

Cambridge **TECHNICALS LEVEL 3**

# ***BUSINESS***

Cambridge  
**TECHNICALS**  
**2016**

Feedback on the January 2018 exam paper  
(including selected exemplar candidate answers  
and commentary)

Unit 15 – Change management

Version 1

## CONTENTS

Introduction	3
General examiner comments on the paper	4
Question 1 – resource	5
Question 1(a)	6
Exemplar Candidate Work	7
Question 1(b)	9
Exemplar Candidate Work	11
Question 1(c)	16
Exemplar Candidate Work	18
Question 2 – resource	22
Question 2(a)	23
Question 2(b)	25
Exemplar Candidate Work	28

# INTRODUCTION

This resource brings together the questions from the January 2018 examined unit (Unit 15), the marking guidance, the examiners comments and the exemplar answers into one place for easy reference.

We have also included exemplar candidate answers with commentary for questions 1(a), 1(b), 1(c) and 2(b).

The marking guidance and the examiner's comments are taken from the Report to Centre for this question paper.

The Question Paper, Mark Scheme and the Report to Centre are available from:

<https://interchange.ocr.org.uk/Modules/PastPapers/Pages/PastPapers.aspx?menuindex=97&menuid=250>

**OCR**  
Oxford Cambridge and RSA

**Level 3 Cambridge Technical in Business**  
05837/05878

**Unit 15: Change management**  
**Thursday 18 January 2018 – Afternoon**  
**Time allowed: 1 hour 30 minutes**

**You must have:**

- a clean copy of the resource booklet (sent C425)

**You may use:**

- a calculator

First Name  Last Name

Centre Number  Candidate Number

Date of Birth

**INSTRUCTIONS**

- Use black ink.
- Complete the boxes above with your name, centre number, candidate number and date of birth.
- Answer **all** the questions.
- Write your answer to each question in the space provided.
- Additional paper may be used if necessary but you must clearly show your candidate number, centre number and question number(s).

**INFORMATION**

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

FOR EXAMINER USE ONLY	
Question No.	Mark
1	/20
2	/20
<b>Total</b>	<b>/60</b>

© OCR 2018 (K5678142)  
C425/1901/6

OCR is an exempt Charity

Turn over

**OCR**  
Oxford Cambridge and RSA

**Cambridge Technicals**  
**Business**

Unit 15: Change management  
Level 3 Cambridge Technical Certificate/Diploma in Business  
05834 - 05878

**Mark Scheme for January 2018**

Oxford Cambridge and RSA Examinations

**OCR**  
Oxford Cambridge and RSA

**Cambridge Technicals**  
**Business**

Level 3 Cambridge Technicals Certificates in Business 05834, 05835  
Level 3 Cambridge Technicals Diplomas in Business 05836, 05837, 05878

**OCR Report to Centres January 2018**

Oxford Cambridge and RSA Examinations

**OCR**  
Oxford Cambridge and RSA

**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**

**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.

© OCR 2018 (K5678142)  
C425/1901/9

OCR is an exempt Charity

Turn over

## GENERAL EXAMINER COMMENTS ON THE PAPER

This unit is a mandatory paper for the Diploma where it is taken by both of the pathways available and the Extended Diploma.

Where candidates did well within this unit, they were able to demonstrate the following in their responses:

- able to make good use of the context provided within the case study provided
- good knowledge of the unit content as it applied to the case study provided
- apply knowledge effectively within the context of the case study in all answers
- the ability to analyse and evaluate within the context provided
- clear ability to structure points within answers to demonstrate skills within the mark scheme

Overall, many candidates seemed to be well prepared for the unit, which may be due to the fact that it is a mandatory unit for those studying Diploma or Extended Diploma sized qualifications. Knowledge on the whole was generally very sound and the ability to apply this to the case study was generally good. As this was the first sitting of this paper, it was pleasing to see that candidates seemed well prepared for the demands of the paper as a whole.

The majority of the marks on the paper come from three high tariff extended response questions. In order to gain the highest of marks, candidates are expected to show some level of analysis and evaluation within their answer. Candidates tended to be better at the analysis element of their responses in terms of being able to comment on implications, impacts or consequences of actions or effects on the organisation provided within the case study. This analysis is important to allow the candidates to access the evaluation marks for the question set. Whilst simple non- contextual evaluations did achieve a mark at the bottom of Level 4, the ability to make accurate judgements in the context of the case study provided is required to achieve a higher reward.

