

Cambridge Technicals

Business

Unit 15: Change management

Level 3 Cambridge Technical Certificate/Diploma in Business
05834 - 05878

Mark Scheme for January 2018

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All examiners are instructed that alternative correct answers and unexpected approaches in candidates' scripts must be given marks that fairly reflect the relevant knowledge and skills demonstrated.

Mark schemes should be read in conjunction with the published question papers and the report on the examination.

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Annotations

| Annotation | Meaning |
|-------------------|---|
| Tick | Valid point, mark awarded |
| Cross | Incorrect |
| Question mark | Response unclear |
| BOD | Benefit of doubt (mark awarded) |
| TV | Too vague (mark not awarded) |
| REP | Repetition (no additional marks awarded) |
| NAQ | Not answered question (incorrect focus) |
| L1 | Level 1 response (knowledge) |
| L2 | Level 2 response (understanding) |
| L3 | Level 3 response (analysis) |
| L4 | Level 4 response (evaluation) |
| CONT | Context (required for high L4 award only) |

Subject-specific marking instructions

For Level of Response marked questions marked over 4 levels, the candidate can access at L1 or L2. In either case, they can analyse the point made and proceed directly to L3.

L3 analysis is required before L4 can be accessed.

| Question | | Answer | Marks | Guidance |
|----------|-----|--|----------------|---|
| 1 | (a) | <p>Indicative content:</p> <ul style="list-style-type: none"> growing poverty and need for food, to feed people properly farmers and local residents desire to help with charitable giving with unwanted food local people wanting to get involved and offer their spare time up increasing number of elderly economic factors in the area increasing number of unemployed social workers increasing need to find ways to help client in need. <p>Exemplar responses:</p> <p>Farmers and local residents desire to help is driving change (1) as they openly state they want to give unwanted food (1).</p> <p>There is an increasing number of elderly people in the area (1) which will potentially lead to a greater need for the charity's services (1).</p> <p>A change in the economy may act as a driver for change (1) as more people find it difficult to pay bills and require the help of the charity (1).</p> | 2 marks X 2 | <p>One mark for each correct identification up to a maximum of two identifications, plus up to one further mark for each of two developments.</p> <p>External driver must be from the case study.</p> <p>Development must be in relation to the case study.</p> <p>This question includes one embedded mark for applying knowledge from Unit 1 LO5: Understand the relationship between businesses and stakeholders.</p> |

| Question | Answer | Marks | Guidance |
|----------|--|-------|--|
| (b) | <p>Use levels of response criteria.</p> <p>Responses include:</p> <ul style="list-style-type: none"> • staffed entirely by volunteers, who could drop out and stop working if they want to • inexperience of volunteers in setting up and running a food bank • volunteers limited experience in dealing with confidential and sensitive issues associated with offering free food • no change manager champion • lack of potential food donor engagement e.g. farmers and residents will not know how to donate to the food bank • no communication with the social workers to inform them how to use the service to help their clients • no marketing plan to support awareness of the ability to get a food parcel, from the charity via social workers • little space to store and prepare food parcels • no transport • limited funds for a new van or a location to sort and store food. <p>Exemplar response:</p> <p>There is no one project champion (L1) helping to plan activity and support a smooth launch (L2), which may lead to project failure because of poor coordination of effort and resources (L3).</p> <p>The volunteers may not have the customer service skills (L1) needed to deliver food and be sensitive to the distress people receiving the food may feel (L2), which may lead to the food bank getting a bad reputation (L3).</p> <p>Limited space to store the donated food will be a barrier (L1) as it may make it hard to sort the food and make it up into food parcels (L2) resulting in demotivated volunteers. (L3).</p> | 16 | <p>Levels of response</p> <p>Level 4 (13 - 16 marks) Candidate evaluates which barrier to change is likely to have the greatest impact on <i>The Chime Charity</i> food bank if not managed successfully.</p> <p>Level 3 (9 - 12 marks) Candidate analyses barrier(s) to change likely to impact on <i>The Chime Charity</i> food bank if not managed successfully.</p> <p>Level 2 (5 – 8 marks) Candidate explains barrier(s) to change likely to impact on <i>The Chime Charity</i> food bank if not managed successfully.</p> <p>Level 1 (1 – 4 marks) Candidate identifies barrier(s) to change likely to impact on <i>The Chime Charity</i> food bank.</p> <p>For Level 4: 13 marks – a judgement has been reached about which impact has the greatest impact with a reasoned comment as to why. 14 marks – a judgement has been reached with contextual argument as to why is has been chosen. 15 marks – a judgement has been reached with reasoning and reference to why others were not selected. 16 marks – detailed and reasoned judgement is reached with a full comparative and contextual discussion as to why others were rejected.</p> |

