

**Cambridge Technicals  
Business**

Unit 15: Change management

Level 3 Cambridge Technical in Business  
**05834 - 05837**

**Mark Scheme for June 2018**

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This mark scheme is published as an aid to teachers and students, to indicate the requirements of the examination. It shows the basis on which marks were awarded by examiners. It does not indicate the details of the discussions which took place at an examiners' meeting before marking commenced.

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**

<b>Annotation</b>	<b>Meaning</b>
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 (identification)
L2	Level 2 response (explanation)
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><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• finance</li> <li>• space</li> <li>• safety</li> </ul> <p><b>Exemplar response:</b></p> <p>Change is driven by the need to reduce the risk of closure (1) which is quite likely if the ground remains in a dangerous state (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 marks for each of two developments.</p> <p>Driver must be from the case study.</p> <p>Do not award “to relocate”</p>
1	(b)	<p>Use levels of response criteria.</p> <p>Responses include:</p> <ul style="list-style-type: none"> <li>• lack of employee engagement/resistance to change</li> <li>• lack of plan cohesion</li> <li>• lack of a Project Manager</li> <li>• lack of skills or structure needed</li> <li>• lack of funds</li> <li>• protests from local stakeholders</li> </ul> <p><b>Exemplar response:</b></p> <p>There is no identified project manager (<b>L1</b>) to plan activity and support a smooth move (<b>L2</b>). This may lead to project failure because of poor planning and implementation (<b>L3</b>).</p> <p>The staff are reported to have said they are unhappy with the move (<b>L1</b>) as they see potential problems (<b>L2</b>), which may lead to staff not supporting the move and causing disruption in the workplace (<b>L3</b>).</p> <p>Some fans may not support the move as they may find it hard to get to the new location (<b>L1</b>) especially if they usually walk to the ground (<b>L2</b>).</p>	16	<p><b>Levels of response</b></p> <p><b>Level 4 (13 - 16 marks)</b> Candidate evaluates which barrier to change is likely to have the greatest impact on <i>SGFC Ltd</i> if not managed successfully.</p> <p><b>Level 3 (9 - 12 marks)</b> Candidate analyses barrier(s) to change likely to impact on <i>SGFC Ltd</i> if not managed successfully.</p> <p><b>Level 2 (5 – 8 marks)</b> Candidate explains barrier(s) to change likely to impact on <i>SGFC Ltd</i> if not managed successfully.</p> <p><b>Level 1 (1 – 4 marks)</b> Candidate identifies barrier(s) to change likely to impact on <i>SGFC Ltd</i>.</p> <p><b>For Level 4:</b> <b>13 marks</b> – a judgement has been reached about which barrier has the greatest impact with a reasoned comment as to why.</p>

Question		Answer	Marks	Guidance
		<p>This could result in possible reduced gate numbers. <b>(L3)</b>.</p> <p>Furthermore, a real barrier is the absence of a clear strategy which fits together <b>(L1)</b> this means that some actions may be left out <b>(L2)</b>. This may have an impact on the final outcome of the move and the extent of the benefits that can be realised e.g. additional funds for players <b>(L3)</b>.</p> <p>As this stage the most important barrier is the lack of a project manager as they would be able to pull the plan together and spend time addressing the other issues. Issues such as office staff buy-in and coordination of transport to the new location for fans living in Selford, as well as a marketing campaign to support the retention of the club's identity and existing fan base need to be addressed if the move is to be successful for the football club <b>(L4)</b>.</p>		<p><b>14 marks</b> – a judgement has been reached with contextual argument as to why is has been chosen.</p> <p><b>15 marks</b> – a judgement has been reached with reasoning and reference to why others were not selected.</p> <p><b>16 marks</b> – detailed and reasoned judgement is reached with a full comparative and contextual discussion as to why others were rejected.</p> <p>NB All four barriers must have been analysed to enter Level 4.</p>
1	(c)	<p>Use levels of response criteria.</p> <p>Indicative content:</p> <ul style="list-style-type: none"> <li>• Shared values</li> <li>• Skills</li> <li>• Styles</li> <li>• Staff</li> </ul> <p><b>Exemplar response:</b></p> <p>One soft element of McKinsey's 7-S model is 'shared values' <b>(L1)</b>. Shared values are more likely to be developed if <i>SGFC Ltd</i> holds meetings with each of its key stakeholder groups, for example shareholders, directors, managers, office staff, fans and local businesses. <b>(L2)</b>. This plan is suitable because it should lead to more understanding of the issues and greater consensus <b>(L3)</b>.</p>	16	<p><b>Levels of response</b></p> <p><b>Level 4 (13 - 16 marks)</b> Candidate evaluates the suitability of their plan of action for <i>SGFC Ltd</i> based on the soft elements of McKinsey's 7-S model.</p> <p><b>Level 3 (9 - 12 marks)</b> Candidate analyses the component(s) of their plan of action based on the soft element(s) of McKinsey's 7-S model.</p> <p><b>Level 2 (5 – 8 marks)</b> Candidate uses the soft element(s) of McKinsey's 7-S model to create a plan of action.</p> <p><b>Level 1 (1 – 4 marks)</b> Candidate identifies soft element(s) of McKinsey's 7-S model.</p>