### Resources which might help address the examiner comments:

From the link below, you'll find 'The OCR guide to examinations' (along with many other skills guides)

<http://www.ocr.org.uk/i-want-to/skills-guides/>

Command verbs definitions

<http://www.ocr.org.uk/Images/273311-command-verbs-definitions.pdf>

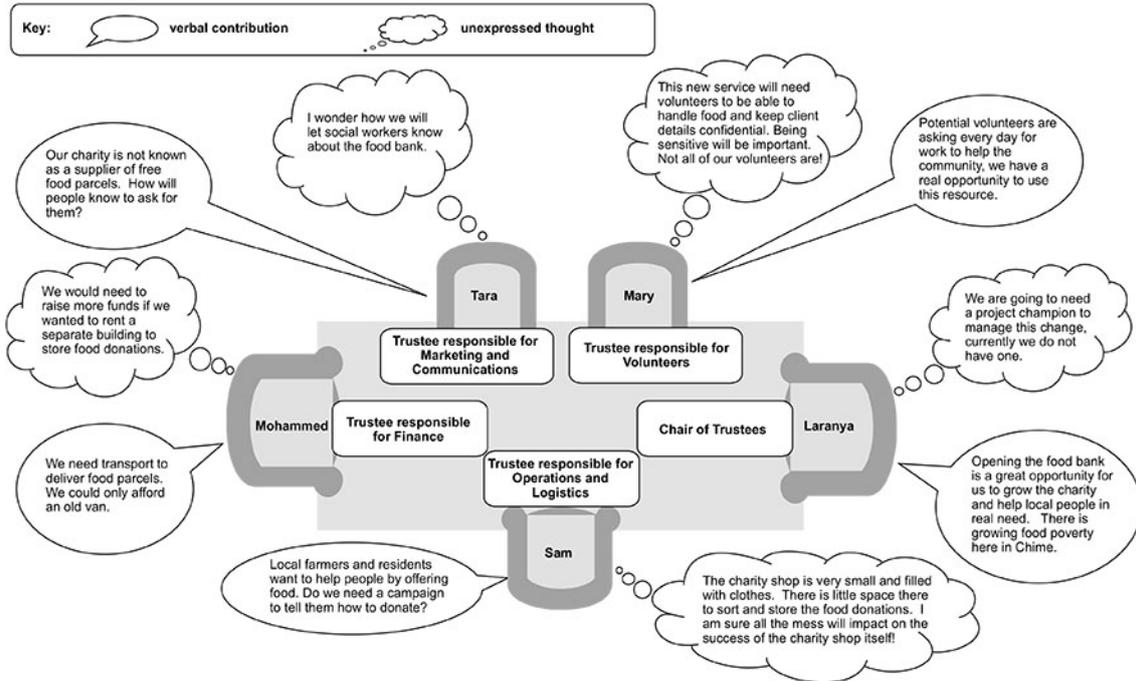
# Question 1 – resource

**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.





## Exemplar Candidate Work

## Question 1(a) – Low level answer

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

**1 Refer to Resource 1.**

**(a) Outline two external drivers for change at The Chime Charity.**

1. Economic implications are forcing Chime to be reduced when it comes to parcel delivery as the expense of having one motor vehicle as well as the van is something Chime can't purchase due to operating expenses increasing in relation fuel costs or a bad prediction, so vehicles are more expensive to run [2]

2. Legislation is a driver that could involve new laws that may end up slowing progression at Chime. New legislations requiring induction for employees to cross their skills is sufficient when volunteer volunteers find delivery parcels. Inductions may be required as well as Chime having to put force volunteers to work and work over hours. [2]

### Commentary

The question focuses on the external drivers for change. In the first answer the candidate has provided a correct response in terms of economic implications, however there is no other further point provided to expand or develop the driver that they have identified. This could have been done through looking at how the identified driver may affect the charity outlined within the case study.

The second selection given is too vague and there is no clear link to the case study material given in the answer. As this is an applied qualification then the answer needs to have this clear link and relevancy to the organisation in the case study which in this case is a charity.

## Exemplar Candidate Work

## Question 1(a) – High level answer

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

**1 Refer to Resource 1.**

**(a) Outline two external drivers for change at The Chime Charity.**

1. One external driver for change is economic issues that affect those less fortunate and unable to buy food, leading to The Chime Charity helping those living in food poverty. [2]

2. Another driver for change is market changes as the elderly are more passionate to volunteer, and being ethical and doing good in the world definitely encourages volunteers through this trend. [2]

### Commentary

In the first response given, the candidate clearly identifies a correct external driver in the form of economic issues. This has been further developed later in the answer through identifying that this causes issues with people unable to buy food, which leads to the need for the charity to provide support for those living in food poverty. This is considered as a development in context which leads to the award of full marks in the first part of the question.

In the second part the candidate correctly identifies that more people are wanting to get involved in the charity which is a driver for change for this organisation. The development that has been given does not follow on from the driver that had been given. To get the full marks on this then an appropriate development should be given which should be in the context of the case study.

### Question 1(b)

**(b)** Analyse **four** likely barriers to the successful opening of *The Chime Charity* food bank.

Which one of these four barriers is likely to have the greatest impact on the success of *The Chime Charity* food bank, if it is not managed successfully?

Give reasons for your choice.

