

Level 3 Cambridge Technical in Business

05837/05878

Unit 15: Change management

RESOURCE BOOKLET

Thursday 18 January 2018 – Afternoon

Time allowed: 1 hour 30 minutes

FOLD OUT PAGE

INFORMATION TO CANDIDATES

- This is a resource booklet.
- You should refer to it when answering the examination questions which are printed in a separate booklet.
- The business described in this booklet is fictitious.

INFORMATION FOR LEARNERS

- This document consists of 5 pages. Any blank pages are indicated.

INFORMATION FOR EXAMS OFFICER/INVIGILATOR

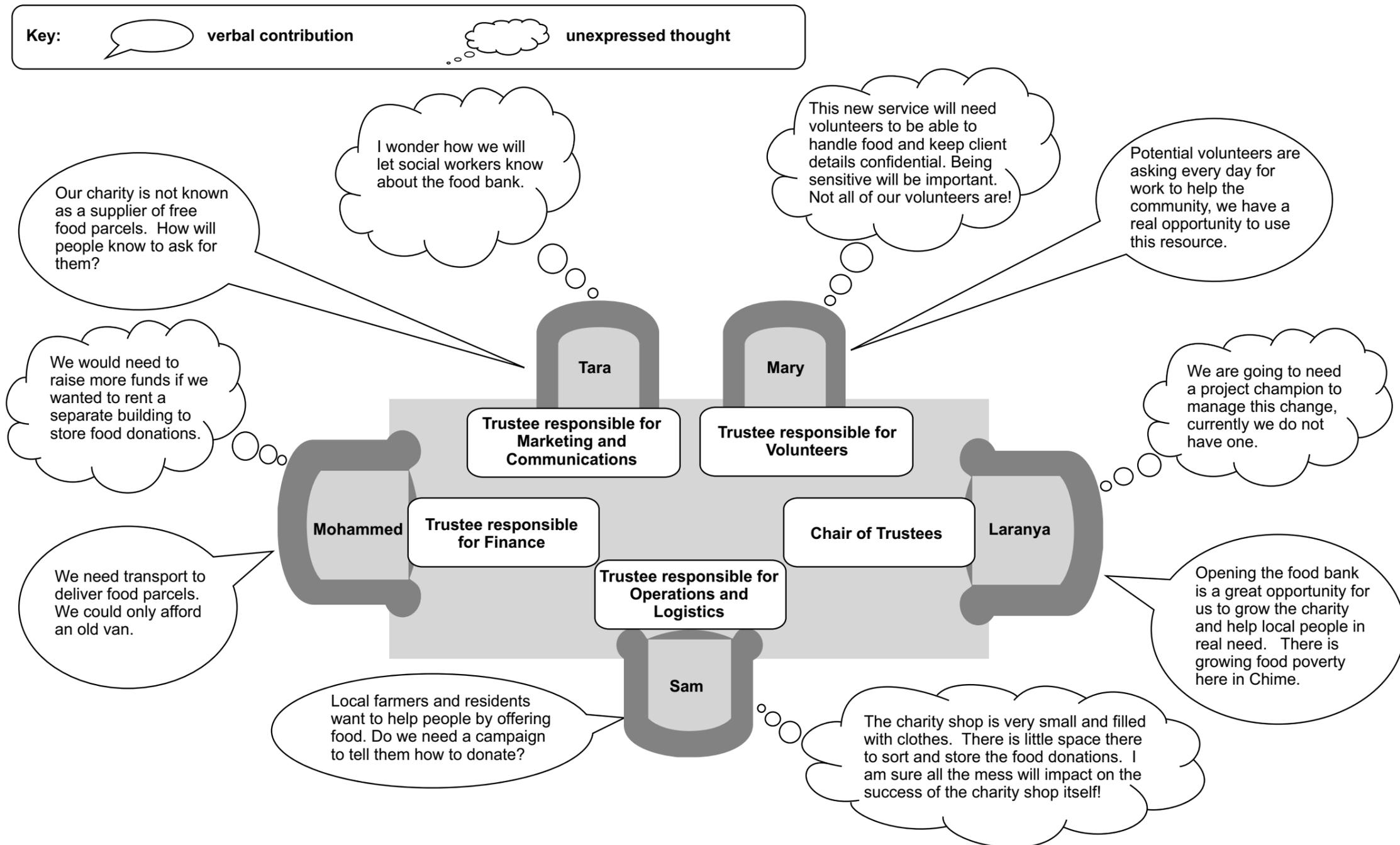
- Do not send this resource booklet for marking; it should be retained in the centre or recycled.
- Please contact OCR Copyright should you wish to re-use this document.