Question	Answer	Marks	Guidance
	<p>To develop new skills <b>(L1)</b>, <i>SGFC Ltd</i> should coordinate training initiatives e.g. for the catering and corporate hospitality <b>(L2)</b>. This should lead to better food quality and success of the new business. <b>(L3)</b></p> <p><i>SGFC Ltd</i> should adopt an engaging style of explanation with fans <b>(L1)</b>. This can be achieved by ongoing dialogue with fans through the media and the Internet <b>(L2)</b>. This plan is suitable because it should lead to fans having a greater buy-in to the change process and continued support <b>(L3)</b>.</p> <p>The football club should give significant consideration to its staff <b>(L1)</b>. Staff should be kept informed on a regular basis using, say, emails or staff bulletins, placing a priority on staff morale <b>(L2)</b>. This should lead to staff being more supportive and, therefore, less resistant to the change. <b>(L3)</b></p> <p>On the one hand the plan is suitable as it addresses the hearts and minds of stakeholders <b>(L4)</b> especially the staff and fans who are the key groups <b>(L4)</b>. However, it lacks the specific steps of creating urgency, removing obstacles and creating short-term wins that Kotter includes in his process for leading change <b>(L4)</b>. This may lead to the plan of action lacking impetus and the change may proceed more slowly than it otherwise might <b>(L4)</b>.</p>		<p><b>For Level 4:</b>  <b>13 marks</b> – one valid point of argument.  <b>14 marks</b> – two valid points of argument.  <b>15 marks</b> – three valid points of argument.  <b>16 marks</b> – four valid points of argument.</p> <p><b>This question includes three embedded marks for applying knowledge from Unit 1. One mark from Unit 1 LO1 Understand different types of businesses and their objectives, one mark from Unit 1 LO5 Understand the relationship between business and stakeholders and one mark from Unit 1 LO7 Understand why businesses plan.</b></p>

Question		Answer	Marks	Guidance
2	(a)	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• school sports training facilities</li> <li>• education centre</li> <li>• gym</li> <li>• training facilities</li> <li>• retail of football merchandise eg replica football kit</li> <li>• shop(s)</li> <li>• bar(s)</li> <li>• catering facilities (eg: restaurant (1), café (1))</li> <li>• corporate/business hospitality</li> <li>• (better) parking facilities</li> <li>• conference centre</li> <li>• business entertainment facilities.</li> </ul> <p><b>Exemplar response:</b></p> <p>retail of replica football kit and merchandised football products (1).</p>	2 marks	One mark for each correct identification up to a maximum of two identifications.