[16]

**Use levels of response criteria.**

**Responses include:**

- staffed entirely by volunteers, who could drop out and stop working if they want to
- inexperience of volunteers in setting up and running a food bank
- volunteers limited experience in dealing with confidential and sensitive issues associated with offering free food
- no change manager champion
- lack of potential food donor engagement e.g. farmers and residents will not know how to donate to the food bank
- no communication with the social workers to inform them how to use the service to help their clients
- no marketing plan to support awareness of the ability to get a food parcel, from the charity via social workers
- little space to store and prepare food parcels
- no transport
- limited funds for a new van or a location to sort and store food.

**Exemplar response:**

There is no one project champion (L1) helping to plan activity and support a smooth launch (L2), which may lead to project failure because of poor coordination of effort and resources (L3).

The volunteers may not have the customer service skills (L1) needed to deliver food and be sensitive to the distress people receiving the food may feel (L2), which may lead to the food bank getting a bad reputation (L3).

Limited space to store the donated food will be a barrier (L1) as it may make it hard to sort the food and make it up into food parcels (L2) resulting in demotivated volunteers. (L3).

Furthermore, a real barrier to donations and demand for the food bank may come from the absence of communication programme (L1) with donors, social workers or possible clients explaining how to donate food and receive food parcels (L2) This may have an impact on the availability and demand for food parcels from the food bank (L3).

As this stage the most important barrier is the absence of the funds necessary to set up the new food bank project, as this impacts on the resources for the project and the potential management of it, without the space to store donations and reliable delivery van the charity will struggle to offer a food parcel service, irrespective of how good the training or management of the project are at food bank, as it will not have the essential components to run the food bank (L4).

## Mark scheme guidance

### Levels of response

#### Level 4 (13 – 16 marks)

Candidate evaluates which barrier to change is likely to have the greatest impact on *The Chime Charity* food bank if not managed successfully.

#### Level 3 (9 – 12 marks)

Candidate analyses barrier(s) to change likely to impact on *The Chime Charity* food bank if not managed successfully.

#### Level 2 (5 – 8 marks)

Candidate explains barrier(s) to change likely to impact on *The Chime Charity* food bank if not managed successfully.

#### Level 1 (1 – 4 marks)

Candidate identifies barrier(s) to change likely to impact on *The Chime Charity* food bank.

#### For Level 4:

**13 marks** – a judgement has been reached about which impact has the greatest impact with a reasoned comment as to why.

**14 marks** – a judgement has been reached with contextual argument as to why it has been chosen.

**15 marks** – a judgement has been reached with reasoning and reference to why others were not selected.

**16 marks** – detailed and reasoned judgement is reached with a full comparative and contextual discussion as to why others were rejected.

Minimum of three barriers analysed to enter Level 4. Capped at 15 marks if only 3 analysed.

### Examiner comments

This question focused upon barriers to the successful opening of the charity's food bank. The answers which tended to score most highly tended to be presented in an ordered format in terms of identifying the barrier (Level 1), then explaining the identified barrier (Level 2) and finally analysing the barrier in terms of the impact/consequence that it would have on the charity (Level 3). This approach is something which centres may consider adopting to allow candidates to tackle this form of question effectively. Answers which were not as successful tended to be based on generic barriers which could not always be clearly linked to the case material or that a barrier was identified as the most significant but lacked the level of analysis required to move the answer to Level 4.

Another area for development was in terms of the evaluations provided when identifying what candidates considered as being the most significant barrier. Many answers were seen where a decision was made, however the justification tended to be generic and not linked to the case material provided. Centres should encourage their candidates to provide greater contextual links in their evaluations as well as providing contrasts as to why other barriers in this case were not selected as being most significant, again within context.

## Exemplar Candidate Work

## Question 1(b) – Low level answer

(b) Analyse four likely barriers to the successful opening of *The Chime Charity* food bank.

Which one of these four barriers is likely to have the greatest impact on the success of *The Chime Charity* food bank, if it is not managed successfully?

Give reasons for your choice.

[16]

→ ~~bar~~ one barrier that may have an impact to the opening of 'The Chime Charity' food bank, is that Sam thinks that the 'Charity Shop' is too small so there will be little space to store food and the mess will impact on the success. This is a budgeting barrier because 'The Chime Charity' cannot afford to purchase a new building to store the food in so they will have to be stored in the same place as the clothes. This could become complicated and messy which will impact on the TV success of the ~~the~~ food bank.

Another barrier is that Mary thinks the new service will need volunteers who are sensitive to the situation and not all of their current volunteers are. & This is a barrier because it means they will have to spend time looking for more volunteers and then training them to be able to run the food bank successfully.

## Commentary

This question is marked against a levels of response mark scheme. In this response the candidate has identified two correct barriers to change that exist for this charity. In the first paragraph the candidate identifies that the shop is too small which is the first barrier. In the second paragraph the candidate identifies that the volunteers need to be sensitive to the needs of the clients when they currently are not.

To move an answer into Level 2 then candidates needed to explain the barriers that they have identified. The candidate successfully does this within the first paragraph by explaining the because the shop is too small then there will be little space to store the food that they intend to provide to clients. This moves the answer overall into Level 2. This is not replicated in the second paragraph for the second point as the explanation given does not relate to the point given.