| Question | Answer | Marks | Guidance |
|----------|--|-------|---|
| | <p>Furthermore, a real barrier to donations and demand for the food bank may come from the absence of communication programme (L1) with donors, social workers or possible clients explaining how to donate food and receive food parcels (L2) This may have an impact on the availability and demand for food parcels from the food bank (L3).</p> <p>As this stage the most important barrier is the absence of the funds necessary to set up the new food bank project, as this impacts on the resources for the project and the potential management of it, without the space to store donations and reliable delivery van the charity will struggle to offer a food parcel service, irrespective of how good the training or management of the project are at <i>The Chime Charity</i> food bank, as it will not have the essential components to run the food bank (L4).</p> | | <p>Minimum of three barriers analysed to enter Level 4. Capped at 15 marks if only 3 analysed.</p> |
| (c) | <p>Use levels of response criteria.</p> <p>Responses include:</p> <ul style="list-style-type: none"> • plan resources and funds needed • set clear aims and objectives for the change e.g. timing and stages, departmental targets • consult with key stakeholders e.g. shareholders, managers, employees, trade customers, suppliers • engage in dialogue with stakeholders through discussions and formal meetings to ensure smooth delivery of the service • evaluate stakeholder feedback e.g. respond to fears and concerns over funding space and transport • manage recruitment and retention of volunteers • coordinate training initiatives e.g. food hygiene • plan for appropriate premises and transport • assign delegated tasks and actions • promote pro-active versus reactive approach to change • communicate the plan, vision and urgency for change | 16 | <p>Levels of response</p> <p>Level 4 (13 - 16 marks) Candidate justifies an appropriate plan of action for <i>The Chime Charity</i> food bank using appropriate change management theories.</p> <p>Level 3 (9 - 12 marks) Candidate analyses an appropriate plan of action for <i>The Chime Charity</i> food bank.</p> <p>Level 2 (5 – 8 marks) Candidate explains the appropriateness of the plan of action for <i>The Chime Charity</i> food bank.</p> <p>Level 1 (1 – 4 marks) Candidate identifies issues to be included in a change management plan of action for a business.</p> |

| Question | Answer | Marks | Guidance |
|----------|--|-------|--|
| | <ul style="list-style-type: none"> • effective leadership – ensure volunteers have the right skills and competencies to manage change • develop contingency plans and strategies to fill donation and resource gaps • manage resistance to change through initiatives and dialogue especially with the volunteers • coordinate a communications programme with volunteers, donors, social workers and potential users of the service • show clarity to volunteers, donors and possible funders of the food bank monitor progress against the plan • monitor progress against the plan. <p>Exemplar response:</p> <p><i>The Chime Charity</i> food bank urgently needs to stop doing what it is doing (L1). It must challenge and change what it is doing as its going badly wrong (L2).</p> <p>It needs to change. It may be necessary to appoint a change champion (L1) to help encourage volunteers and to coordinate the planning, communication, funding and operational plans. (L2). This should ensure that all volunteers buy into the need for, and implementation of, the change and make it a success (L3).</p> <p>The charity needs to set clear but realistic objectives (L1) so that the necessary change is in place (L2). This will allow the food bank to run properly with the right approach, for example, the organisation of the food donations and volunteer recruitment (L3).</p> <p>In addition, the charity needs to plan its funding and income stream to support the project (L1), as it will need a van, a location to operate from and systems for their use (L2). With the required funds the food bank can be properly resourced and set up for the future (L3).</p> | | <p>This question includes one embedded mark for applying knowledge from Unit 1 LO5: Understand the relationship between businesses and stakeholders and one mark from Unit 1 LO7: Understand why businesses plan.</p> <p>For Level 4: 13 marks – a simple statement justifying the plan using a relevant change management theory has been made 14 marks – a contextual series of statements justifying some aspects of the plan using a relevant change management theory has been made 15 marks – holistic justification of the plan has been supported by a change management theory and context 16 marks – A detailed holistic justification of the plan is supported by a change management theory and fully applied to the case material</p> |

| Question | Answer | Marks | Guidance |
|----------|--|-------|----------|
| | <p>This action plan closely mirrors Lewin's change model. Lewin's model calls for a programme of unfreeze, change and then refreeze. This is deemed an effective way to manage change because it stops and challenges what is going wrong and makes it clear what the objectives for change are, sets change and then has that change imbedded, maximising the buy-in and the establishment of the change. The result is a setting of the change needed for the future. Lewin's model will therefore allow the food bank to challenge what needs to be changed, put the change in place, establish it and then get on with running it, to get on track for the future. If they don't do this, the changes needed may not be put in place and the food bank may go on lurching around with unsatisfactory and continuous ad hoc changes and disappointed volunteers who leave, resulting in its ultimate closure (L4).</p> | | |