Question		Answer	Marks	Guidance
2	(b)	<p>Responses include:</p> <ul style="list-style-type: none"> <li>• Schools</li> <li>• Local council</li> <li>• Members</li> <li>• Suppliers</li> <li>• Property developer</li> <li>• Shareholders</li> <li>• Local community/residents</li> <li>• General public</li> <li>• Customers</li> <li>• Transport businesses</li> </ul> <p><b>Exemplar response:</b></p> <p>Local schools (1) may benefit from the move as the new ground has educational facilities (1) which may motivate school children to take up more sport (1).</p>	3 marks x 2	<p>One mark for each correct identification up to a maximum of two identifications, plus up to two further marks for each of two developments.</p> <p><b>This question includes one embedded mark for applying knowledge from Unit 1 LO5 Understand the relationship between businesses and stakeholders.</b></p>

Question		Answer	Marks	Guidance
2	(c)	<p>Use levels of response criteria.</p> <p>Issues include:</p> <ul style="list-style-type: none"> <li>• ticket sales at 2,000 are 50% down against the prediction of 4,000</li> <li>• adult and senior memberships at 100 each are both 33% of their 300 predicted sales</li> <li>• there were 100 fewer non-corporate membership sales in the 4 week period than predicted</li> <li>• office staff absences at 50 were significantly above predictions of 10, 5 times as many days off as expected.</li> <li>• Bus journey to matches very expensive</li> <li>• Not as well supported since the move</li> <li>• Changes disorganised with no one person in charge</li> <li>• members who walked before dislike the need to catch a bus</li> <li>• Salford Football Club is losing its identity with its relocation</li> </ul> <p><b>Exemplar response:</b></p> <p>Adult memberships <b>(L1)</b> and senior memberships <b>(L1)</b>, indicating a shift in the core of the fan base <b>(L2)</b>.</p> <p>Ticket sales <b>(L1)</b>, down by a half at 2000 against the prediction of 4000 <b>(L2)</b>. As a consequence, sales revenue will be down impacting on the ability of the club to pay its bills in the short term and buy players in the long term <b>(L3)</b>.</p> <p>Staff absences <b>(L1)</b> indicating that the club will find it hard to complete all necessary tasks to run the club <b>(L3)</b>.</p> <p>New stakeholders like the schools and Corporate Members appear to be happy with the change, but the existing core stakeholders of the staff and traditional fans appear to not have been accommodated as</p>	16	<p><b>Levels of response</b></p> <p><b>Level 4 (13 - 16 marks)</b> Candidate evaluates issues that need to be addressed at <i>SGFC Ltd</i>.</p> <p><b>Level 3 (9 - 12 marks)</b> Candidate analyses issue(s) that need to be addressed at <i>SGFC Ltd</i>.</p> <p><b>Level 2 (5 – 8 marks)</b> Candidate explains issue(s) that need to be addressed at <i>SGFC Ltd</i>.</p> <p><b>Level 1 (1 – 4 marks)</b> Candidate identifies issue(s) that need to be addressed at <i>SGFC Ltd</i>.</p> <p><b>For Level 4:</b> <b>13 marks</b> – a judgement has been reached about which issue is the most important with weak justification.</p> <p><b>14 marks</b> – a judgement has been reached about which issue is the most important with sound justification.</p> <p><b>15 marks</b> – a judgement has been reached about which issue is the most important with detailed justification.</p> <p><b>16 marks</b> – a judgement has been reached about which issue is the most important with full justification.</p>

Question	Answer	Marks	Guidance
	<p>well. Failure to retain their buy-in could be critical for the longer term success of the club, as it impacts on sales now and the service given to attract and keep not just the corporate members. It is essential that the hearts and minds as well as the practical needs of staff and members are addressed as the club exists for its members, supported by the staff. Corporate entertainment for example, which brings in additional revenue, will only be sustained with a thriving club of motivated workers and all fan groups buying into the change, no matter where the club is located or what new products and services are offered <b>(L4)</b>.</p>		<p><b>This question includes one embedded mark for applying knowledge from Unit 1 LO8 To be able to assess the performance of business to inform future business activities and one embedded mark for LO4 Be able to use financial information to check the financial health of businesses.</b></p>

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