To access marks into Level 3 then the candidate should have looked to provide an impact of the barriers that have been identified in the answer. This can be achieved as either a development of the point they had made to achieve Level 2 or through directly writing about impacts from the Level 1 point that they had already given. The impacts that the candidates give should be in the context of the case study given. This would have move the answer into a Level 3 mark range.

## Exemplar Candidate Work

## Question 1(b) – High level answer

(b) Analyse four likely barriers to the successful opening of The Chime Charity food bank.

Which one of these four barriers is likely to have the greatest impact on the success of The Chime Charity food bank, if it is not managed successfully?

Give reasons for your choice.

[16]

One barrier to the opening of The Chime Charity food bank, could be economic implications. If ~~there is~~ a recession occurs or inflation (prices rise), then people will be less willing to donate and therefore won't have enough money for ~~the~~ a successful opening. This will have a large impact on the charity, because without donations, they won't be able to buy required resources for the opening and also will struggle to advertise for it, which will affect food parcel donations as well.

Another barrier is having poor leadership. If there isn't a manager organising the opening, then this will lead to ~~the~~ lack of communication and some of the volunteers making mistakes and getting confused. This could result in worse consequences such as forgetting to inform people when the opening is. So it is crucial the charity has someone in charge to ensure all tasks are completed successfully.

Another barrier could be lack of agreement about the change. If some of the volunteers aren't happy with the new opening then their work ethic will be poor and this ~~could~~ could lead to them failing to complete tasks, in the run up to the opening.

One last barrier that could occur is having no or little ~~enough~~ volunteer engagement. So if volunteers aren't actively listening or engaging in the planning and preparation of the opening, then this could slow down the process of the change and delay the opening.

In my opinion, I believe that economic implications will be the most impacting barrier to the change because without donations, the charity physically will not be able to open the food bank, whereas all the other barriers can be solved eventually with motivation, ~~and training~~ support and training. However, not having enough donations could mean that they are no longer operating as a charity if they have to resort to getting loans from the bank.

## Commentary

This answer achieves a mark in the middle of Level 4 which means that it demonstrates a lot of the qualities needed to achieve at the highest of levels. The candidate achieves Level 1 through identifying four relevant barriers to change in the form of economic implications, poor leadership, lack of agreement about the change and little or no volunteer engagement about the change. Three of these have been backed up with some explanation which allows the answer to access Level 2 as an outcome.

Level 3 responses have been provided which identifies the impact of the barrier relating to economic implications and volunteer engagement. This illustrates well that answers given do not have to go through Level 2 to access Level 3. This is particularly interesting to note as only one of the barriers identified (economic implications) goes through all three stages to reach Level 3.

The candidate completes their answer with an appropriate conclusion to access Level 4 with a selection made and a contextual comment provided as to why they have made this selection to justify the award of 14 marks. To access full marks, then the candidate would need to reference why other barriers were not selected and that this should be done in context and with clear comparison to the chosen barrier. The answer above does not demonstrate this comparative response and therefore would be limited to the mark indicated.

## Question 1(c)

- (c) Produce a plan of action showing how the opening of *The Chime Charity* food bank should be managed.

Justify your plan of action, referring to theories of change management where appropriate.

[16]

**Use levels of response criteria.****Responses include:**

- plan resources and funds needed
- set clear aims and objectives for the change e.g. timing and stages, departmental targets
- consult with key stakeholders e.g. shareholders, managers, employees, trade customers, suppliers
- engage in dialogue with stakeholders through discussions and formal meetings to ensure smooth delivery of the service
- evaluate stakeholder feedback e.g. respond to fears and concerns over funding space and transport
- manage recruitment and retention of volunteers
- coordinate training initiatives e.g. food hygiene
- plan for appropriate premises and transport
- assign delegated tasks and actions
- promote pro-active versus reactive approach to change
- communicate the plan, vision and urgency for change
- effective leadership – ensure volunteers have the right skills and competencies to manage change
- develop contingency plans and strategies to fill donation and resource gaps
- manage resistance to change through initiatives and dialogue especially with the volunteers
- coordinate a communications programme with volunteers, donors, social workers and potential users of the service
- show clarity to volunteers, donors and possible funders of the food bank monitor progress against the plan
- monitor progress against the plan.

**Exemplar response:**

*The Chime Charity* food bank urgently needs to stop doing what it is doing (L1). It must challenge and change what it is doing as its going badly wrong (L2).

It needs to change. It may be necessary to appoint a change champion (L1) to help encourage volunteers and to coordinate the planning, communication, funding and operational plans (L2). This should ensure that all volunteers buy into the need for, and implementation of, the change and make it a success (L3).

The charity needs to set clear but realistic objectives (L1) so that the necessary change is in place (L2). This will allow the food bank to run properly with the right approach, for example, the organisation of the food donations and volunteer recruitment (L3).

In addition, the charity needs to plan its funding and income stream to support the project (L1), as it will need a van, a location to operate from and systems for their use (L2). With the required funds the food bank can be properly resourced and set up for the future (L3).

