

Assessment ID/CIPD_3CO01_24_01

Business, culture and change in context



LEARNER INSTRUCTIONS

The assessment has been developed to enable you to evidence achievement of the learning outcomes and assessment criteria for 3CO01 **Business, culture and change in context**.

Each of the learning outcomes (LO) and assessment criteria (AC) for the assessment must gain a pass outcome for you to successfully achieve the unit.

Preparation for the assessment

Before you begin the assessment, please access and complete the **topic essentials videos, activities** and the **assessment guide video** available via your virtual learning environment (VLE).

Completing the assessment

- The assessment contains a series of tasks/questions which are clearly referenced to the relevant assessment criteria.
- Refer to the generic grade descriptor grid at the end of the assessment, which outlines the requirements.
- Evidence must be provided in the main body of the assessment document. If appendices are included, these will not be marked or moderated; however, they may be reviewed by your assessor.
- The assessment must be completed in a professional manner (eg applying business conventions for writing formal reports) and by using Microsoft Word.
- The assessment must be saved as a Word document (.doc or .docx) and not in a PDF format, unless another format is requested within the brief, eg PowerPoint.
- Harvard referencing system should be used to ensure the original source(s) of quotations or models used within your assessment can be verified.
- You must sign the Learner Authenticity statement (a photo or scan of your signature is acceptable).



WORD COUNT AND EXPECTATIONS

- Your word count allowance is specified against each task. There is a +/-10% allowance on this word count, and you must not exceed this. If you exceed the overall word count, your work will be returned to you unmarked.
- Please note that everything within the main body of your assessment is included within the word count unless otherwise stipulated. This includes any headings or sub-headings used. We will be unable to mark your work if it is unclear where one assessment criteria ends and the next one begins.
- The bibliography or list of references is not included in the total word count.
- You must title your answers using the relevant assessment criteria number.
- Expectations are set out in the marking descriptor grid, which you will find at the end of this document. You must pass all assessment criteria/learning outcomes to successfully achieve this unit.

- You must update the version of your assessment which includes the tutor feedback.
- **Please ensure you do not change any of the assessment criteria where you have received a mark of a 2 or above. Only amend sections of your assessment where you have been awarded a mark of a 1 (Refer), taking into account your tutor feedback while remaining within the allocated word count.**
- When updating any AC which has received a mark of a 1, please strike through all of the original text using the strikethrough key so the text to be '~~removed~~' appears like this. You will need to rewrite your full answer below the original text using a different colour to the original submission, **so the new text appears like this**. This clearly shows what was in the original submission and what has been added.
- Please do not use track changes as these are not accepted by the Awarding Organisation.
- Before you resubmit your assessment, please ensure you refer back to the Topic Essentials, Assessment briefing webinar or the Assessment guide video, and the learner resource zone, as these will support you with any changes needed to achieve a pass grade.
- Please ensure you have fully addressed all parts of the assessor feedback before you upload your resubmission to the VLE.

You can contact your Support Tutor via the VLE for further assessment guidance if needed or email the team at cipdsupport@mollearn.com, who will be able to respond to any administrative questions.

If you receive a Refer grade for your assessment you will have three weeks to resubmit from the date your feedback is released.

LEARNER INFORMATION

Centre name and number	MOL – 531
Learner CIPD membership number	
Learner surname	
Learner other names	
Unit code and title	3CO01 Business, culture and change in context
Assessment ID	CIPD_3CO01_24_01
Assessment start date	To be completed by the centre
Assessment submission date	To be completed by the centre
First Assessment re-submission date for centre marking (if applicable)	To be completed by the centre
Second Assessment re-submission date for centre marking (if applicable)	To be completed by the centre
Declared word count	2514
Declared learning difficulty	Please stipulate your learning difficulty if applicable.
Assessor name	
Assessor signature	
IQA name (if applicable)	
IQA signature (if applicable)	

Declaration by the learner (this box must be signed—not typed—or your assessment will not be accepted)

