

7CO01

Work and working lives in a changing business environment

Learner Assessment Brief

Version 2022.1 June 2022



Level 7 Advanced Diploma in

- Strategic People Management
- Strategic Learning and Development

Introduction

Your knowledge and understanding of the material covered in this core unit will be assessed by the submission of an assignment. This will be set by CIPD and will take the same form for the following core units:

- 7CO01 – Work and working lives in a changing environment (sixteen questions)
- 7CO02 – People management and development strategies for performance (seventeen questions)

Assessors at centres will be provided with a set of questions in advance, from which **four** will be selected for submission. We will let your centre know which **four** questions are to be addressed in your assignment **eight weeks** before the results submission deadline. However, the expectation is for you to research, plan and prepare answers to all of these questions, to ensure that you fully cover all the required learning in this unit.

The **four** questions will be drawn from different learning outcomes, featuring one assessment criterion in each learning outcome. These questions encompass a wide range of generalist HR, OD & L&D subject areas.

You will write four answers of approximately 1000 words to the questions posed and submit them together in a single document. This constitutes your assignment for this unit. The total word count for the assignment will therefore be 4000 words, plus or minus 10%. The bibliography or list of references is not included in the total word count.

You must demonstrate within the submitted evidence (through headings and sub-headings) which learning outcomes and assessment criteria have been cited. We are unable to moderate your work if this is not included.

As this is a Level 7 Diploma, it is important that you are able to demonstrate not only good knowledge and understanding of the material associated with each learning outcome, but also the ability to develop an original argument and justify it persuasively with reference to wider reading. Examples of approaches taken in a range of organisations are also an effective means by which to justify your arguments.

The six main criteria that CIPD requires centres to use when marking the assignments are outlined below, but it may be that not all these criteria are present in every question.

- (1) focus
- (2) depth and breadth of understanding
- (3) strategic application and professional advice
- (4) research and wider reading
- (5) persuasiveness and originality
- (6) presentation and language

To help assessors start preparing you for this task, we have provided you the assignment questions which cover all the **assessment criteria** below.

Assessment questions:

Question 1

Illustrating your answer with an example, explain how globalisation has led to increased competition and volatility in product markets. Critically analyse how these trends have affected the management of people in workplaces around the world?

Question 2

To what extent do you agree with the view that technologies which are likely to mature in the late 2020s will create a great deal of unemployment and under-employment as people in organisations are increasingly replaced with machines? Justify your answer.

Question 3

Over the past two decades consumer behaviour has tended to become more ethical. We spend much more on products and services that we perceive to have an ethical or sustainable provenance and are more likely to boycott brands which develop an unethical reputation. Critically examine the main consequences of this trend for the management of people in commercial organisations? Justify your answer.



Question 4

Global economic growth is leading to increasing levels of affluence around the world. The rate at which societies are becoming more prosperous is particularly rapid in some developing economies. Critically review what the main consequences will be for businesses and for the management of people if these trends continue?

Question 5

Identify any **THREE** distinct challenges or opportunities for people management in organisations that arise from the rapid increase in the use of social media on the part of employees and potential recruits. Which of those you have selected do you consider having the greatest long-term importance? Justify your answer.

Question 6

Why are prices currently rising so rapidly around the world? Explain what steps governments can take to reduce this inflation. What are the main implications for employing organisations?

Question 7

How far do you agree that employment regulation in your country strikes a reasonable balance between the interests of employers and employees? Justify your answer with examples of specific employment laws.

Question 8

Drawing upon your wider reading, critically evaluate up to three HR strategies that can be recommended to a People Professional Manager whose organisation is facing chronic skills shortages in one of its major labour markets.

Question 9

Reflect upon a major change intervention within your own organisation (for example, a shift towards more remote working / introduction of new technology).

i) Provide a brief overview of the change intervention (no more than 300 words).

and

ii) Critically assess the effectiveness of the leadership and management of this change intervention. Draw upon academic theories, models, and research to support your assessment.

Question 10

Brown et al's (2017) study found that when People Professionals adopt a more strategic change agent role, rather than a more administrative role, this can help reduce the amount of cynicism exhibited by employees.

Critically analyse how People Professionals can adopt a more strategic role in organisational change in order to reduce employee change cynicism. Illustrate your answer with examples.

Question 11

The CIPD is campaigning for all employees to have the right to request flexible working from the first day of employment. Critically evaluate the case for and against the implementation of this right with reference to your own organisation, providing full justification.