This action plan closely mirrors Lewin's change model. Lewin's model calls for a programme of unfreeze, change and then refreeze. This is deemed an effective way to manage change because it stops and challenges what is going wrong and makes it clear what the objectives for change are, sets change and then has that change imbedded, maximising the buy-in and the establishment of the change. The result is a setting of the change needed for the future. Lewin's model will therefore allow the food bank to challenge what needs to be changed, put the change in place, establish it and then get on with running it, to get on track for the future. If they don't do this, the changes needed may not be put in place and the food bank may go on lurching around with unsatisfactory and continuous ad hoc changes and disappointed volunteers who leave, resulting in its ultimate closure **(L4)**.

## Mark scheme guidance

### Levels of response

#### Level 4 (13 – 16 marks)

Candidate justifies an appropriate plan of action for *The Chime Charity* food bank using appropriate change management theories.

#### Level 3 (9 – 12 marks)

Candidate analyses an appropriate plan of action for *The Chime Charity* food bank.

#### Level 2 (5 – 8 marks)

Candidate explains the appropriateness of the plan of action for *The Chime Charity* food bank.

#### Level 1 (1 – 4 marks)

Candidate identifies issues to be included in a change management plan of action for a business.

**This question includes one embedded mark for applying knowledge from Unit 1 LO5: Understand the relationship between businesses and stakeholders and one mark from Unit 1 LO7: Understand why businesses plan.**

#### For Level 4:

**13 marks** – a simple statement justifying the plan using a relevant change management theory has been made.

**14 marks** – a contextual series of statements justifying some aspects of the plan using a relevant change management theory has been made.

**15 marks** – holistic justification of the plan has been supported by a change management theory and context.

**16 marks** – A detailed holistic justification of the plan is supported by a change management theory and fully applied to the case material.

## Examiner comments

This question asked candidates to produce a plan of action of how the opening of the food bank should be managed. They should then have provided a justification of the plan through reference to change management theories. Many candidates misread this question and, whilst it was pleasing to see them use the change management theories to create the plan, very few were able to justify their plan through the change management theory used.

Most candidates were able to suggest a plan of action with an explanation of the stages of their plan, however some failed to provide any analysis in terms of the impact or consequence of the action to be taken on the charity and the food bank proposal. This limited their marks to Level 2 as a consequence, and centres should develop analytical skills in their candidates for this form of question.

A number of candidates, for their justifications, tended to re-write components of the plan of action that they had already provided as this had been done in the context of change management theories. Centres should ensure that when justifying plans of action through reference to change management theories, that candidates should indicate why a plan of action might work by using the theory to justify this, not as the vehicle for the plan itself.

## Exemplar Candidate Work

## Question 1(c) – Low level answer

- (c) Produce a plan of action showing how the opening of *The Chime Charity* food bank should be managed.

Justify your plan of action, referring to theories of change management where appropriate.

[16]

A lot of people in the community want to help the charity with helping with the food poverty in Chime, such as social workers, local residents and farmers. A project champion would be a very efficient and effective way of organising the new change to the business. A project champion, for instance, would be able to take into account a number of factors within the business and see whether or not they align. This would refer to theories of change management such as the McKinsey 7S model, which includes a business's strategy, structure and systems, which refer to how the business is run internally, and the style, skills, staff and shared values which are incorporated within the business. After the business has aligned these seven factors it can then decide what needs to be changed and how, in order to re-align it with the other factors within the business.

The other change management theory is Lewin's change management theory. This includes three steps, ~~the~~ unfreeze, change and re-freeze. The first step, unfreeze, refers to the stage where management

needs to persuade stakeholders that change is necessary for the survival of the business, which can be shown as data (declining sales, market share and customer base). The next step, change, is actually incorporating the change within the daily business activities and continual praise of the workforce to continue the legitimacy of the change and let staff/stakeholders know that it is positively affecting business and the organisation itself. The last step, re-freeze, refers to the setting of the new way things will be done, after challenging the core values and procedures which would have been deeply rooted into the company. These new changes need to be evident in business procedures on a daily basis.

Another change management theory is Kotter's 8-step theory which outlines eight steps how to successfully overcome change management within an organisation.

### Commentary

In this answer the candidate has provided several steps that the charity could have taken to implement the change that has been planned. They have identified actions such as nominating a project champion which has come from McKinsey's 7S model. The candidate then identifies Lewis Change Management model and identifies three steps within this model in terms of unfreeze, change and then refreeze the change. None of these steps have been explained which limits the answer to the top of Level 1.

To move the answer into the top of Level 2 then the candidate would need to explain what the steps that they had identified would involve. This would mean that the candidate would need to explain what the steps that they have identified would involve or explaining the appropriateness of the step that had been identified. This would need to be for all the steps that had been identified to move the answer to the top of Level 2.

## Exemplar Candidate Work

## Question 1(c) – High level answer

- (c) Produce a plan of action showing how the opening of *The Chima Charity* food bank should be managed.

Justify your plan of action, referring to theories of change management where appropriate.

