Discuss organisational goals and why it is important for organisations to plan. Organisations' long- and short-term vision and goals, types of business, structure, documentation, employment climate. How organisations inform and determine their objectives and planning and how these link to policy and people practices. Why planning is necessary for business continuity.	Learners must be clear in their points and link with the overall aims of the organisation. Why is it important to plan and the importance of this in workforce planning and profitability.
A discussion of the organisation's products and/or services and main customers. (AC 1.3)	1.3 Discuss the products and/or services the organisation delivers, including who the main customers are. Identification of the products and services that the organisation offers; the market within which it operates and the customers it serves; customer needs analysis; difference between features and benefits; types of business/market, for	Learners should be able to bring in some examples here and support their points with literature.

	example, agency, direct, wholesale, online; market segmentation.	
A short review of different technologies available to people professionals and how these can be, or are, used to improve working practices and collaboration. You might consider for example, technologies relating to communications, information sharing, record keeping, learning, wellbeing, productivity, or security. (AC 1.4)	1.4 Review the range of technology available within the people profession, including how it can be utilised to improve working practices and collaboration. Different types of technologies, for example wi-fi, internet, email, electronic forms of communication, for example smart phones, social media, cloud-based platforms, dashboards, file management and document sharing, cloud-hosting, synchronous collaborative software, Bluetooth, voice recognition, fingerprint, facial and iris recognition, auto-responders, artificial intelligence. How collective and individual technologies can change, improve and affect working practices. Various social and technological approaches used in communication, customer service, marketing, improving efficiency, productivity and security.	Learners must expand their knowledge and draw on any new insights researched and changes over the years.

What is meant by organisational culture and why it is important to foster an appropriate and effective workplace culture. (AC 2.1)	2.1 Define work place culture in organisational settings and the importance of fostering positive approaches towards it. What culture is, definitions and types of culture in the organisational context, sub-cultures, cultural diversity, impact of culture, values and norms, positive and negative cultures. The organisation as a holistic system, the roles of people professionals in facilitating an appropriate and effective organisational culture. What is meant by creating a diverse and inclusive environment. How diversity and inclusion principles are built into organisational practices.	This piece of work needs to draw the reader in to the key points. Get creative and ensure the information is clear and concise for the target user.
How organisations are whole systems, in which different areas and 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)	2.2 Explain how organisations are whole systems, and how work and actions as a people professional could impact elsewhere in the organisation. Organisational types, structures, designs and systems. Organisations as organic living systems; importance of synergy and interdependence, and interconnected practices. Approaches taken to achieve an effective holistic systems approach. Models of organisation design. Impact on organisational and people strategies, policies and procedures 3.1 Explain the importance of planning and managing change within the workplace. Factors and triggers for change to include competition, technological, turbulence, discontinuity, chaos, process and implementing change. How changing situations and initiatives can impact on the organisation's business. Project planning: the role, purpose and goals of project planning.	Learners must make clear links between the actions of people professionals can impact the wider business. What approaches can be taken to ensure the impact is positive and what happens when it is negative.
Why it is important that organisational change is planned, and effectively managed. (AC 3.1)	3.2 Consider the importance and role that people professionals play within change. People professionals' role in facilitating change agendas, such as gatekeeper, SMT liaison or representative, driver of change, facilitator, expert witness, consultant, adviser, side-line witness and non-participant, critical friend, guardian of	Learners are expected to explain the points clearly and show the impact through research and organisational examples.
The nature and importance of different roles that can be played by people practice professionals, in relation to change agendas. You might consider roles such as: gatekeeper, champion,	3.2 Consider the importance and role that people professionals play within change. People professionals' role in facilitating change agendas, such as gatekeeper, SMT liaison or representative, driver of change, facilitator, expert witness, consultant, adviser, side-line witness and non-participant, critical friend, guardian of	Learners are expected to show their wider reading here and provide a variety of definitions/explanations to ensure they consider different points.

facilitator, critical friend or record-keeper. (AC 3.2)	legality and compliance, disseminator and communicator, record-keeper	
How organisational change can impact people in different ways, such as changing their role or status or financial situation, and the different ways people may respond to change. (AC 3.3)	3.3 Discuss how change can impact people in different ways. Different behavioural responses to change, personal, professional, behavioural. Job loss, downgrade, upgrade, regrade, financial, face loss, career aspirations, illness, mental health, physical health, welfare, family changes, self-esteem, social, motivational, group/team formation, dynamics and relationships, customer perceptions and relationships, competitor perceptions and relationships.	Learners are expected to refer to theory here and explain why understanding how people can react to change is important.