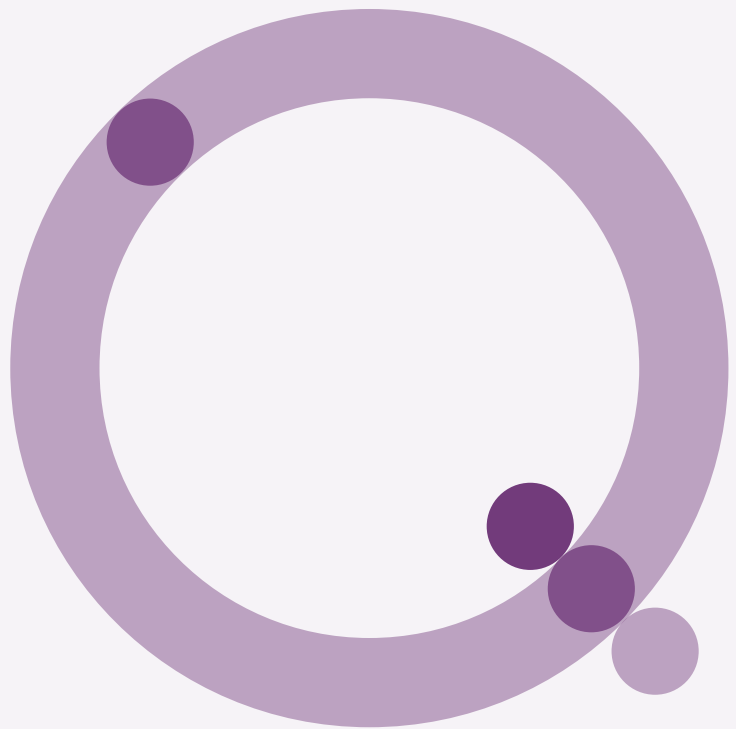# 3CO01
Business, culture and change in context

Learner Assessment Brief

Assessment ID / CIPD_3CO01_22_01

Level 3
Foundation Certificate in
People Practice

3CO01
Business, culture and change in context

This unit assignment considers the impact of external influences and how the digital and commercial environment shapes businesses and the culture within which they operate. It considers the importance of people's behaviour on organisational culture and its ability to manage change effectively.

CIPD's insight

Change Management (Sep 2021).

Organisational change is a constant in many organisations, driven by a different number of forces including customers , markets and technology. Yet research shows that most change initiatives fail to get their intended outcomes and may even limit an organisation's potential and its people. The effects of not managing change effectively can be devastating and long lasting, so it's important that people professionals understand the issues and equip themselves with techniques to support change management initiatives.

This factsheet looks at why change management is important, the implications of not managing change effectively, and the potential issues that can arise in change management processes, it also offers a series of techniques to help ensure change is effective.

https://www.cipd.co.uk/knowledge/strategy/change/management-factsheet

Digital transformation in organisations and people functions (June 2021)

Digital transformation is a hot topic that is being widely discussed in many different contexts. Indeed, it was on the of the critical themes people professionals identified as impacting the current and future world of work, according to the CIPD *People Profession* 2030 report.

But what exactly is digital transformation? Why does it matter? How can employers and people professionals prepare themselves, and their organisations, to embrace it and to derive maximum advantage from it?

This and the following series of articles will explore these questions, combining the practical implications drawn from in-depth research and study, with the insight and experience of people professionals who have taken crucial steps in digital transformation.

https://www.cipd.co.uk/knowledge/work/technology/digital-transformation-insights/organisations-people

Please note that the purpose of this insight is to link you to CIPD's research and evidence within the subject area, so that you can engage with the latest thinking. It is not provided to replace the study required as part of the learning or as formative assessment material

Preparation for the Task:

- Refer to the indicative content in the unit to guide and support your evidence.
- Pay attention to how your evidence is presented, remember you are working in the People Practice Team.
- Ensure that the evidence generated for this assessment remains your own work.

. You will also benefit from:

- Reflecting on your own experiences of learning opportunities and continuing professional development.
- Reading the CIPD Insight, Fact Sheets and related online materials on these topics.