Resource 1

The Chime Charity is a 'not for profit' organisation based in Chime, a small market town in the east of England. The charity is managed and run solely by volunteers. Most of the volunteers are retired. They are highly motivated to work for a successful charity. Up to now, the charity has raised money for local good causes by running a small charity shop, selling clothes donated by local residents.

In addition to running the charity shop, *The Chime Charity* has decided to open a food bank to tackle growing food poverty, in particular helping the increasing number of elderly and unemployed residents in the area. The charity has received a growing number of offers to help, from local people interested in doing some charity work. The charity is planning to use volunteers to collect donated food from local residents and from farmers, many of whom have already expressed a desire to help the local community. Both fresh and packaged food would then be made up into food parcels at the back of the small charity shop. It is expected that local social workers, some of whom have already said they require help feeding people in need, will pass on the names and addresses of clients who require help. The food bank volunteers would then deliver a food parcel the next day, free of charge.

To help with the launch of *The Chime Charity* food bank an initial change management meeting has been held. Unfortunately, the team of volunteer trustees have no real change management expertise. Below is a summary of the main contributions and thoughts of those who attended this meeting.



Resource 2

The *Chime Charity* food bank has now been operating for three months. The following document has been put together for discussion at the forthcoming meeting of volunteer trustees.

	3 month Actual	3 month Prediction
Food parcel delivery data:		
Number of food parcel donations	300	450
Number of food parcel requests	900	450
Number of food parcel deliveries	225	450
Van cost per parcel delivery (includes cost of fuel, insurance and repairs)	£10	£2
Human resource indicators:		
Volunteer absenteeism	30%	3%
Number of volunteers recruited	10	20
Number of volunteers leaving	8	2

Informal feedback from volunteers working in the food bank:

- “A lot of the volunteers are losing enthusiasm for the project. The food bank is getting a bad reputation because it is not managed well.” **Sheila**
- “We think it is a great idea, but it is very disorganised. A telephone has still not been set up for the food bank; we use the shop one. It is not very confidential.” **Renaldo**
- “I meet people all the time that do not know about the food bank or how to donate food to us.” **Jim**

Comments made by local social workers:

- “We get a lot of requests for emergency food supplies in Chime and the villages around here.”
- “Communication is very poor. Nobody at the food bank appears to be in charge, let alone have any management experience.”
- “I visited the shop where they do the packing. The food hygiene practices were not as good as they could have been.”

Informal feedback from people receiving a food bank parcel:

- “The food bank was late with my delivery and the volunteer was unfriendly and indiscreet. Also, he nearly hurt his back lifting my box, it was too heavy and he did not know how to lift properly.” **Mr Law**
- “The food parcel has been a lifeline for me. However, sometimes the charity cannot help me because it has not had enough food donated or the delivery van has broken down.” **Mrs O’Reilly**

OCR

Oxford Cambridge and RSA

Copyright Information:

OCR is committed to seeking permission to reproduce all third-party content that it uses in its assessment materials. OCR has attempted to identify and contact all copyright holders whose work is used in this paper. To avoid the issue of disclosure of answer-related information to candidates, all copyright acknowledgements are reproduced in the OCR Copyright Acknowledgements Booklet. This is produced for each series of examinations and is freely available to download from our public website (www.ocr.org.uk) after the live examination series.

If OCR has unwittingly failed to correctly acknowledge or clear any third-party content in this assessment material OCR will be happy to correct its mistake at the earliest possible opportunity.

For queries or further information please contact the Copyright Team, First Floor, 9 Hills Road, Cambridge CB2 1GE.

OCR is part of the Cambridge Assessment Group. Cambridge Assessment is the brand name of University of Cambridge Local Examinations Syndicate (UCLES), which is itself a department of the University of Cambridge.

© OCR 2018

C428/1801