



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

BMBS4004 – Managing People and Teams

Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives

Welcome back!



Agenda for today

- 9.30am – Introduction to the module
- 10.30am – Analysing the business environment
- 12pm – Lunch
- 12.45pm – Technology in the workplace and workplace culture
- 2pm – Referencing with the library team

Learning outcomes

01

Understand the business environment in which the people profession operates, including the key issues that affect it.

02

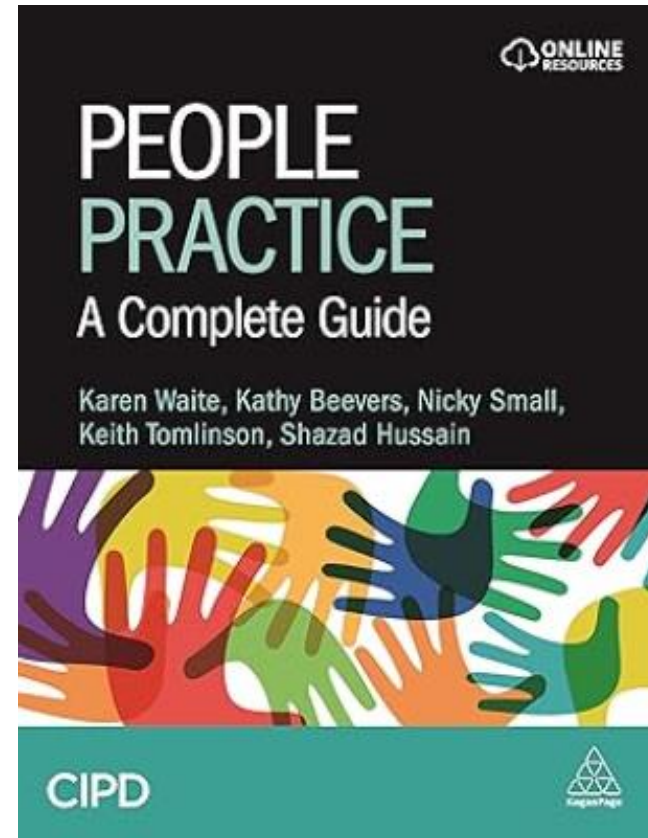
Understand how people's behaviour in the workplace affects and shapes culture.

03

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).



Key dates for the module



Face to face workshop 2 – 9.30am on Thursday 8th October.



Online tutorial – 12pm on Thursday 22nd October.



Deadline for drafts – 23:59 on Monday 26th October (I can review and provide feedback on 1 of the 3 learning outcomes).



Deadline for final submission – 23:59 on Monday 2nd November.

Assessment



Written answers to 9 questions (2500 words).



You will need to address each assessment criteria (AC) as noted in the assignment brief on Moodle.



Ensure you clearly address each one under a separate heading and link your answers to the case study organisation.



You can go +/-10% over/under the word count.



Always refer back to the question to ensure you are answering what is being asked.

