



Oxford Cambridge and RSA

Resource Booklet

Level 3 Cambridge Technicals in Business 05837/05878

Unit 15: Change management

Resource Booklet: Sample Assessment Material

Time allowed: 1 hour 30 minutes

Instructions to candidates

- This is a resource booklet.
- You should refer to it when answering the examination questions which are printed in a separate booklet.
- The business described in this booklet is fictitious.

Information

- This document consists of 4 pages. Any blank pages are indicated.

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Resource 1

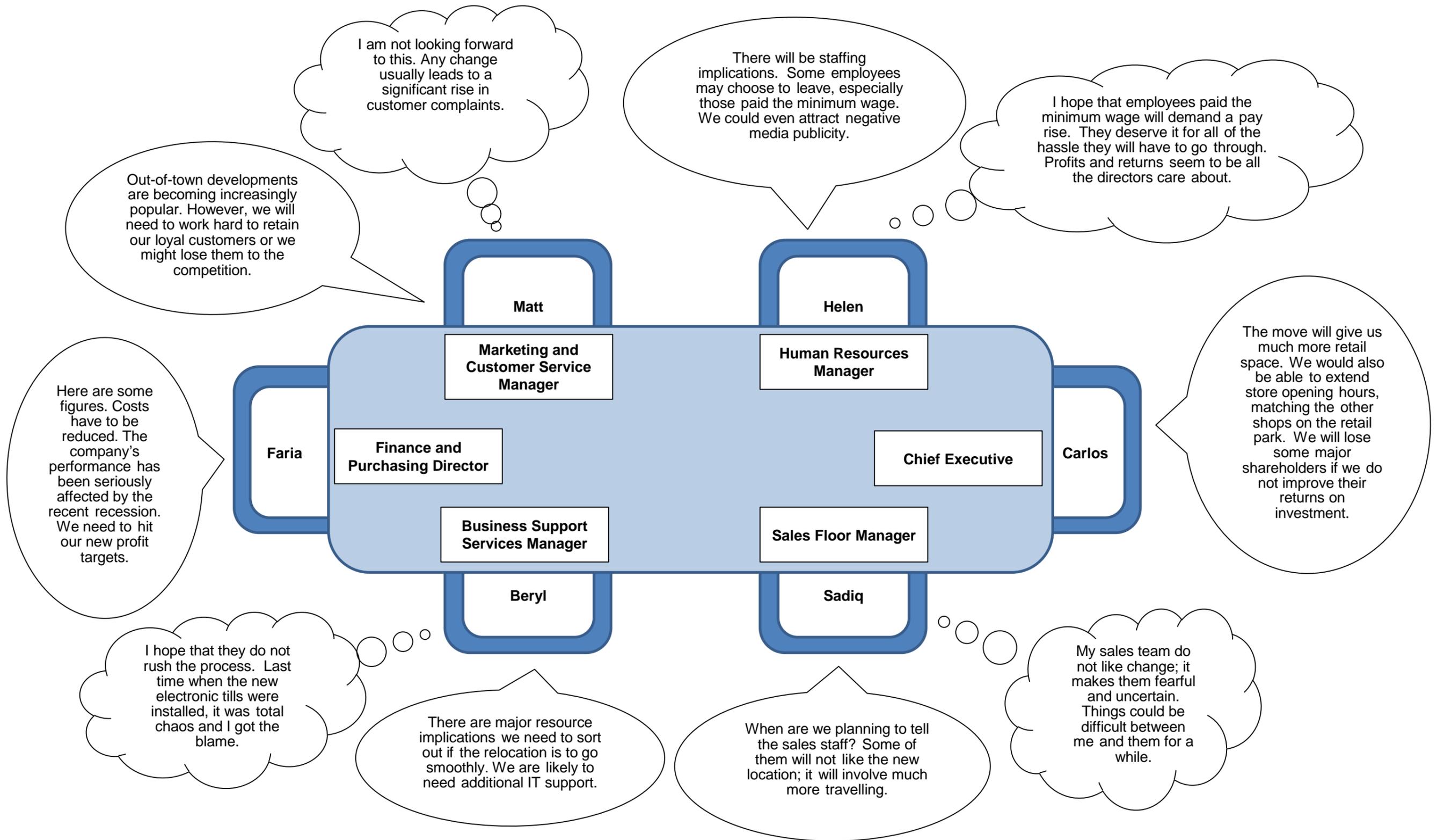
Thursby Toys Ltd is an independent toy store. The company has 37 employees, 25 of whom work on the sales floor. Company shareholders have become increasingly dissatisfied with the return on their investment in recent years. The directors have decided to relocate the store from its current high street location to a less expensive out-of-town retail park.

An initial change management meeting has taken place. Below is a summary of the main contributions and thoughts of those who attended this meeting.

Key:



verbal contribution unexpressed thought



Resource 2

Thursby Toys Ltd has been trading at its new out-of-town location for just over two months. Carlos, the company's Chief Executive, is monitoring the change management process. A summary of the most recent quantitative and qualitative data is given below.

Key Performance Indicators (KPIs):			Human resource data for sales staff:		
Indicator	Actual	Target	Indicator	Before the change of location	After the change of location
Monthly sales	£210,000	£250,000	Labour turnover	16%	40%
Average customer spend	£22.60	£35.00	Absenteeism	4%	8%
Gross profit margin	55%	55%	Punctuality	Good	Average
Net profit margin	6%	11%			
Return on capital employed	9%	18%			

Anonymous feedback from Staff Comments Box:

- "Finishing at 9pm is a nightmare. It took me 3 buses to get home from work last night."
- "I keep getting mixed messages. The Store Manager asks me to do one thing, my Day Shift Supervisor another and my Evening Shift Supervisor different again."
- "I am new to the company and still do not really understand how to use the till, how to check stock levels or when I can give refunds."
- "I have to work for two hours a day just to pay my travel costs. Surely a pay rise is not too much to ask."
- "The layout of the store is confusing. It takes a long time to help customers find what they are looking for."
- "Our new uniforms are far too warm, especially when we are carrying boxes and stocking shelves. They also need a lot of ironing to make them look smart."
- "Why are we so short staffed?"

Typical feedback from a customer survey:

- The new store is great. You now have the space to stock outdoor play equipment.
- I came in first thing this morning. I could not find a single member of staff to help me.
- Not very happy. I tried to buy a dolls' house labelled as £24.99 but the till said £44.99.
- Toilets and a children's play area would make for a much more relaxing experience.
- I wanted to know which swing was suitable for an eight year old, but the staff could not help.
- The store looks dirty and dark. I much preferred your old store.
- I caught my foot on one of the play tents on display in the centre of the store.
- There does not seem to be a customer services desk here. And why no loyalty cards?
- I asked for help to get a game off a high shelf but the staff told me they were too busy.
- I like your new ethical toy section, but your staff could not give me any further information.
- My elderly mother tripped over a toy fire engine which had been left on the floor.
- I left a message on Monday for the Sales Floor Manager to ring me. Nobody has rung back.
- Your prices are more expensive than the discount store at the other end of the retail park.
- I came in to use my '2 for 1' voucher from the local paper. I rang up this morning and was told that the toy was in stock, but it seems the toy sold out days ago. Very disappointed.

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