[16]

The first thing the charity need to do is consult with all the key stakeholders such as the volunteers and social workers. This is so there is direct communication and each stakeholder can allay any fears they may have regarding the change. The next part of the plan will be to identify any resource requirements the change will need in this case they will need space to store the food parcels and vans to transport the food as this will help make change smoother.

The next stage of the plan is to appoint project champions. For this charity it will be the chair or trustees as they will be able to communicate with all stakeholders and make sure the change is on track and help remove any obstacles that are preventing the change. The last part of the plan is to invest in training initiatives as volunteers will now have to handle food and keep client details confidential they will have to receive training on how to do this. This will prevent things such as a breach of confidentiality.

This plan of action closely mirrors Kotter's change management theory which includes 8 steps which create urgency, coalition, vision and plan, communication, remove obstacles, create wins, Build on change and embed into culture. This is effective as it helps ensure that resistance is reduced as problems are removed at an early stage.

### Commentary

To begin this answer, the candidate has used a structured approach to initially and quite effectively move their answer in Level 3 through identifying some actions to manage the change that has been proposed. These are consulting with the key stakeholders, identifying resource requirements, appointing project champions and finally the investment in training. Each one of these actions has been explained, achieving Level 2, and impacts of these actions have also been provided following on from the explanations given, achieving Level 3.

At the end of the response, the candidate has made a clear link to a recognised change management theory in terms of Kotter's change management theory. This has been justified to gain the mark that has been awarded. To develop the answer further then the candidate would need to make sure that there is a holistic justification of the plan rather than justification of elements of the plan that has been devised. This then should be written in a detailed manner with clear links to a recognised change management theory to access the top marks within the mark scheme. It is important that the points that are made cover the entirety of the plan as in this instance this would have limited the mark to that awarded in the response above.

## Question 2 – resource

**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.

	<b>3 month Actual</b>	<b>3 month Prediction</b>
<b>Food parcel delivery data:</b>		
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
<b>Human resource indicators:</b>		
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**

## Question 2(a)

2 Refer to **Resource 2**.

(a) Outline **four** training needs at *The Chime Charity* food bank.

- 1.. **Indicative content:**
- food hygiene training
  - lifting and handling training
  - health and safety training
  - change management training
  - training in customer service
  - training in sensitivity/confidentiality/communication skills
  - training in managing a food bank
- 2..
- training in increasing fund raising
  - training in marketing and communication of new projects
  - training in project management.

[2]

**Exemplar responses:**

Training in food hygiene will be needed as volunteers will be handling food that could be a health hazard if not handled properly (✓✓).

[2]

3.. Training in health and safety and lifting techniques is required so that volunteers will be able to handle the food parcels correctly without injuring themselves (✓✓).

Customer service training is needed (✓).

Raising funds for the business (✓).

[2]

- 4.....
- .....
- .....
- .....

[2]

### Mark scheme guidance

One mark for each correct identification up to a maximum of four identifications, plus up to one for a correct and contextual development.

Training needs must be derived from the case study.

Development should be awarded for contextual application of the training to the case study.

**This question includes one embedded mark for applying knowledge from Unit 1 LO6: Understand the external influences and constraints on businesses and how businesses could respond.**

Annotate a contextual response with ✓✓ and a non-contextual response with ✓.

**Examiner comments**

This question related to looking at outlining different training needs that the charity would have at the food bank. Many candidates answered this question well through identifying a training need and then contextualising the answer either with the training need itself (for example, food hygiene training) or developing the training need in the context of the case study.

Candidates who did not score well on this question tended to do so because they provided generic training methods or commented on actions rather than training needs. This tended to manifest itself in terms of identifying the needs of the charity generally, such as “need a phone” or “need a van” rather than on the training need itself.

### Question 2(b)

**(b) Analyse the qualitative and quantitative data shown in Resource 2.**

Advise *The Chime Charity* food bank of the most important issues it needs to address to keep the change management process on track.

Justify your answer.

**[16]**

**Use levels of response criteria.**

**Issues include:**

- food donations are 33% down against the target
- requests for food parcels is 100% more than targeted for
- not all donations have been delivered only 225 of the 300 donated, equating to 75% delivered
- the van costs are 500% more than expected
- volunteer absenteeism is ten times higher at 30%
- the number of volunteers leaving is four times the prediction
- recruitment is half what was expected with 10 new volunteers
- 6 more volunteers left than was expected
- the set-up of the food bank is taking longer than expected
- volunteer motivation is being lost
- the project is getting a bad reputation amongst professionals as unreliable
- management is seen as not evident and disorganised
- key resources, telephone and van are not suitable for the project
- awareness of the food bank amongst potential donors of food is low
- demand for the food bank is high and outstrips supply
- there is an impression nobody is responsible for running the food bank
- volunteers can appear unfriendly
- the service can be seen as unreliable by users.

