



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Business, Culture and Change in Context

3CO01

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives



www.uwtsd.ac.uk

Learning Outcomes

1. Understand the business environment in which the people profession operates, including the key issues that affect it.
2. Understand how people's behaviour in the workplace affects and shapes culture.
3. Understand the importance of effective management of change.

Key Resources

- Chapter 1 of 'People Practice'.
- CIPD Factsheets on Organisational Culture and Cultural Change, PESTLE, SWOT (available on CIPD Website).

Assessment

Information Sheet (2500 words)

- You will need to address each assessment criteria as noted in the assignment brief on Moodle
 - Ensure you clearly address each one under a separate heading
 - You can go +/-10% over/under the word count
- Ensure you are referencing throughout and always refer back to the question to ensure you are still answering what is being asked

Learning Outcome 1

Understand the Business Environment in which the people profession operates, including the key issues that affect it.

Goals of HRM Function

- Support organisation in achieving its objectives by developing and implementing HR strategies which are integrated with the Business strategy
- Contribute to the development of a high performance culture
- Ensure the organisation has the talented, skilled and engaged employees it needs
- Maintain a positive employment relationship between management and employees (must feel trusted, valued and appreciated)
- Provide a satisfactory employee experience
- Further the wellbeing of employees as major stakeholders

Analysing the External Environment

- To inform strategy
- To remain competitive
- To ensure sustainable organisational performance
- Our responsibility to understand the external world
- Tools – PESTLE, SWOT, Porter's 5 Forces

Video - PESTLE

CIPD's video on what [PESTLE](#) stands for



Examples of Effect on HR

- Example 1 – A social trend is the ageing population. Possible HR implications for the NHS – need to train staff in elderly patient care; increase number of staff in certain wards; offer flexible working opportunities to encourage older workers into the workforce/retain them.
- Example 2 - Brexit (political factor) has resulted in less people migrating to this country which has already affected vacancy levels in some organisations. In the NHS this means finding alternative ways of filling those vacancies – for example by encouraging more men to go into the nursing profession.

The main forces shaping HRM

- Global pressures and globalisation
- Labour markets, patterns of employment and labour disputes
- Organisational flexibility, precarious work and regulation
- The legal and institutional framework
- Major global shocks for HRM

UK and EU influences on HRM and employment relations

- National minimum wage
- Equal pay/equal value
- TUPE and contracting-out
- Information and consultation
- Flexibility and security
- Working time
- Changes following Brexit

(Marchington et al, 2020)

Major global shocks on HRM (eg, Coronavirus)

- Major changes in way we operate and how work patterns might change in the future
- Growth of remote working, increased use of technology and artificial intelligence
- Furlough schemes in different countries
- Rising unemployment and implications for the future of work
- Guides about safe work during pandemic

(Marchington, et al (2020))

Factors influencing HRM

Product markets

- Competitive pressures/positioning
- Direct and indirect customer pressures
- Predictability and uncertainty in market situation
- The question of multiple product markets

(Marchington et al (2020))

How does this impact organisational goals?

- What examples can you find of organisations going through change driven by the introduction of new strategies or altered objectives?

Power

Power is defined as the ability to change(influence) the behaviour, beliefs, attitudes and actions of others(McClelland, 1970)

Can you think of any examples where Power has been used positively and where it has been used negatively.

Power

- Power is a dynamic variable that changes as conditions change.
- i.e. Politics is power in action, where individuals use tactics and other techniques of influence to foster their will or objectives in others. (Hardy and Clegg, 1996)

Technology - The Fourth Industrial Revolution

- 2 views – pessimistic/optimistic
- Likely – a time lag between jobs going and jobs being created

Good source: World Economic Forum:

[The Fourth Industrial Revolution: what it means and how to respond | World Economic Forum \(weforum.org\)](https://www.weforum.org/publications/the-fourth-industrial-revolution-what-it-means-and-how-to-respond/)

What makes a job susceptible to Automation?

<https://willrobotstakemyjob.com/>



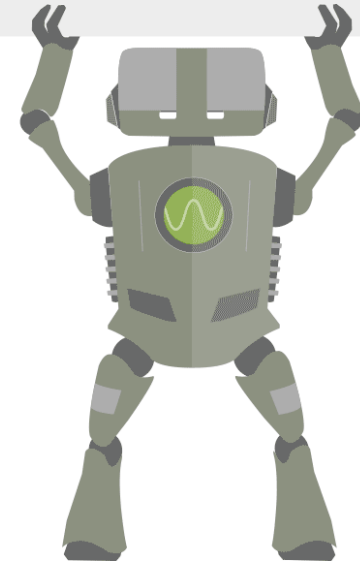
At work, do you need to:

Negotiate?

Help and assist others?

Come up with original ideas?

✓ **Your job is safer
from automation**



Activity

- In groups, undertake a PESTLE analysis
- List factors that are affecting or will affect your organisation
- Make sure someone makes notes



Hot topics for HR

- Diversity and Inclusion
- Wellbeing
- Flexibility
- Impact of technology

Changing employee expectations mean that action in these areas will result in better employer brand (affects attraction/retention).

What have we learnt?

- People practices support the achievement of business objectives
- Strategy can be affected by external, as well as internal factors
- Two key environmental analysis tools are PESTLE and SWOT
- Key issues for HR – wellbeing, flexibility/agility, diversity and inclusion, impact of technology, attraction and retention