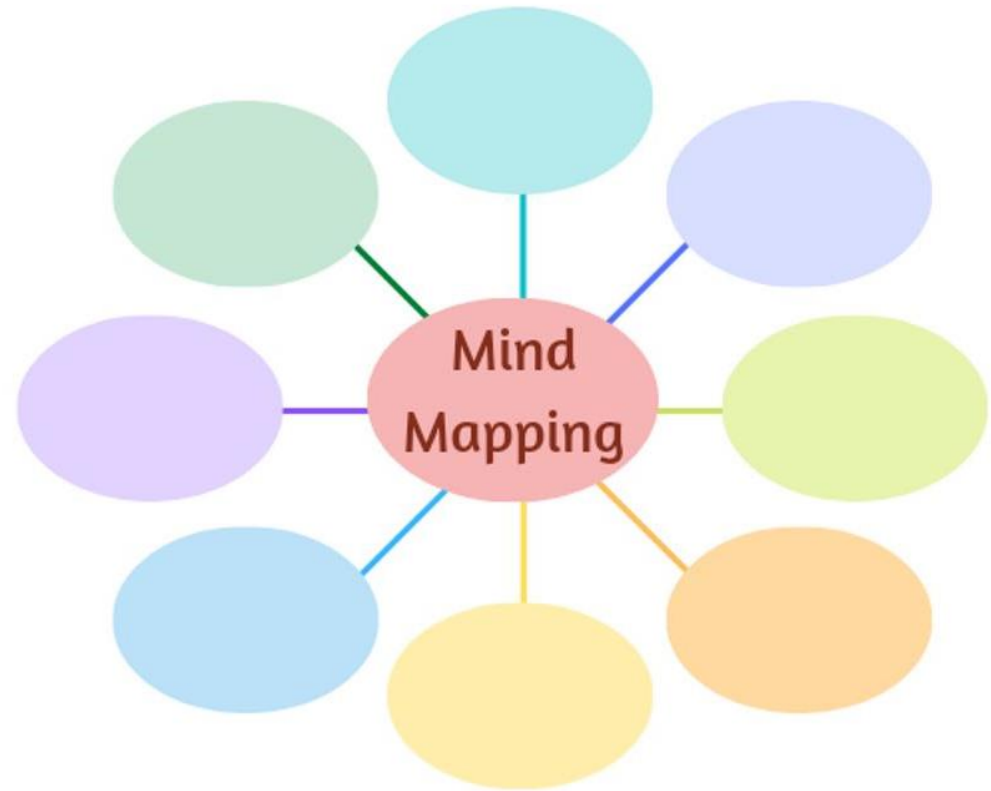


Try to include references where possible.



The case study organisation

- In groups, create a mind map identifying the key points from the case study organisation.
- What do Gearspace do?
- Who are their customers?
- What do they want to achieve?
- What challenges or people implications can we identify?



Command words

Examine:

- identify the factor;
- explain what it means;
- apply it to Gearspace;
- consider the likely effects;
- explore why the factor is important.

Discuss:

- explain the issue in some detail;
- consider different aspects or implications;
- apply it directly to the case;
- reach a logical conclusion.

Review:

- consider a range of relevant technologies;
- explain their potential uses;
- consider benefits and possible limitations;
- make an informed judgement about usefulness.

Initial Diagnostic Task

Thinking
of
Gearspace
write:

one possible external factor;

one planning consideration;

one customer group;

one technology Gearspace could use.



Learning outcome 1 |

Understanding factors impacting the business

Why is it important?

- To inform strategy
- To remain competitive
- To ensure sustainable organisational performance
- Our responsibility to understand the external world

Internal factors

Factors within an organisation's influence, such as structure, staffing and culture.



External Factors

Developments outside the organisation that they may need to respond to.