Consequences of not addressing issues include:

- not meeting the targets set for delivering help to needy people
- unsatisfied need for an essential service
- possible food waste
- demotivation and departure of volunteers
- excess running cost
- poor management of resources and volunteers
- shortage of manpower to run the food bank
- unreliable deliveries and reputation for unreliability amongst the users of the service
- poor reputation and therefore future difficulties in getting volunteers to run the food bank
- low awareness of ability to donate food, resulting in missed opportunity, fewer donations
- dissatisfied users
- possible decline in the use of the food bank
- possible hampering of its ability to bid for grants and donations to support the food bank
- possible closure.

.....

.....

**Exemplar responses:**

The data shows that demand for the food parcels is high **(L1)**, 100% higher than expected, with 900 requested against a target of 450, **(L2)**, this evidences the need for the food bank **(L3)** and the successful communication of what the food bank does **(L3)**.

However donations are lower than expected **(L1)**, down by a third at 300 against the prediction **(L2)** and representing a third of the 900 requested **(L2)**. As a consequence, the need for help with food is not being met **(L3)** and professionals and clients are being left dissatisfied **(L3)**.

Whilst the charity has appeared to have done well identifying and satisfying some of the need for help with food support, the resourcing of the project seems to be a big issue. The biggest resource issue is not having a project champion and manager of the change programme to make sure the food bank is set up, funded and operated properly. This is the biggest problem and without the leadership and clarity of a project leader the charity is likely to continue to lose volunteers and not maximise the supply of food donations, therefore it may not be able to continue operating. It is essential that *The Chime Charity* food bank appoints a project champion immediately to manage donations and resourcing of the project in the short term, to avoid this failure and maintain the reputation of the charity and help plan for the future, in the long term **(L4)**.

**Mark scheme guidance****Levels of response****Level 4 (13 – 16 marks)**

Candidate evaluates issues that need to be addressed at *The Chime Charity* food bank.

**Level 3 (9 – 12 marks)**

Candidate analyses issue(s) that need to be addressed at *The Chime Charity* food bank.

**Level 2 (5 – 8 marks)**

Candidate explains issue(s) that need to be addressed at *The Chime Charity* food bank.

**Level 1 (1 – 4 marks)**

Candidate identifies issue(s) that need to be addressed at *The Chime Charity* food bank.

**This question includes two embedded marks for applying knowledge from Unit 1 LO8: Be able to assess the performance of businesses to inform future business activities.**

**For Level 4:**

**13 marks** – a judgement has been reached about which issue is the most important with weak justification.

**14 marks** – a judgement has been reached about which issue is the most important with sound justification.

**15 marks** – a judgement has been reached about which issue is the most important with detailed justification.

**16 marks** – a judgement has been reached about which issue is the most important with full justification.

For Level 1, the difference between prediction and actual required for quantitative data e.g.

Do not accept “parcel donations” but do accept “lack of parcel donations”.

## Examiner comments

This question focused upon analysing the data provided within the case study in order to advise the most important issues that need to be addressed by the charity. This should be supported by a justification of the choice. Most candidates were able to point out issues from the data provided which needed addressing although they were not always analysed to the same degree of success as was evident in earlier questions on the paper. The skills required are very similar and centres should develop these approaches with their candidates for future sessions.

It is important to highlight the use of the data from the case study, and in particular the use of the quantitative data. Restating the data would not gain credit as identifying an issue, as candidates would be expected to identify that a change in the data is the issue. For example, identifying that food parcel requests were predicted at 450 parcels but that there were actually 900 parcels requested is not the issue. The issue is that the number had doubled, or had increased between the prediction and actual outcomes, which should have been focused upon.

Candidates that scored better on this question were able to identify the issue from the data (Level 1) and then explain the issue identified (Level 2) with an analysis of the impact or consequences of the data to achieve Level 3. In many answers this logical approach was not evident, making it difficult to build the arguments required. Few candidates were then able to achieve Level 4 as they either did not make a judgement as to which issues were most significant, or their judgement had no supportive comment. As with other justifications, candidates would be expected to provide depth and contextualisation in their responses to score at the highest of levels for this aspect of the mark scheme.

## Exemplar Candidate Work

## Question 2(b) – Low level answer

(b) Analyse the qualitative and quantitative data shown in Resource 2.

Advise *The Chime Charity* food bank of the most important issues it needs to address to keep the change management process on track.

Justify your answer.

[16]

The qualitative data ~~states~~ that in Resource 1 states that there is no project champion as Franca states "we are going to need a project champion. Mohammed also in Resource 1 states "we would need to raise more funds" this states that financially Chime Charity do not have the funds needed to pull off the change in Resource 2 the internal feedback from volunteers was mainly negative as Shida said "A lot of volunteers are losing enthusiasm" this states that the customer service at the foodbank is bad comments made from social workers also state that communication is very poor feedback from receivers of a food parcel was also very negative as Mr IAN said "the foodbank was late with my delivery" this states that the foodbank is not going well however there were some positives in the quantitative data as the number of food parcel request was double the amount they expected however the number of food parcel donations carried out was lower than expected. the volunteer abandonment was at 36% in comparison to a 3% prediction this states that many volunteers were not showing up to work

In conclusion I believe that the biggest issue that needs to be addressed was the customer service slow by the volunteers at the food bank as there were many negative comments regarding this issue in the qualitative data.