Learner name			
Learner statement of authenticity	<p>I can confirm that</p> <ol style="list-style-type: none"> this assessment is all my own work where I have used materials from other sources, they have been properly acknowledged and referenced I have not used Artificial Intelligence tools to generate content for my assessment <p>I understand the consequences of malpractice and accept that any violation of this agreement may result in disciplinary action.</p>		
Standardisation	I am aware my assessment may be chosen for standardisation purposes on the understanding that the content will be anonymised.		
Signed		Date	

Declaration by the centre

Centre statement of authenticity	<p>On behalf of the centre, I confirm that the above mentioned learner is registered at the centre on a CIPD programme of study.</p> <p>I confirm that</p> <ul style="list-style-type: none"> the learner's work was conducted under the conditions laid out by the assessment brief I am satisfied that, to the best of my knowledge, the work produced is solely that of the learner 		
Name	Janet Brown	Role	Quality Manager
Signed		Date	

This unit 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.

»TASK – WRITTEN ANSWERS

To complete the task, you should provide a written response to each of the **nine** questions below.

You should relate your answers to your own organisation or an organisation with which you are familiar, ideally one that you have worked for. The same organisation should be used for all **nine** answers.

To be an effective people practitioner it is important to understand the goals of the business, the products, or services the organisation is selling or providing, the main customers of the organisation and how external factors, including technology impact the organisation's markets and working methods.

1. Examine **two** key external influences impacting or likely to impact the activities of the organisation that you work for (or an organisation with which you are familiar). (AC 1.1)
2. Discuss the main business goal of the organisation that you work for (or an organisation with which you are familiar) **and** why it is important for that organisation to plan how they will achieve the goal. (AC 1.2)
3. Discuss the products and/or services of the organisation that you work for (or an organisation with which you are familiar) **and** discuss the organisation's main customers. (AC 1.3)

Technology has transformed workplaces and the people profession.

4. Review how file sharing technology and video conferencing can be used to improve working practices and collaboration within the people profession in your organisation (or an organisation with which you are familiar). (AC 1.4)

In 2023, a CIPD podcast asked the following question: 'Has working remotely killed organisational culture?' This topic is of interest to many organisations, but before considering the impact of remote working on culture, it is important to understand what it meant by the term organisational culture.

5. Define organisational culture **and** explain why it is important to foster an appropriate and effective workplace culture in your organisation (or an organisation with which you are familiar). (AC 2.1)
6. Explain how culture is part of a whole system **and** explain how people professionals' work and actions could have an impact elsewhere in your organisation (or an organisation with which you are familiar). (AC 2.2)

According to the CIPD's Change Management factsheet, one driver of organisational change is economic downturn and challenging trading conditions.

7. Explain why it is important that organisational change driven by economic downturn and challenging trading conditions is planned and effectively managed in your organisation (or an organisation with which you are familiar). (AC 3.1)
8. Explain the importance and role that could be played by people professionals in your organisation (or an organisation with which you are familiar) within change driven by economic downturn. (AC 3.2)
9. Discuss how organisational change, driven by economic downturn, could impact people in your organisation (or an organisation with which you are familiar) in different ways. (AC 3.3)

Your evidence must consist of
written answers to the 9 questions (2500 words +/- 10%)

(AC 1.1) Examine the key external influences that impact on business environments.

Technological advancement: David Jones has its key external factors of technology advancement that is mainly e commerce and digital retail. Following the shift in consumer habits moving towards online shopping, David Jones has had to pour in huge amounts into the development of its digital platform and update its mobile app in order to provide an uninterrupted shopping experience. Moreover, big data and AI is combined with the data analytics to help the company to give personalised recommendations, to put together advertising strategies and to engage the customer.