Task - Information sheet

In recent years, the environment in which organisations operate has been turbulent. People professionals have a key role in supporting and enabling the organisation to achieve its goals at time of greater or lesser stability. To ensure the people team have sufficient knowledge and understanding to do this, your manager has decided the team should have good knowledge of the external business environment, the organisation's goals, its products/services and customers, organisational culture, and the importance of change management. Your manager has asked you to undertake some research, then share your learning with the rest of the team through an information sheet.

Your information sheet can be based on your own organisation or one(s) that you are familiar with, and should include the following:

- An examination of the key external influences impacting or likely to impact the organisation's activities. (AC 1.1)

- 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)

- A discussion of the organisation's products and/or services **and** main customers. (AC 1.3)

- 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)

- What is meant by organisational culture **and** why it is important to foster an appropriate and effective workplace culture. (AC 2.1)

- 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)

- Why it is important that organisational change is planned, and effectively managed. (AC 3.1)

- 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, facilitator, critical friend or record-keeper. (AC 3.2)

- 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)

Your evidence must consist of:

- An information sheet of approximately 2500 words. Please address each assessment criteria under a separate heading.

   Refer to CIPD word count policy.

Assessment Criteria Evidence Checklist

You may find the following checklist helpful to make sure that you have included the required evidence to meet the task. This is not a mandatory requirement as long as it is clear in your submission where the assessment criteria have been met.

Task – Information sheet Assessment criteria	Evidenced Y/N	Evidence reference
1.1 Examine the key external influences that impact on business environments.		
1.2 Discuss organisational goals and why it is important for organisations to plan.		
1.3 Discuss the products and/or services the organisation delivers, including who the main customers are.		
1.4 Review the range of technology available within the people profession, including how it can be utilised to improve working practices and collaboration.		
2.1 Define workplace culture in organisational settings and the importance of fostering positive approaches towards it.		
2.2 Explain how organisations are whole systems, and how work and actions as a people professional could impact elsewhere in the organisation.		
3.1 Explain the importance of planning and managing change within the workplace.		
3.2 Consider the importance and role that people professionals play within change		
3.3 Discuss how change can impact people in different ways.		

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Assessment Criteria marking descriptors.

Assessors will mark in line with the following assessment criteria (AC) marking descriptors, and will indicate where the learner sits within the marking band range *for each AC*.

Assessors must provide a mark from 1 to 4 for each assessment criteria within the unit. Assessors should use the mark descriptor grid as guidance so they can provide comprehensive feedback that is developmental for learners. Please be aware that not all the mark descriptors will be present in **every** assessment criterion, so assessors must use their discretion in making grading decisions.

The grid below shows the range for each unit assessment result based on total number of marks awarded across all assessment criteria.

To pass the unit assessment learners must achieve a 2 (Low Pass) or above <u>for each of the assessment criteria.</u>

The overall result achieved will dictate the outcome the learner receives for the unit, provided **NONE** of the assessment criteria have been failed or referred.

Please note that learners will receive a **Pass or Fail** result from the CIPD at unit level. **Referral** grades can be used internally by the centre.

Overall mark	Unit result
0 to 17	Fail
18 to 22	Low Pass
23 to 29	Pass
30 to 36	High Pass

Marking Descriptors

Mark	Range	Descriptor
1	Fail	Insufficient demonstration of knowledge, understanding or skills (as appropriate) required to meet the AC. Insufficient examples included, where required, to support answers. Presentation and structure of assignment is not appropriate and does not meet the assessment brief.
2	Low Pass	Demonstrates an acceptable level of knowledge, understanding or skills (as appropriate) required to meet the AC. Sufficient and acceptable examples included, where required, to support answers. Required format adopted but some improvement required to the structure and presentation of the assignment. Answers are acceptable but could be clearer in responding to the task and presented in a more coherent way.
3	Pass	Demonstrates good knowledge, understanding or skills (as appropriate) required to meet the AC. Includes confident use of examples, where required, to support each answer. Presentation and structure of assignment is appropriate for the assessment brief. Answers are clear and well expressed.
4	High Pass	Demonstrates a wide range and confident level of knowledge, understanding or skill (as appropriate). Includes strong examples that illustrate the point being made, that link and support the answer well. Answers are applied to the organisation. Answers are clear, concise and well argued, directly respond to what has been asked. The presentation of the assignment is well structured, coherent and focusses on the need of the questions. Includes clear evidence of the use of references to wider reading to help inform answer.