



Oxford Cambridge and RSA

Friday 14 January 2022 – Morning

Level 3 Cambridge Technical in Business

05837/05878 Unit 15: Change management

Time allowed: 1 hour 30 minutes

C425/2201



You must have:

- the Resource Booklet (Insert C428)

You can use:

- a calculator



Please write clearly in black ink.

Centre number

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Candidate number

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First name(s)

Last name

Date of birth

D	D	M	M	Y	Y	Y	Y
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INSTRUCTIONS

- Use black ink.
- Write your answer to each question in the space provided. If you need extra space use the lined page(s) at the end of this booklet. The question numbers must be clearly shown.
- Use the resource booklet to answer **all** the questions.

INFORMATION

- The total mark for this paper is **60**.
- The marks for each question are shown in brackets [].
- This document has **12** pages.

ADVICE

- Read each question carefully before you start your answer.

FOR EXAMINER USE ONLY	
Question No	Mark
1	/38
2	/22
Total	/60

Answer **all** the questions.

Use the information provided in the **Resource Booklet** to answer the following questions.

1 Refer to **Resource 1**.

(a) Explain **two** drivers of change at *Rushworth Council*.

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[4]

- (b) Sam is organising a training course to show the employees in the Customer Contact Centre how to use *Rushworth Council's* new homeworking software.

Sam is considering the following training options:

Option A	Option B
<ul style="list-style-type: none">• A full day, face-to-face meeting at a luxury hotel in a city centre 10 miles from the council offices• Includes one 3-hour presentation delivered by an IT security specialist from the local university, followed by two group workshops• Includes a buffet lunch	<ul style="list-style-type: none">• An Internet-based training course, accessed from home, which must be completed within seven days• Includes three pre-recorded presentations produced by Ling• Requires each worker to complete an online test to check that the training has been completed and understood

Advise Sam which of these two training options is the most suitable. Justify your view.

[16]

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- (c) Kofi has been considering how *Rushworth Council's* resource needs for property, equipment and other physical resources will change once Customer Contact Centre employees are working from home.

Evaluate how the introduction of homeworking for Customer Contact Centre employees is likely to impact on *Rushworth Council's* physical resource needs.

[16]

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(d) Identify **two** barriers to change at *Rushworth Council*.

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[2]

2 Refer to **Resource 2**.

- (a) Explain **one** reason why *Rushworth Council* needs to monitor its change management process.

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..... [2]

- (b) Using **Resource 2**, analyse the unresolved issues *Rushworth Council* needs to address to keep its change management process on track.

Which of these issues is the most important? Justify your answer.

[16]

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- (c) *Rushworth Council's* Planning Department has been selected as the next department to be required to work from home.

Identify **two** soft elements of McKinsey's 7-S model of change management. In each case, give an example of an appropriate action that *Rushworth Council* could take to support the success of this change.

Soft element 1

Action

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Soft element 2

Action

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[4]

END OF QUESTION PAPER

ADDITIONAL ANSWER SPACE

If additional answer space is required, you should use the following lined page(s). The question numbers must be clearly shown in the margins – for example, 1(c) or 2(b).

A vertical line on the left side of the page is followed by 25 horizontal dotted lines, providing a ruled area for writing answers.

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