

CIPD Associate Diploma in People Management Learning Plan

Level of Study: 5			
CIPD Unit Code: 5CO01/Module Code BMPD5016 Organisational Performance and Culture in Practice			
Assignment due date: Cohort 11: 16th June 2025			
Tutor: Julie Thomas		Email : julie.thomas@uwtsd.ac.uk	
Date	Session content related to module standards: Learning Outcome	GUIDED LEARNING - CLASS CENTRED Topics covered in class to aid learning	GUIDED LEARNING - HOME/WORK CENTRED Mandatory reading/tasks to aid learning. <i>NB: You will also need to undertake your own self-directed learning in order to build on your knowledge and complete your assessments. Some recommended reading is also listed below.</i>
Cohort 11: Workshops Carmarthen 30.4.25 21.5.25 Online tutorial: 14.5.25 3.6.25	1. Understand the connections between organisational structure, strategy and the business operating environment. 2. Understand organisational culture and theoretical perspectives on how people behave at work. 3. Understand how people practice supports the achievement of business goals and objectives.	<i>Examples and discussions of different organisational structures for example divisional, matrix, functional.</i> <i>Definition of organisational strategy. How strategy influences organisations' ability to meet customer needs.</i> <i>PESTLE – focus on external factors that influence strategy</i> <i>Culture, models of organisational and human behaviour focusing on models such as Charles Handy and David Rock's SCARF model.</i>	Read the following reports and factsheets which are referred to in the assignment brief: Organisational climate and culture Factsheets CIPD Organisation development Factsheets CIPD Plus the following: People Profession 2030 future trends CIPD Change Management Factsheets CIPD Technology and the Future of Work Factsheets CIPD The following may also be useful for your assignment: CIPD Good Work Index: Wales CIPD Watch the following Video: CIPD features on "The Future of Work: People, Culture, Tech" by ITN Business CIPD Watch the video on the assignment: June 2024 - 5CO01 Organisational performance and culture in practice The following chapters and factsheets contain useful background reading for the module:

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		<i>Distinguish between employee selection and employee development. Review different approaches to these and link to students' organisations through discussions.</i> <i>Look at change in the workplace, Kotter's model and the impact of not managing change. Kubler Ross change curve will be discussed with examples.</i> <i>CIPD's good work index will be on Moodle for pre reading for the students. Discussion of what good work is; effectiveness of wellbeing policies/strategies.</i> <i>Overall Employee Lifecycle with examples. Definition of vertical and horizontal integration and discussion of what this means in practice. Link with people practices and impact on strategy.</i>	Chapters 2-5 of <i>Studying Human Resource Management. Chapter 1 of People Practice: A Complete Guide (level 3 textbook)</i>. Other chapters such as chapter 4 of People Practice are also relevant to your assignment. Section 5 and 6 of 'Armstrong's Handbook of Human Resource Management Practice' (2023) on Organisational Behaviour. Other CIPD Factsheets – Useful factsheets include: Inclusion and Diversity in the Workplace, Wellbeing at Work, Pestle Analysis, SWOT analysis, Strategic HRM, Line Managers, HR Business Partnering. https://www.cipd.co.uk/knowledge/practical-guidance-a-z/factsheets Listen to some of the CIPD Podcasts: CIPD podcasts CIPD For example: What's hampering Good work? CIPD 2024 Building inclusion... with computers Podcast CIPD Creating a culture of psychological safety at work CIPD Embracing and leading organisational change Podcast CIPD Talk to your HR manager/Senior Manager: find out what the strategic priorities are for 2025 and beyond; what is the associated HR strategy; discuss how the two are linked.
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Useful sources for assignment (textbooks):

Taylor, S. and Woodhams, C. (2022) *Studying Human Resource Management*. 3rd edn. London: Kogan Page.

Taylor, S. and Woodhams, C. (2022) *Human Resource Management: People and Organisations*. 3rd edn. London: Kogan Page.

Armstrong, M. and Taylor, S. (2023) *Armstrong's Handbook of Human Resource Management Practice*. 16th edn. London: Kogan Page.

Marchington, Wilkinson, Donnelly and Kynighou (2025). *Human Resource Management at Work*. 8th edn. London: CIPD. Chapters 1-4. Also, the free sample chapter available on the Kogan Page Website.

Taylor, S. and Perkins, G. (2021) *Work and Employment in a Changing Business Environment*. London: Kogan Page.

Other Sources of Information for Self-directed Learning – see Moodle for specific sources, plus:

UWTSD Library and Learning Resources - [Library and Learning Resources | University of Wales Trinity Saint David \(uwtsd.ac.uk\)](https://www.uwtsd.ac.uk/library-and-learning-resources/)

Harvard Business Review – [Harvard Business Review - Ideas and Advice for Leaders \(hbr.org\)](https://hbr.org/) Find lots of interesting articles about contemporary issues in business

People Management – [Home | People Management](#) You will get a subscription to this with your CIPD membership

Personnel Today - [Personnel Today - Find HR news & your next human resources job on Personnel Today](#)

HR Magazine - [HR Magazine - Home](#)

HR Zone - [Digital HR publication helping you to transform HR | HRZone](#)