| Question | | Answer | Marks | Guidance |
|----------|-----|--|----------------|--|
| 2 | (a) | <p>Indicative content:</p> <ul style="list-style-type: none"> • food hygiene training • lifting and handling training • health and safety training • change management training • training in customer service • training in sensitivity/confidentiality/communication skills • training in managing a food bank. • training in increasing fund raising • training in marketing and communication of new projects • training in project management. <p>Exemplar response:</p> <p>Training in food hygiene will be needed as volunteers will be handling food that could be a health hazard if not handled properly (✓✓).</p> <p>Training in health and safety and lifting techniques is required so that volunteers will be able to handle the food parcels correctly without injuring themselves (✓✓).</p> <p>Customer service training is needed (✓).</p> <p>Raising funds for the business (✓).</p> | 2 marks x 4 | <p>One mark for each correct identification up to a maximum of four identifications, plus up to one for a correct and contextual development.</p> <p>Training needs must be derived from the case study.</p> <p>Development should be awarded for contextual application of the training to the case study.</p> <p>This question includes one embedded marks for applying knowledge from Unit 1 LO6: Understand the external influences and constraints on businesses and how businesses could respond.</p> <p>Annotate a contextual response with ✓✓ and a non-contextual response with ✓.</p> |

| Question | Answer | Marks | Guidance |
|----------|--|-------|--|
| (b) | <p>Use levels of response criteria.</p> <p>Issues include:</p> <ul style="list-style-type: none"> • food donations are 33% down against the target • requests for food parcels is 100% more than targeted for • not all donations have been delivered only 225 of the 300 donated, equating to 75% delivered • the van costs are 500% more than expected • volunteer absenteeism is ten times higher at 30% • the number of volunteers leaving is four time the prediction • recruitment is half what was expected with 10 new volunteers • 6 more volunteers left than was expected • the set-up of the food bank is taking longer than expected • volunteer motivation is being lost • the project is getting a bad reputation amongst professionals as unreliable • management is seen as not evident and disorganised • key resources, telephone and van are not suitable for the project • awareness of the food bank amongst potential donors of food is low • demand for the food bank is high and outstrips supply • there is an impression nobody is responsible for running the food bank • volunteers can appear unfriendly • The service can be seen as unreliable by users. <p>Consequences of not addressing issues include:</p> <ul style="list-style-type: none"> • not meeting the targets set for delivering help to needy people • unsatisfied need for an essential service • possible food waste • demotivation and departure of volunteers • excess running cost • poor management of resources and volunteers | 16 | <p>Levels of response</p> <p>Level 4 (13 - 16 marks) Candidate evaluates issues that need to be addressed at <i>The Chime Charity</i> food bank.</p> <p>Level 3 (9 - 12 marks) Candidate analyses issue(s) that need to be addressed at <i>The Chime Charity</i> food bank.</p> <p>Level 2 (5 – 8 marks) Candidate explains issue(s) that need to be addressed at <i>The Chime Charity</i> food bank.</p> <p>Level 1 (1 – 4 marks) Candidate identifies issue(s) that need to be addressed at <i>The Chime Charity</i> food bank.</p> <p>This question includes two embedded marks for applying knowledge from Unit 1 LO8: Be able to assess the performance of businesses to inform future business activities.</p> <p>For Level 4: 13 marks – a judgement has been reached about which issue is the most important with weak justification.</p> <p>14 marks – a judgement has been reached about which issue is the most important with sound justification.</p> <p>15 marks – a judgement has been reached about which issue is the most important with detailed justification.</p> |

| Question | Answer | Marks | Guidance |
|----------|--|-------|--|
| | <ul style="list-style-type: none"> • shortage of manpower to run the food bank • unreliable deliveries and reputation for unreliability amongst the users of the service • poor reputation and therefore future difficulties in getting volunteers to run the food bank • low awareness of ability to donate food, resulting in missed opportunity fewer donations • dissatisfied users • possible decline in the use of the food bank • possible hampering of its ability to bid for grants and donations to support the food bank • possible closure. <p>Exemplar response:</p> <p>The data shows that demand for the food parcels is high (L1), 100% higher than expected, with 900 requested against a target of 450, (L2), this evidences the need for the food bank (L3) and the successful communication of what the food bank does (L3).</p> <p>However donations are lower than expected (L1), down by a third at 300 against the prediction (L2) and representing a third of the 900 requested (L2). As a consequence, the need for help with food is not being met (L3) and professionals and clients are being left dissatisfied (L3).</p> <p>Whilst the charity has appeared to have done well identifying and satisfying some of the need for help with food support, the resourcing of the project seems to be a big issue. The biggest resource issue is not having a project champion and manager of the change programme to make sure the food bank is set up, funded and operated properly. This is the biggest problem and without the leadership and clarity of a project leader the charity is likely to continue to lose volunteers and not maximise the supply of food</p> | | <p>16 marks – a judgement has been reached about which issue is the most important with full justification.</p> <p>For Level 1, the difference between prediction and actual required for quantitative data e.g.</p> <p>Do not accept “parcel donations” but do accept “lack of parcel donations”</p> |

| Question | Answer | Marks | Guidance |
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| | donations, therefore it may not be able to continue operating. It is essential that <i>The Chime Charity</i> food bank appoints a project champion immediately to manage donations and resourcing of the project in the short term, to avoid this failure and maintain the reputation of the charity and help plan for the future, in the long term (L4) . | | |

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