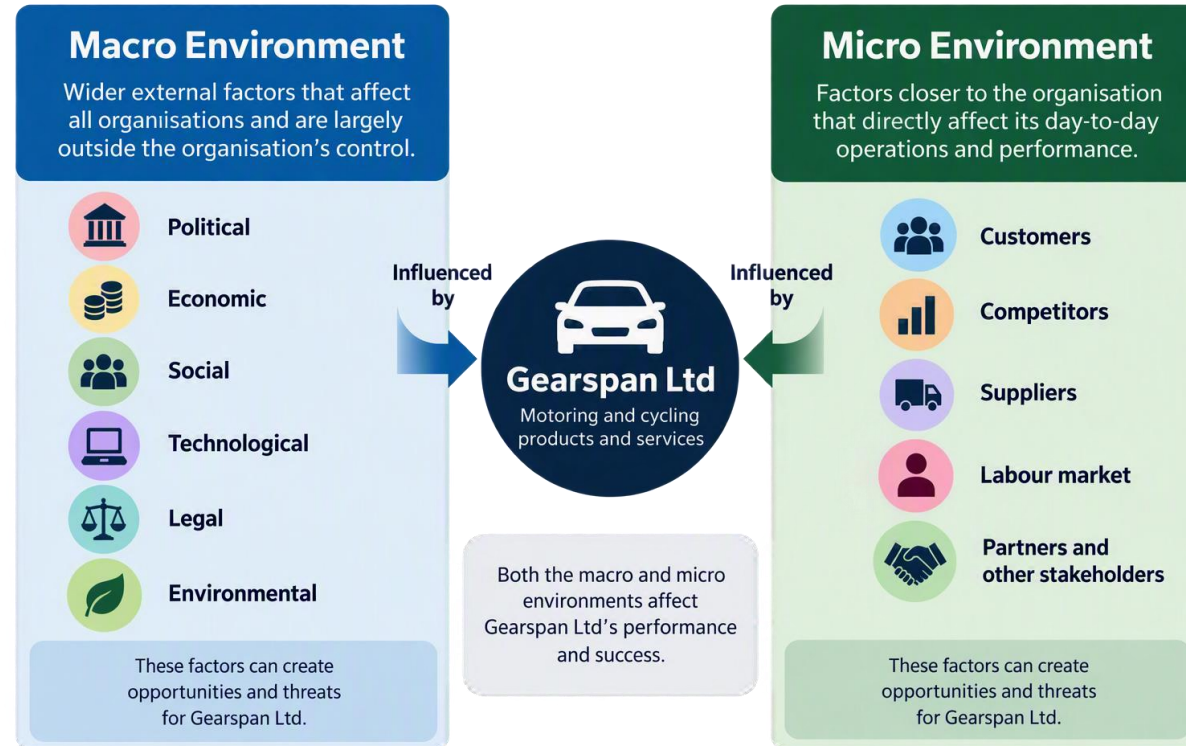
SWOT



SWOT analysis within an organisation



The business environment





Example in practice (1) (NHS)



PESTLE Category: Economic (can also overlap with Social factors)

Factor: A shortage of healthcare professionals, including nurses, doctors and allied health professionals.

Impact:

- Greater competition for talent.
- Increased recruitment costs.
- Reliance on agency workers and temporary staff.
- Higher risk of employee burnout due to workload pressures.
- Greater focus on retention and wellbeing initiatives.

Example in practice (2) (NHS)



PESTLE Category: Technological

Factor: Growth of Digital Healthcare

- Electronic patient records.
- Virtual consultations.
- AI-assisted administration.
- Digital rostering systems.

Impact:

- Staff require new digital skills.
- Additional training is needed.
- New job roles may emerge.
- HR must support change management and employee engagement during implementation.

Gearsplan PESTLE investigation

- You will work in groups and each be allocated 2 PESTLE categories.
- Identify potential factors under your allocated categories and complete the following grid.

External factor	Evidence or example	Possible business impact	Possible people impact
What is changing?	What might Gearsplan need to monitor?	How could operations, costs, customers or goals be affected?	How could jobs, skills, recruitment or working practices be affected?

- Prepare a short explanation of your strongest factor.
- How could people professionals respond?

Break





Organisation goals and objectives

Mission, vision, values
and purpose.

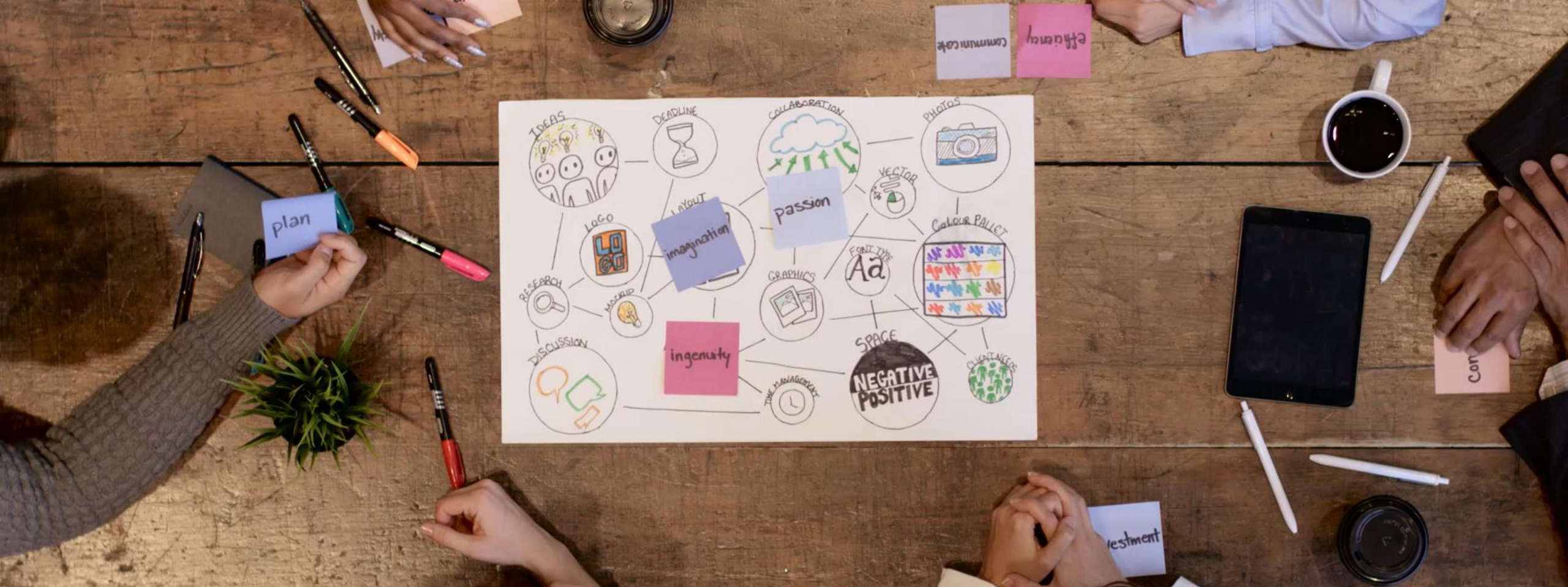
Admiral example:
People who like what
they do, do it better.

