

**Modified Enlarged 24 pt**  
**OXFORD CAMBRIDGE AND RSA**  
**EXAMINATIONS**

**Friday 13 January 2023 – Morning**

**Level 3 Cambridge Technical in Business**

**05837/05878**

**Unit 15: Change management**

**Time allowed: 1 hour 30 minutes plus your additional time allowance**

**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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**READ INSTRUCTIONS OVERLEAF**

## **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 [ ].**

## **ADVICE**

**Read each question carefully before you start your answer.**

**Use the information provided in the  
RESOURCE BOOKLET to answer ALL  
the questions.**

**1 Refer to RESOURCE 1.**

**(a) Explain TWO changes in the  
MARKET that have driven change  
at Beetz Sweetz plc.**

**1** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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**2** \_\_\_\_\_

\_\_\_\_\_

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**[4]**

**(b) The directors have decided that all of Beetz Sweetz plc's packet sweets should be modified so that they are suitable for vegetarians. This decision has implications for stakeholders including supermarkets, which are one of Beetz Sweetz plc's major customers.**

**Evaluate which of the following stakeholder groups will be affected the most by this decision:**  
**customers**  
**employees. [16]**

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**(c) Outline ONE barrier to change at Beetz Sweetz plc.**

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**[2]**

- (d) Amaya has confirmed that Beetz Sweetz plc will start to produce packet sweets that are suitable for vegetarians within the next few months.**

**Analyse FOUR activities that Beetz Sweetz plc should include in a plan of action to manage this change.**

**Which one of the four activities is the most important? Justify your answer. [16]**

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**2 Refer to RESOURCE 2.**

- (a) Using the information in RESOURCE 2, analyse the unresolved issues that need to be addressed so that Beetz Sweetz plc's change management process remains on track.**

**Which one of these issues is the most important? Justify your answer. [16]**

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- (b) Beetz Sweetz plc continues to make children's lollipops that are not suitable for vegetarians.**

**Amaya wants to make another change so that all of Beetz Sweetz plc's products are suitable for vegetarians. To support this change, Amaya is considering using Kotter's 8 step process for leading change.**

**For each of Kotter's steps shown opposite, describe ONE appropriate action that Beetz Sweetz plc could take to support the success of this change. [6]**

**Create urgency**

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**Form a powerful coalition**

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**Remove obstacles**

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**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(a) or 2(b).**

[illegible]











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