Question 12

The Office for National Statistics (2021) found that good management practices were associated with higher productivity. Critically analyse the main ways in which your organisation could improve its management practices in order to boost productivity.

Question 13

Epley and Kumar (2019) identified four pillars of an ethical culture as explicit values, thoughts during judgment, incentives, and cultural norms. Critically evaluate how ethical is the culture of your organisation based on these four pillars.

What **TWO** distinct recommendations would you make to your Senior Leadership Team in order to enhance the ethical culture of your organisation?

Question 14

The CIPD's (2022) Health and Wellbeing at Work Survey suggests that employee wellbeing has become less of a business priority in the aftermath of the covid-19 pandemic.

Critically analyse how People Professionals can ensure that wellbeing remains an organisational priority. Justify your suggestions.

Question 15

Sustainable HRM has been identified as an alternative approach to Strategic HRM, with a broader focus on economic, social, human, and environmental factors compared with Strategic HRM's focus on financial goals. Critically assess how People Professionals can promote sustainable HRM. Illustrate your answer with **THREE** distinct and specific examples.

Question 16

The CIPD (2019: 23) refer to inclusion as "belonging without conformity". Critically analyse how you can use people practices to promote inclusion in your organisation, justifying your recommendations.

Marking Grid

Learners will receive a **Pass, Merit, Distinction** or **Refer/Fail** result at unit level.

Assessors must provide a mark from 1 to 4 for each Learning Outcome in the unit. Assessors should use the generic grade descriptor grid as guidance so they can provide comprehensive feedback that is developmental for learners. Please be aware that not all of the generic grade descriptors will be present in **every** learning outcome for all the assignments, so assessors must use their discretion in making grading decisions.

To pass the unit assessment learners must achieve a 2 (Pass) or above for each of the learning outcomes.

The overall mark achieved will dictate the Grade the learner receives for the Unit, provided **NONE** of the learning outcomes have been failed or referred. A detailed marking grid will be released once the 4 questions are published.

Overall mark	Unit result
0 to 7	Refer / Fail
8 or 9	Pass
10 to 13	Merit
14 to 16	Distinction

Learners' result should be recorded in a marking grid similar to the **example** below.

Marking grid:

Learning outcome	Mark
LO1	2
LO2	3
LO3	3
LO4	2
Overall mark	10
Unit Result	Merit

Generic grade descriptors	REFER/FAIL / 1	PASS / 2	MERIT / 3	DISTINCTION / 4
Focus	Fails to address all the questions either sufficiently fully or directly.	An adequate attempt to address all the questions fully and directly.	A good attempt to address all the questions relatively well and directly.	An excellent attempt to address all the questions very well and directly.
Depth & breadth of understanding	Inadequate knowledge and understanding in respect of one or more of the questions. Limited depth and breadth of analysis.	Adequate knowledge and understanding across the questions. Satisfactory breadth and depth of analysis.	Full and solid knowledge and understanding across all the questions. Good breadth and depth of analysis.	Very full knowledge and understanding across all the questions. Excellent breadth and depth of analysis.
Strategic application & professional advice	Fails to provide appropriate or well-justified advice and/or recommendations. Lacks a strategic approach.	Provides adequately justified advice and informed recommendations Some strategic application.	Provides solid and thoughtful advice and well-informed recommendations. Clearly strategic in orientation.	Provides excellent advice and very well-informed recommendations. Strategically oriented in all respects.
Research & wider reading	Limited original research and/or appropriate wider reading for the assignment. Limited or no referencing.	Evidence of sufficient research and appropriate wider reading for the assignment. Satisfactory in-text referencing.	Evidence of significant research and thoughtful, appropriate wider reading for the assignment. A good standard of in-text referencing.	Evidence of considerable research and excellent, appropriate wider reading for the assignment. An excellent standard of in-text referencing
Persuasiveness & originality	Limited development of persuasive and original arguments. Inadequate use of examples.	An adequate attempt to develop original arguments and to justify these persuasively. Includes appropriate examples.	Some strong original arguments are presented which are mainly justified persuasively. Good use of examples.	Mostly strong original arguments are presented and justified very persuasively. Excellent use of examples.
Presentation & language	An inadequate standard of presentation or language. The assignment is poorly written and/or poorly structured. It is not at the level required for a management presentation.	A solid standard of presentation and use of language. The structure and ideas are satisfactory for a management presentation.	A strong and professional standard of presentation and use of language. The structure and ideas are well crafted for a management presentation.	An outstanding standard of presentation and use of language. The structure and ideas are very well crafted for a management presentation.