Think about your own
organisation, or one you
are familiar with and
consider the following:

What is their mission
statement?

What is their overall
vision?

What values do they
have?



Business planning

Fail to plan; plan to fail

Setting objectives



Goal – Statements setting out where you want the business to be or, as an individual, progress you want to make.



Objective – A sub-goal; the steps you will take to achieve your goals. Short-term measurable steps to help towards the long-term goal.



Action plan – What actions you will take in line with objectives.

How to plan and achieve business goals



Why plan?



Provides direction
and focus.



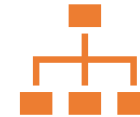
Enables
measurement and
progress.



Improves decision-
making.



Increases motivation.



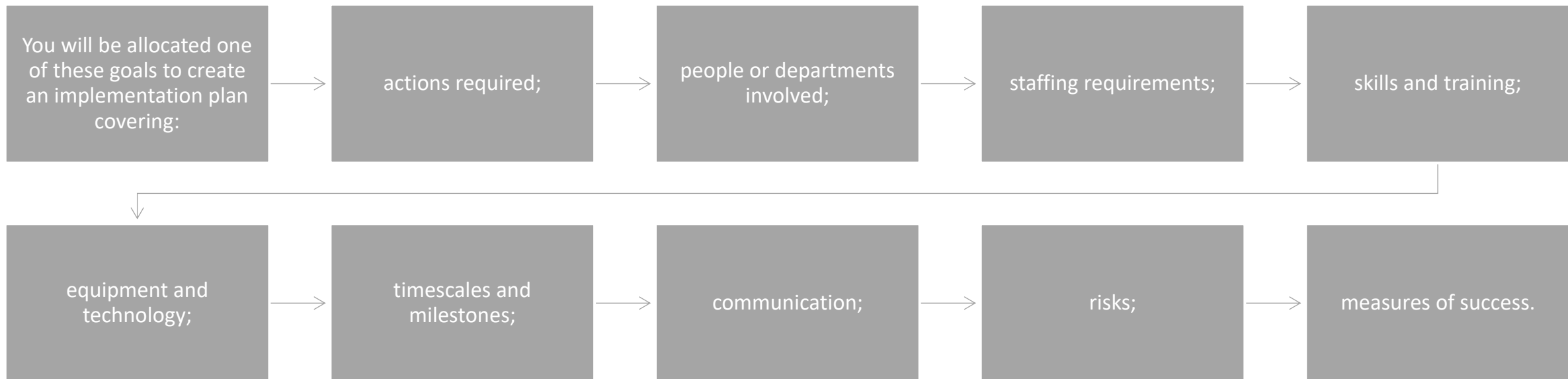
Facilitates resource
allocation.



Enhances co-
ordination.

Group Activity – Business Goals for Gearspan

1. Introduce 40 mobile vans to provide maintenance and repairs at customers' homes or workplaces.
2. Enter a new market by securing fleet-vehicle maintenance contracts.