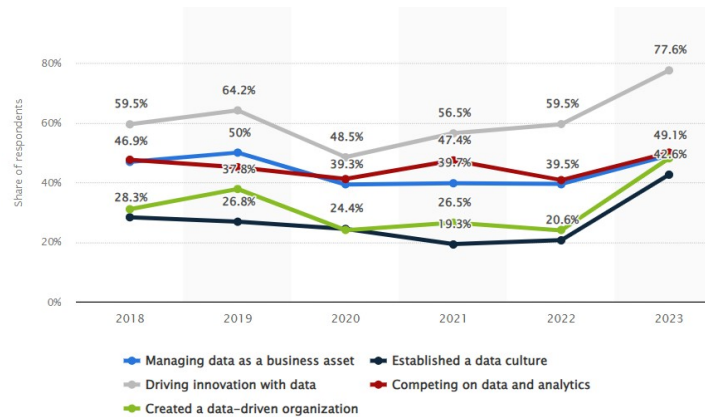


Figure 1: Adoption of big data

(Source: Statista.com, 2024)

Figure 1 shows the rate of adaptation of big data worldwide (Statista.com, 2024). Automation in supply chain operations has facilitated inventory management, and reduced delivery processes as a whole. However, if David Jones doesn't innovate or adapt to emerging technologies, then it could result in a decline in their market share.

Economic condition: David Jones' operations are very affected by economic conditions for example, inflation and economic downfalls. During times of economic unpredictability, premium and luxurious spend that forms a large portion of the product offering in David Jones is lowered. The increasing costs of the raw materials, labour and transportation put pressure on the company's operating expenses, growth in inflation is also of concern (Patricia, 2023). However, David Jones faces multiple challenges that need to be responded to, for instance, adapting their pricing strategies to offer promotions or products offering value to the customers in order to keep their attention. The company also has to optimise its supply chain so that it can incur better costs and have more efficiency.

(AC 1.2) Discuss organisational goals and why it is important for organisations to plan.

David Jones is in business to remain a leading premium retailer in Australia, selling a broad assortment of exceptional quality products across fashion, homeware and beauty along with strengthening its digital presence to meet the changing needs of consumers. Moreover, this is such a goal as it ensures David Jones stays competitive in a retail environment that is changing rapidly with customer expectations and one of the increases in online shopping. In order to achieve this the company must always reinvest in digital transformation both its e-commerce platform and in store experiences that create perfect, personalised shopping across all channels (Iglesias-Pradas and Acquila-Natale, 2023). Furthermore, good quality pearl relationships with luxury brands and suppliers have to be maintained for the longevity David Jones carries on being linked with high quality.

The long-term success of the company depends on how the company plans to achieve this goal (Bilderback, 2024). A clear plan helps to allocate the resources effectively, accelerate technological upgrades and streamline the complexities of supply chain optimisation. Moreover, it helps David Jones to respond to current threats to the market, such as disputed competition, economic changes and changing consumer tastes. However, there is a risk in the lack of planning for the company because it may lose its market share to its emerging competitors, as well as not meeting customer expectations. David Jones adopting a strategic approach that fits within its long-term vision not only helps it to be profitable but also allows it to grow and innovate in that dynamic retail landscape.

	Dec 2022 A\$m	Dec 2021 A\$m	% change
Turnover and concession sales	1 282.8	973.1	31.8
Gross profit margin	36.4%	35.0%	
Expenses	369.5	319.9	15.5
Financial services operating profit	9.0	9.9	(9.1)
Adjusted EBIT	106.5	30.8	>100
Adjusted PBT	72.7	(4.3)	>100
EBIT margin	8.3%	3.2%	

Figure 2: EBIT margin

(Source: Channelnews.com, 2023)

Figure 2 depicts a strong performance of the company which is in line with its objective of growth and maintaining profitability (Channelnews.com, 2023).

(AC 1.3) Discuss the products and/or services the organisation delivers, including who the main customers are.

David Jones is a major Australian retailer selling a broad range of premium products and services, principally in the areas of fashion, beauty, homeware and gourmet food.

