Modified Enlarged 24 pt

OXFORD CAMBRIDGE AND RSA EXAMINATIONS

Friday 9 June 2023 – Afternoon

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								
Candidate number								
First name(s)								
Last name								
Date of birth	D	D	M	M	Y	Y	Y	Y

READ INSTRUCTIONS BELOW

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.

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 Use RESOURCE 1.

(a) For each type of change below, identify ONE driver of change at Sweet Treats plc.

Technology

_____

_____

Market

_____

_____

Legislation

_____

_____

Economy

_____

_____

[4]

(b) Evaluate likely impacts of the proposed change on Sweet Treats plc. [16]

(c) Identify FOUR likely barriers to the proposed change at Sweet Treats plc.

1 _____

_____

2 _____

_____

3 _____

_____

4 _____

_____

[4]

(d) Produce a plan of action for Sweet Treats plc based on Kotter's theory of change management.

Evaluate the benefit to Sweet Treats plc of basing the plan of action on Kotter's theory. [16]

2 Use RESOURCE 2.

(a) Using the information in RESOURCE 2, analyse the issues which the directors at Sweet Treats plc still need to address.

Prioritise these issues in order of importance. Give reasons for your choice. [16]

(b) Describe TWO QUANTITATIVE key performance indicators (KPIs) that Sweet Treats plc could use to further monitor the performance of its workforce.

1 _____

_____

_____

_____

_____

_____

2 _____

_____

_____

_____

_____

_____

[4]

END OF QUESTION PAPER

ADDITIONAL ANSWER SPACE

If additional answer space is required, you should use the following lined page(s). The question number(s) must be clearly shown in the margin(s) – for example, 1(d) or 2(a).

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