Products, services and main customers



Products are tangible items sold to customers.



Services are activities or expertise provided for customers.



Customers are the individuals or organisations purchasing or using them.



Customers



B2B – Business to
Business

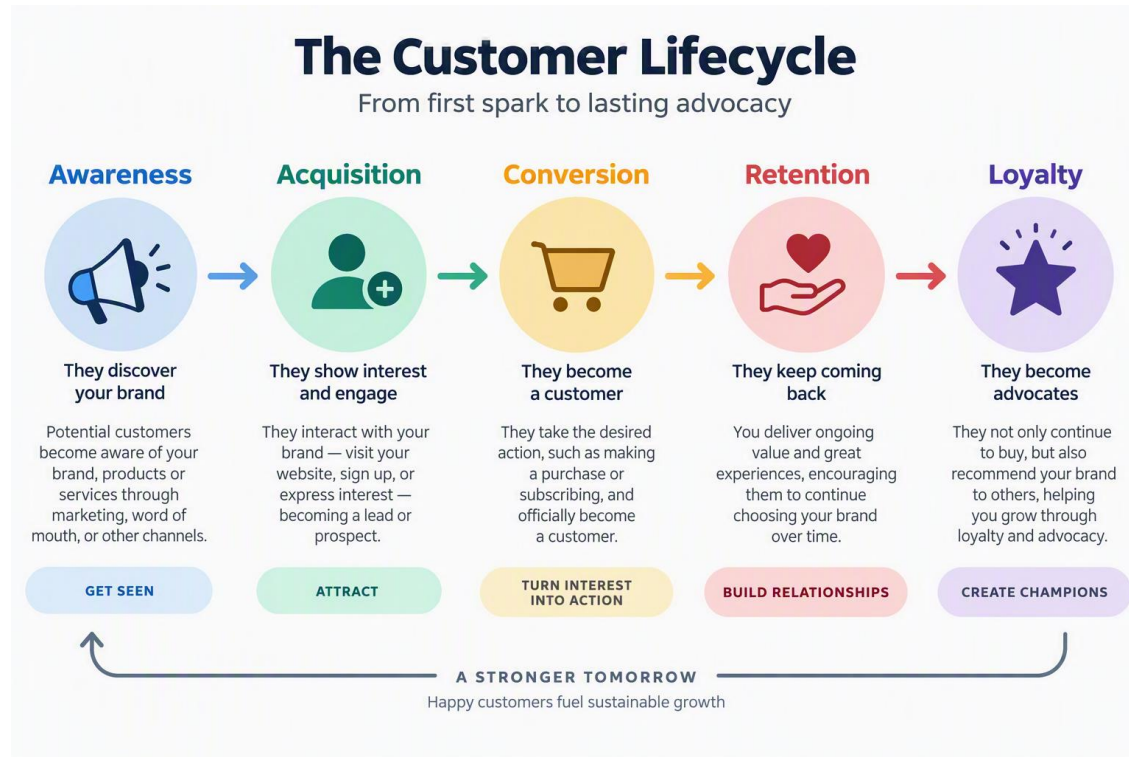


B2C – Business to
Customer



Customer lifecycle

Customer lifecycle



- How could employees influence each stage of the customer lifecycle?



Customer- Product-Service mapping

Customer group	Relevant products/services	Needs being met
Individual motorists		
Cyclists		
Parents or families		
Customers needing repairs or testing		
Fleet-owning organisations		
Customers wanting mobile service provision		



How do people professionals impact the customer?

Employee satisfaction impacts customer satisfaction.

HR helps build customer-centric culture.

Employee data management.

Training and development.