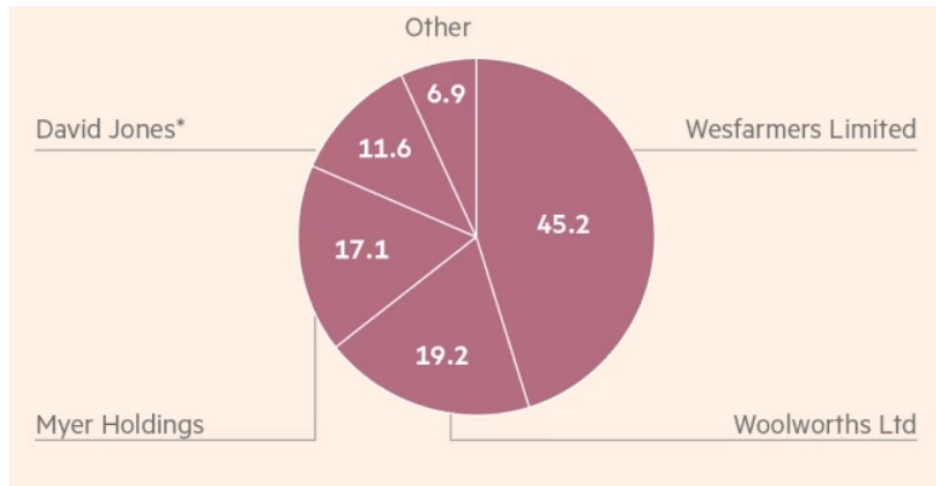


Figure 3: Department stores market shares in Australia

(Source: Ft.com, 2024)

Figure 3 shows David Jones holds a vital position in the market share in the retail segment (Ft.com, 2024). The sector is involved in other types of fashionable clothing and accessories for men, women and children with national as well as international designer brands (Davidjones.com, 2024). The beauty department features high end cosmetics, skincare and fragrance offering to customers who prefer quality and luxury. Furthermore, the homeware section offers various items of stylish and functional nature such as kitchenware, blankets and furniture attracting those wishing to change the nuance of living spaces. High quality products are seen in this fine food section which also justifies why David Jones is a place to shop in for premium shopping experiences. David Jones' main customers tend to be affluent people or families that place great attention on their quality and luxury of purchases. Most often such customers are searching for products which reflect their status and lifestyle and are quite unique and exclusive. Moreover, David Jones attracts customers who are young and trend conscious and eager to wear contemporary fashion and to use modern beauty products. David Jones is committed to serving the diverse customer base in the most exceptional manner possible, while still evolving with changing customer desire and market trends. The organisation caters to these segments and therefore uploads itself as a leading retailer in the premium market in Australia.

(AC 1.4) Review the range of technology available within the people profession, including how it can be utilised to improve working practices and collaboration.

File sharing technology, video conferencing are great tools to greatly help working practices and collaboration within David Jones. Office live is only one platform that enables employees to store, access and collaborate on documents in real time regardless of their location via file sharing platforms like Google Drive or Dropbox. Therefore, this helps in improving the workflow efficiency and also it is a known fact that all team members are working on the latest data to minimise the errors, as well as miscommunication (Raji *et al.*, 2024). Additionally, these platforms allow for cross department communications to receive and generate insight, reports and feedback quickly establishing an environment of transparency and team building.

Equipping the team with video conferencing tools to help facilitate communication within the team is important. Virtual meetings are possible, thus saving time and money on travel while allowing face to face interaction, which is essential for building relationships and elevating a team's dynamics.

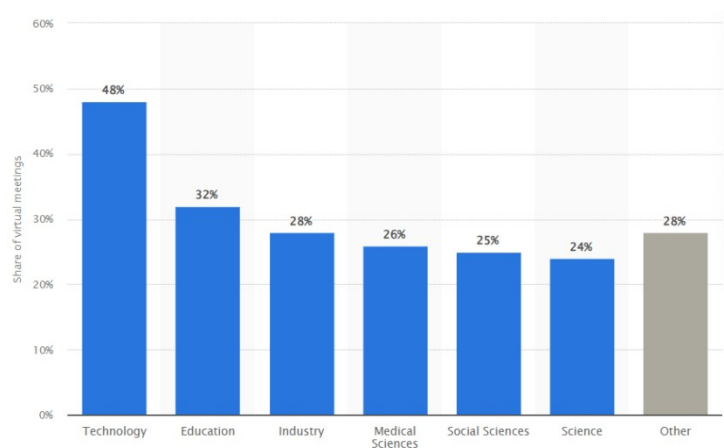


Figure 4: Share of virtual meeting by different aspect globally

(Source: Statista.com, 2022)

Figure 4 depicts the share of viral association where industry comes in 3rd place showcasing the vitality of the video meeting (Statista.com, 2022). Additionally, video conferencing supports remote work, and for teams working from remote locations, it's much easier to connect and collaborate. The inclusion of these technologies, David Jones is able to introduce a more flexible, responsive and engaged workforce. Moreover, not only has this technological integration helped increase productivity, it has fostered a team-based culture that's vital for navigating customer demands in a fast-moving, zero margin retail business.

