

7C001

Work and working lives in a changing business environment

Student Assessment Brief

Assessment ID / CIPD_7C001_24_01



Level 7 Advanced Diploma in

- Strategic People Management
- Strategic Learning and Development

- Version 1 – Released June 2024
- Expires June 2025
- Study Centre information only: Last moderation window is September 2025

Introduction

Your knowledge and understanding of the material covered in this core unit will be assessed through your answers to **four** of the questions listed below. Your assessor will let you know which questions you are to answer. You are expected to complete all the learning for the unit, irrespective of which questions you are asked to answer.

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 assessment for this unit. The total word count for the assessment 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 you have addressed. We are unable to moderate your work if this is not included.

As this is an Advanced Level 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 your assessment 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

- **Version 1 – Released June 2024**
- **Expires June 2025**
- **Study Centre information only: Last moderation window is September 2025**

Assessment questions

Question 1 (AC 1.1)

Assess the trend towards greater globalisation of international business activity and consider whether this has now peaked and there will be reduced globalisation in the future. Justify your answer.

Question 2 (AC 1.2)

Critically evaluate whether advancing technologies, and particularly artificial intelligence (AI), will soon destroy a good proportion of existing jobs, leaving many people either unemployed or under-employed. Justify your answer with reference to examples.

Question 3 (AC 1.3)

What do you consider to be the most significant current demographic trend affecting your country? Justify your choice. Evaluate its significance for labour markets, employment and the world of work.

Question 4 (AC 1.4)

What is the most important long-term economic trend currently affecting your country? Justify your answer. Appraise the significance of this trend for your industry now and in the future.

Question 5 (AC 2.1)

Evaluate how technological developments are currently affecting the practice of recruitment and selection in organisations. Drawing on examples from your own experience and reading, explain why these developments are occurring and what benefits flow from them for employers. Justify your answer.

Question 6 (AC 2.2)

Assess any **one** contemporary public policy development in your country in terms of its likely or potential future impact on work and employment. Justify your answer with reference to examples, statistics or published research.

- **Version 1 – Released June 2024**
- **Expires June 2025**
- **Study Centre information only: Last moderation window is September 2025**

Question 7 (AC 2.3)

Analyse a major legal development or likely future development in your country and justify a proposal for a change in your country's current employment law based on this. Explain what your proposed change would involve, what it would look to achieve and in what ways it might be contested either by some employers, employees or their representatives.

Question 8 (AC 2.4)

Critically discuss the current state of the major labour markets in which your organisation competes for staff in terms of both demand for and supply of skills. Explain whether these labour markets are loosening, tightening or stable. How do you anticipate that this situation may change over the next ten years? Justify your key points with reference to statistics and examples.

Question 9 (AC 3.1)

Analyse any **one** of the major published models that have been developed to guide managers when leading organisations through major change episodes. Explain what features of the model you find most and least useful from the perspective of contemporary people management. Justify your answer with reference to published examples or your own experience and observations.

Question 10 (AC 3.2)

Resistance to change is inevitable but can be reduced. Examine to what extent the mantra 'people support what they help to create' should underpin the approach taken by managers when restructuring an organisation. Justify your answer with reference to examples or to your own experience and observations.

Question 11 (AC 3.3)

Evaluate the current trend for organisations to move from a five-day to a four-day working week without reducing their employees' pay. Justify your answer with reference to published research and your own thinking in respect of your organisation.

Question 12 (AC 3.4)

Assess the contribution of people management professionals in helping their organisations to become more creative and innovative. Justifying your answer with examples, assess the roles played both by organisational culture and human resource management practices in promoting innovation and creativity.

- **Version 1 – Released June 2024**
- **Expires June 2025**
- **Study Centre information only: Last moderation window is September 2025**

Question 13 (AC 4.1)

You are asked to advise a public sector organisation of your choice that is keen to develop formal 'values-based recruitment' (VBR) practices. Explain to managers what the purpose of VBR is and its major potential advantages and disadvantages. Propose **one** measure that could be swiftly introduced to make the organisation's recruitment practices more values based. Justify your answer.

Question 14 (AC 4.2)

Explain what the term 'psychological resilience' means in practical terms. Evaluate your own organisation's activities in the promotion of better resilience and set out any **one** new measure you would like to see adopted that will help your people become more psychologically resilient. Justify your answer.

Question 15 (AC 4.3)

A colleague asks you to recommend how your organisation could make its activities more 'green' (i.e. environmentally sustainable). Critically evaluate underpinning theory and practice in this area and make recommendations for your organisation.

Question 16 (AC 4.4)

Critically discuss the view that organisations can never be considered as true equal opportunity employers unless they have in place formal measures to tackle the prevalence of unconscious bias among managers and employees. What kinds of measures would you expect to see in place in an organisation that was serious about reducing unconscious bias? Justify your answer with reference to published research.

- **Version 1 – Released June 2024**
- **Expires June 2025**
- **Study Centre information only: Last moderation window is September 2025**

Marking Grid

The student 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.

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

The overall mark achieved will dictate the grade the student receives for the unit, provided **NONE** of the learning outcomes have been failed or referred.

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

The student result will 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

- Version 1 – Released June 2024
- Expires June 2025
- Study Centre information only: Last moderation window is September 2025

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.

- **Version 1 – Released June 2024**
- **Expires June 2025**
- **Study Centre information only: Last moderation window is September 2025**