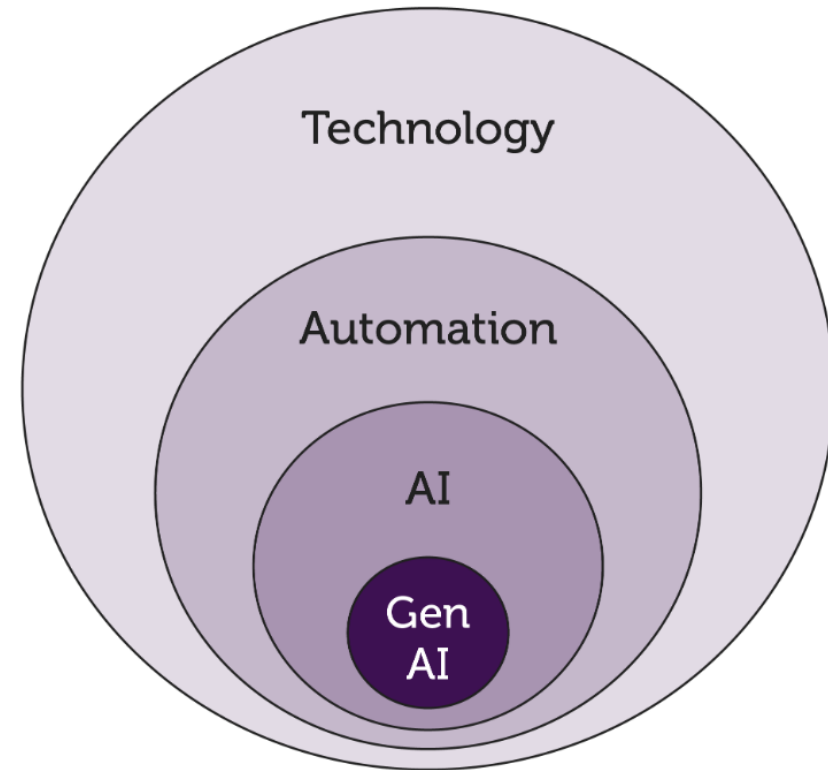
Performance management.

Recruitment.

Internal customer service.

Technology

- According to CIPD (2026), people professionals need to be aware of the range of technologies and how to use them responsibly to enhance their people practice.



AI and the world of work (WEF, 2025)

- 86% of global employers expect AI and information processing technologies to transform their business by 2030.
- AI and big data is the #1 fastest-growing skill globally.
- 88% of employers globally consider AI and big data a core skill for 2025.
- By 2030, the share of tasks performed predominantly by AI or machines is expected to rise from 22% to 34%.
- The share of tasks performed solely by humans is expected to drop from 47% to 33%.
- 77% of employers plan to reskill their workforce to work alongside AI.
- 69% plan to hire new talent with AI tool design and enhancement skills.



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How is technology used in
your organisation? |

Types of technology (1)

Communication and collaboration

- video-conferencing platforms;
- instant messaging;
- shared team workspaces;
- digital noticeboards.

Information and document management

- secure cloud-based file sharing;
- shared document editing;
- knowledge-management systems;
- policy libraries.

Types of technology (2)

Core HR administration

- electronic employee records;
- self-service portals;
- digital onboarding;
- leave and absence management;
- payroll integration.

Recruitment and development

- applicant-tracking systems;
- online recruitment platforms;
- learning management systems;
- virtual induction and training.

Types of technology (3)

Workforce and performance information

- people dashboards;
- workforce-planning systems;
- scheduling technology;
- employee survey tools.

Wellbeing and employee voice

- wellbeing platforms;
- confidential reporting systems;
- pulse surveys;
- employee forum or feedback platforms.

Technology and the future workforce



What new skills might Gearspace employees need?



Which jobs might change?



What support should people professionals provide?

Limitations

information security;

algorithmic bias;

employee privacy;

access to equipment;

digital confidence or exclusion;

training requirements;

cost;

system compatibility;

excessive reliance on technology;

ensuring confidential reporting remains secure.

Relevant legislation



Data Protection Act 2018 – Employers act as data controllers and must legally protect and responsibly handle all personal and sensitive data collected from job applicants, employees and customers.



Equality Act 2010 - Legally protects individuals from unfair treatment, harassment, and victimisation in the workplace and wider society.

Recap quiz

What does PESTLE stand for?

What must learners do when asked to “examine” a factor?

What are Gearspace’s two organisational goals?

What is the difference between a product and a service?

Give one way that technology could improve collaboration.



Any questions?



Reference list

- CIPD (2026) AI and technology: Factsheet. Available at: <https://www.cipd.org/uk/knowledge/factsheets/ai-technology/> (Accessed: 14 September 2026).
- Waite *et al.* (2021) *People Practice: A Complete Guide*. Kogan Page