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University of Wales
Trinity Saint David

BMBS4004 – Managing People and Teams

Trawsnewid Addysg, Trawsnewid Bywydau
Transforming Education, Transforming Lives

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 dates for the module



Deadline for drafts – 11.59pm on Monday 26th October 2026 (I can review and provide feedback on one learning outcome).



Deadline for final submission – 11.59pm on Monday 2nd November 2026.



Please get in touch if you are unable to meet this deadline for any reason.

Question 1

Examine two key external factors that are likely to impact Gearspace Ltd. (AC 1.1)

- Start by considering a range of important external factors that are likely to impact Gearspace's activities.
- Then choose two key factors to focus on in your answer.
- Check external factors are included rather than internal factors.





Question 1

What is the question asking?

Identify and examine two external factors affecting Gearsplan

Explain the impact on organisational performance and future plans

Useful theories/models

PESTLE Analysis

SWOT (Opportunities and Threats)

You could focus on

Technological developments in the automotive sector

Economic conditions (inflation, cost of living)

Environmental and sustainability pressures

Employment legislation

Skills shortages and labour market trends

Top tip

Focus on the impact of the factor, not just a description of it

Question 2

Discuss the two organisational goals set by Gearspace Ltd, including how the organisation can plan effectively to achieve them and why planning is necessary. (AC 1.2)

You should break down the question and check both parts are addressed:

- Discuss the two organisational goals set by Gearspace Ltd, including how the organisation can plan effectively to achieve them.
- Discuss why planning is necessary





Question 2

What is the question asking?

Explain why planning is important when achieving business goals

Useful theories/models

SMART Objectives

Business Planning Cycle

Workforce Planning

You could focus on:

Expansion of mobile service vans

Fleet servicing contracts

Budgeting and resource allocation

Recruitment and skills requirements

Managing risk and timelines

Top tip

Explain how planning helps achieve each organisational goal

Question 3

Discuss:

- a. the products and services that Gearspan Ltd offer and
- b. their main customers. (AC 1.3)

You should break down the question and check both parts are addressed:

- Discussion of Gearspan Ltd's products and services.
- Discussion of main customers.
- Focus is on external customers of products and services.





Question 3

What is the question asking?

Discuss what Gearsan offers and who it serves

Useful theories/models

Customer Lifecycle

B2B vs B2C Markets

You could focus on

Products sold through retail stores

Vehicle servicing and repair services

Current individual customers

Potential fleet and business customers

How customer needs may differ

Customer loyalty/repeat customers

Top tip

Cover all three areas: products, services and customers

Question 4

Review the range of technology that could be available to the people professionals working at Gearspace Ltd and how these could be utilised to improve working practices and collaboration in the expanded organisation.
(AC 1.4)

You should:

- Review the range of technology that could be used by *people professionals* at Gearspace, rather than write about their use elsewhere in the organisation.
- Check there is a link to improving working practices and collaboration in the expanded organisation.



Question 4



What is the question asking?

Identify technology and evaluate its contribution to working practices and collaboration



Useful theories/models

HRIS Framework
HR Analytics
Digital HR / AI



You could focus on

Human Resource Information Systems (HRIS)
Applicant Tracking Systems (ATS)
Learning Management Systems (LMS)
Workforce analytics
AI and automation in HR



Benefits to discuss

Improved communication
Better decision-making
Increased efficiency
Data-driven workforce planning



Top tip

Review both benefits and potential challenges and link to the expansion at Gearsan.

Question 5

Define what is meant by 'workplace culture' and why it will be important to foster an appropriate and effective workplace culture in Gearspace Ltd to support achievement of their organisational goals. (AC 2.1)

You should break down the question and check both parts are addressed:

- Define what culture is.
- Why it will be important to foster an appropriate and effective workplace culture in Gearspace Ltd to support achievement of their organisational goals

Question 5

What is the question asking?

Define culture and explain its impact on organisational success

Useful theories/models

Schein's Three Levels of Culture

Handy's Cultural Types

You could focus on

Company values and behaviours

Employee voice initiatives

Inclusion and belonging

Career development opportunities

Employee engagement and retention

Top tip

Use examples from Gearspace to support your definition

Question 6

Explain how Gearspace Ltd functions as a whole system **and** how the work and actions of the people professionals at Gearspace Ltd could impact the organisation. (AC 2.2)

You should break down the question and check both parts are addressed:

- When explaining how Gearspace Ltd functions as a whole system, reference could be made to well-known models such as McKinsey 7-S, Galbraith Star Model and Burke Litwin Model.
- Once it is established that Gearspace Ltd functions as a whole system, an explanation of how the work and actions of the people professionals at Gearspace Ltd can be added.



Question 6

What is the question asking?

Explain how different parts of the organisation work together

Useful theories/models

Systems Theory

Organisational Structure

You could focus on:

HR, operations and customer services

Recruitment and workforce planning

Communication across departments

Interdependence between teams

Impact of people practices on business goals

Top tip

Show how one department's actions can affect others

Question 7

Explain why it is important that any changes made to achieve the two new organisational goals are planned and effectively managed. (AC 3.1)

Questions 7, 8 and 9 all relate to change connected to achievement of the two organisational goals.
You should:

- Explain why it is important that change is planned and managed effectively in these circumstances.
- Could consider organisational and individual impacts.





Question 7

What is the question asking?

Explain how effective change management supports success

Useful theories/models

Lewin's Three-Step Model

Kotter's Eight-Step Model

You could focus on:

Introduction of mobile service vans

Expansion into fleet servicing

Communication strategies

Employee engagement

Training and support

Top tip

Link change management activities directly to Gearspace's expansion plans

Question 8

Consider the importance and role that the people professionals at Gearspace Ltd could play during the changes related to achieving the new organisation goals. (AC 3.2)

- Rather than explain the importance and role in any change situation, knowledge should be related to change related to achieving the new organisation goals.





Question 8

What is the question asking?

Explore how HR supports organisational change

Useful theories/models

Change Readiness

Workforce Planning

Employee Engagement

You could focus on:

Recruitment and selection

Learning and development

Communication and consultation/employee voice

Employee wellbeing

Managing resistance to change

Top tip

Explain why HR activities increase the likelihood of successful change

CIPD

Question 9

Discuss how the changes related to achieving the new organisation goals could impact people working at Gearspace Ltd. (AC 3.3)

- Focus is now on employees.
- Could consider positive as well as negative impacts.
- When discussing, give reasons for points.





Question 9

What is the question asking?

Consider how employees may be affected by organisational change

Useful theories/models

Kübler-Ross Change Curve

Resistance to Change Theory

You could focus on:

Increased opportunities and development

New skills and career progression

Resistance and uncertainty

Stress and workload concerns

Different reactions from different employee groups

Top tip

Discuss both positive and negative impacts for a balanced answer

Theories you could use

✓ PESTLE
Analysis

✓ SWOT
Analysis

✓ SMART
Objectives

✓ Customer
Lifecycle

✓ Schein's
Three Levels of
Culture

✓ Handy's
Cultural Types

✓ McKinsey's
Systems
Theory

✓ Lewin's
Change Model

✓ Kotter's 8-
Step Model

✓ Kübler-
Ross Change
Curve

✓ Resistance
to Change

✓ Workforce
Planning



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.



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



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



Try to include references where possible.



Proofread your work.



Complete the declaration on the assessment brief.

Submitting your work



Business, Culture and Change in Context
(BMPD3000)



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Any questions?