(AC 2.1) Define workplace culture in organisational settings and the importance of fostering positive approaches towards it.

Organisational Culture is the shared values, the belief, norms and practices that shape the organisation's behaviour and interactions of people in the organisation. Moreover, it consists of the preconceptions and unstated rules of thumb determining how employees were experiencing, feeling and behaving at work (Ahmad *et al.*, 2023). Building strong organisational culture helps to solidify employees' thinking and crafting their decision making as well as their willingness to work together.

Furthermore, there are many reasons why fostering the right and most appropriate workplace culture at David Jones is important. According to Jerab and Mabrouk (2023), it improves employee engagement and job satisfaction, as well as productivity, and lower turnover rates. Employees become more committed and motivated to do their job if they are aligned with a company's values, specifically with a commitment to providing exceptional customer experiences. The positive culture promotes open communication and innovation, which results in the open exchange of ideas of the type which are required to respond to a fast-paced retail environment. Finally, a powerful workplace culture also makes it easier to attract top talent as more and more people are looking for a company where their personal values and beliefs are reflected. Creating a healthy organisational culture at David Jones is critical to support driving performance, enhance and promote employee well-being and ensure sustained success in a competitive marketplace.

(AC 2.2) Explain how organisations are whole systems, and how work and actions as a people professional could impact elsewhere in the organisation.

Business organism such as David Jones is a complex whole system in which each part of departments, teams of employees and individual employees interacts with and plays a part in overall effectiveness of the business. Moreover, in a world where things are so interconnected, any decision or action taken in one part of the world might impact others (Canco, Kruja and Iancu, 2021). Taking the human resources department initiatives like employee training and development programs, when this happens it affects employee's performance and morale across the organisation. David Jones needs to have a well-trained sales team in order to deliver excellent customer service that is the core value of the brand.

Additionally, for a people professional, being great at creating a positive working culture and leveraging great internal and external communications can have wide ripples across the company (Nnaji *et al.*, 2024). For example, building an inclusive workplace culture helps teams in each department do their job better, resulting in better inventions and better experiences for customers. However, if there is no taking care of the issues such as employee dissatisfaction or conflict besides and productivity doesn't rise and turnover goes up, this directly affects customer service and operational efficiency. However, the importance of aligning human resources strategies with organisational goals cannot be neglected. David Jones will seek to provide the recruitment process that attracts talent with values in terms of quality and service to his brand reputation and performance. Overall, an organisation is a whole system and thus the need for cohesive strategies and actions is important. People professionals should play a key function to serve the success of the organisation at every level in the business.

(AC 3.1) Explain the importance of planning and managing change within the workplace.

Maintaining resilience and adaptability organisational change in response to economic downturns and market challenging trading conditions is a major key to overcoming challenges. Moreover, it is important for companies such as David Jones that live in the highly competitive retail sector to plan these changes and manage the effects of such changes in a way that works to mitigate uncertainties and provide profitability. The change approach is a strategic approach in which an organisation can respond proactively to market shifts, consumer behaviour on the external economic pressures in a way that will not disrupt the organisation's potential (Canco, Kruja and Iancu, 2021). The successful change management is therefore the analysis of the impact on different departments and the involvement as well as the informing of all the employees in the process. David Jones customer service and brand loyalty are key, and so it's essential to keep open lines of communication with staff during times of change to ensure morale and productivity doesn't take a hit. Organisational adjustments like operational efficiencies or product line changes, are more likely to generate positive employee support and participation if they are understood as justification of the changes occurring (Adama *et al.*, 2024). Planned change can set resources towards growth drivers, for example, to invest in digital capabilities or optimise supply chain processes (Nnaji *et al.*, 2024). The David Jones Financial Crisis plan includes cost management in an economic downturn while accelerating key investment in initiatives to engage and enhance customer experiences and satisfaction. Under a well-structured plan for change David Jones should be able to not only live through challenging trading conditions, but also come out of them stronger, more innovative, and more attuned.

(AC 3.2) Consider the importance and role that people professionals play within change.

The economic uncertainty and environmental transformations of the environment, it is people professionals who go a long way to steer change in a system, organisation or administration. Moreover, in a place like David Jones where customer satisfaction, operational excellence, brand and corporate reputation are all important people, professionals' knowledge and expertise is pivotal in steering a workforce through times of change. The role is not only to make the change technical that is enabling to conduct workforce restructuring or process improvement but to tackle the people side managing emotions, resistance and employee engagement (Orieno *et al.*, 2024). Change agents are people professionals that act as agents of change by communicating the rationale behind the change without any doubts to employees and creating a culture of transparency and trust. Moreover, for a retail business like David Jones where frontline staff are so important for providing high quality customer service, retaining positive staff morale and motivation in the face of change is critical. The organisation works to help people understand how these changes will benefit the organisation and them and reduce uncertainty, creating buy in.

According to Alsharari (2024), making sure employees are being trained and supported with new skills that help match an adjusting business direction, may include digital skills, or improving how the business interacts with customers. Changing leadership is also vital because people professionals have a big role in making sure that leadership is aligned to the change strategy and working to reinforce a unified culture across the organisation.

(AC 3.3) Discuss how change can impact people in different ways.

The effects of organisational change arising from economic downturn vary according to role, responsibilities and personal circumstances. Moreover, this could be restructuring, trimming costs, like cutting staff, freezing wages or moving work processes (Demerouti and Bakker 2023). The frontline employees, for example sales associates, may be exposed to a feeling of job insecurity, be subjected to more workloads and changes of work routine leading to lower morale and productivity. The situation might raise stress as well as anxiety, specifically in case the workers evolve fearful of losing their work or unsure of the not-too-distant future in the corporation.

The impact will be different for middle management. Often their job is to implement these changes both internally and to their teams while absorbing those concerns while staying in line with the new mandate. Furthermore, the workforce may have to deal with keeping productivity and customer service levels up while reducing resources.

However, the strategic decisions made by senior leadership, like diversifying their revenue source for reanalysing operations, may be the focus of stabilisation. Thus, such decisions are often tough cutbacks may have to include layoffs and stores might have to close, with knock on emotional and reputational effects on the leadership team. The economic downturns may even impact the personal lives of employees that are already beleaguered with financial stress (Shepherd and Williams, 2023). Overall workplace morale and engagement is affected this to some point and David Jones has to help support the workforce with clear communication, mental health resources and endeavour to keep jobs as secure as possible throughout turbulent times.

(Total word count is 2514)

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TO BE COMPLETED BY THE ASSESSOR			
Centre name	MOL	Centre number	531
Learner name			
Membership number	<i>Please enter your learner number here. Must be first 7 digits of CIPD membership number</i>		

»ASSESSMENT MARKSHEET

LO1 Understand the business environment in which the people profession operates, including the key issues that affect it.

LO2 Understand how people's behaviour in the workplace affects and shapes culture.

LO3 Understand the importance of effective management of change.

Note to Assessor – Please enter a **mark** for each AC. You need only provide **feedback** where you have awarded a mark of **1**. This feedback should be developmental.

TASK 1 Assessment criteria and Assessor feedback (Please ensure you provide rationale for judgements against each assessment criterion and identify areas for development)		Mark (1-4)
1.1	Examine the key external influences that impact on business environments.	
	<i>First submission</i>	<i>Enter mark</i>
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	

1.2	Discuss organisational goals and why it is important for organisations to plan.	
	<i>First submission</i>	<i>Enter mark</i>
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
1.3	Discuss the products and/or services the organisation delivers, including who the main customers are.	
	<i>First submission</i>	<i>Enter mark</i>
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
1.4	Review the range of technology available within the people profession, including how it can be utilised to improve working practices and collaboration.	
	<i>First submission</i>	<i>Enter mark</i>
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
2.1	Define workplace culture in organisational settings and the importance of fostering positive approaches towards it.	
	<i>First submission</i>	<i>Enter mark</i>
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
2.2	Explain how organisations are whole systems, and how work and actions as a people professional could impact elsewhere in the organisation.	
	<i>First submission</i>	<i>Enter mark</i>
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	

3.1	Explain the importance of planning and managing change within the workplace	
	<i>First submission</i>	<i>Enter mark</i>
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
3.2	Consider the importance and role that people professionals play within change.	
	<i>First submission</i>	<i>Enter mark</i>
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
3.3	Discuss how change can impact people in different ways.	
	<i>First submission</i>	<i>Enter mark</i>
	<i>Resubmission 1 (if applicable)</i>	
	<i>Resubmission 2 (if applicable)</i>	
Total marks for TASK		
Total marks for TASK (resubmission 1 if applicable)		
Total marks for TASK (resubmission 2 if applicable)		

Total marks for unit <i>(your grade is provisional until moderated and confirmed by the CIPD)</i>		Grade	
Total marks for first resubmission <i>(your grade is provisional until moderated and confirmed by the CIPD)</i>		Grade	
Total marks for second resubmission <i>(your grade is provisional until moderated and confirmed by the CIPD)</i>		Grade	

<p><u>Assessor Feedback Summary</u> Please use this box to summarise your feedback on the assessment overall. This should highlight strengths and any areas for improvement, either referring to specific (good or requires improvement) ACs or commenting more generally across the assessment. (Note: developmental feedback on any ACs awarded a mark of 1 should have already been provided in the relevant box of the assessment form above.</p> <p>Please use a different font colour for any resubmission comments)</p>			
Assessor name	Submission	Resubmission 1	Resubmission 2
Assessor signature* I confirm that I am satisfied that to the best of my knowledge, the work produced is solely that of the learner.			
Date			

*This must be a true signature, so a handwritten signature, or a photo or scan of a handwritten signature, or an e-signature. A typed signature is not acceptable.

» MARKING GUIDELINES

You will receive a **Low Pass/Pass/High Pass** or **Refer/Fail** result at unit level. Assessors will provide a mark from 1 to 4 for each of the assessment criteria in the unit. The marking descriptor grid is provided here as guidance. This will provide you with feedback that is developmental. **To pass the unit assessment you must achieve a 2 (Low Pass) or above for each of the learning outcomes/assessment criteria.**

Mark	Range	Descriptor
1	Refer/Fail	The response DOES NOT demonstrate sufficient knowledge, understanding or skill (as appropriate) to meet the AC. Insufficient examples included where required to support answer. Presentation or structure of response is not appropriate and does not meet the requirement of the question/assessment brief.
2	Low Pass	The response demonstrates an acceptable level of knowledge, understanding or skill (as appropriate) to meet the AC. Sufficient acceptable examples included where required to support answer. Answer is acceptable but could be clearer in responding to the question/task and presented in a more coherent way. Required format adopted but some improvement required to the structure and presentation of the response.
3	Pass	The response demonstrates a good level of knowledge, understanding or skill (as appropriate) to meet the AC. Includes confident use of examples, where required to support the answer. Answer responds clearly to the question/task and is well expressed. Presentation and structure of response is appropriate for the question/task.
4	High Pass	The response demonstrates a wide and confident level of knowledge, understanding or skill (as appropriate) to meet the AC. Includes strong examples that illustrate the points being made and support the answer. *Evidence of wider reading, appropriately referenced, informs the answer. Answer responds clearly to the question/task and is particularly well expressed or argued. Presentation and structure of response is clear, coherent, and responds directly to the requirements of the question/task. * While reference to wider reading may contribute to a '4' grading, it is not essential for a '4' to be awarded. A response which is strong in other ways, eg by providing strong examples or being very clear and coherent in presentation, may be sufficient to merit a '4' without evidence of wider reading.

The overall mark achieved will dictate the grade you receive for the unit, provided **NONE** of the assessment criteria have been referred.

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