### Commentary

In this response the candidate has identified four pieces of quantitative and qualitative data from the case study material which they feel highlights the most important issues that need to be addressed for the charity. These relate to the need to appoint a champion, the need for additional funds, the lower than expected parcel donations and volunteer absenteeism. In this instance though the candidate did not provide any explanation with the points that they had made which limited their answer to the top of Level 1.

To move the answer into Level 2 then the candidate would be expected to develop the issues that they have identified from the case study. The most likely way of achieving this is likely to be through explaining why the issue they have identified will be an issue for the charity given the material provided within the case study.

It should also be noted though that candidates could also build upon the points they have made to achieve Level 1, and this could lead to an analysis to achieve a mark within Level 3. This would be done through the consideration of the consequences of not addressing the identified issue on the charity. This should be directly related to the charity to confirm the mark within Level 3.

## Exemplar Candidate Work

## Question 2(b) – High level answer

(b) Analyse the qualitative and quantitative data shown in Resource 2.

Advise The Chime Charity food bank of the most important issues it needs to address to keep the change management process on track.

Justify your answer.

[16]

One key issue Chime Charities seems to be facing with its bank food bank is the poor delivery. This is because it seems to be receiving almost requests than they planned for whilst also receiving almost donations than they expected. For example, of 900 requests for food, only 255 were delivered. This is a particular issue for the charity as they mainly aim to help the local (communities) which seems to be facing to do to the lack of support they give. This is also supported by Mrs. Gillis who surprised due to relative period she is - lack of analysis. It is (long) the (charity) did not accurately estimate the demand for a food bank which led to little success in its running. Therefore, the issue of poor

Management of debtors needs to  
 be dealt with to ensure  
 the charity meets its aims  
 in helping as many  
 consumers as possible. However, it  
 could be unfair to competitors.  
 Support for strength by the  
 food bank has fallen as well  
 as donations have been made  
 as the charity is still  
 establishing its food bank after  
 only 3 months. Therefore, the  
 services available is likely to  
 increase over time and  
 cost.

Another key issue with the  
 food bank is lack of  
 organisation which is largely due  
 to the lack of training trustees  
 have. This has led to  
 volunteers "doing whatever"  
 and high operating costs to be  
 the cause of higher costs than  
 expected, such as the low costs.

## Commentary

In this example response, the candidate has identified some of the issues that the charity is facing. They have considered both quantitative and qualitative data within their response. For the quantitative data it is important for candidates not to just state the data but also to identify what the change in the data may well have been.

One thing of note with this response is that the answer is particularly long which, whilst the candidate achieved a mark within Level 4, is not particularly time efficient when it comes to completing the remainder of the paper or allowing time for reviewing answers that have been given.

The key to achieving Level 4 is for the candidate to initially identify and issue with the data and then explain why this is an issue which will initially achieve Level 2. Candidates should then look to follow this by talking about the impact of this issue on the organisation used within the case study. This will allow access to Level 3 marks for the response. This is illustrated with the impacts outlined at the top of the second page of the response.

For Level 4 candidates would be expected to as a minimum make a judgement as to which is the most important issue and provide at least some justification for this. In this response, the candidate has identified the most important issue but has also provided some sound justification as to why this is the case. This answer can access the full mark range through providing a more detailed justification of the chosen issue which can be done through discussing why others not selected were not chosen as well as providing detailed contextual arguments for the selection made.



We'd like to know your view on the resources we produce. By clicking on the 'Like' or 'Dislike' button you can help us to ensure that our resources work for you. When the email template pops up please add additional comments if you wish and then just click 'Send'. Thank you.

Whether you already offer OCR qualifications, are new to OCR, or are considering switching from your current provider/awarding organisation, you can request more information by completing the Expression of Interest form which can be found here:

[www.ocr.org.uk/expression-of-interest](http://www.ocr.org.uk/expression-of-interest)

#### **OCR Resources:** *the small print*

OCR's resources are provided to support the delivery of OCR qualifications, but in no way constitute an endorsed teaching method that is required by OCR. Whilst every effort is made to ensure the accuracy of the content, OCR cannot be held responsible for any errors or omissions within these resources. We update our resources on a regular basis, so please check the OCR website to ensure you have the most up to date version.

This resource may be freely copied and distributed, as long as the OCR logo and this small print remain intact and OCR is acknowledged as the originator of this work.

OCR acknowledges the use of the following content:  
Square down and Square up: alexwhite/Shutterstock.com

Question Paper/Insert: Any reference to existing companies or organisations is entirely coincidental and is not intended as a depiction of those companies or organisations.

Please get in touch if you want to discuss the accessibility of resources we offer to support delivery of our qualifications:  
[resources.feedback@ocr.org.uk](mailto:resources.feedback@ocr.org.uk)

#### **Looking for a resource?**

There is now a quick and easy search tool to help find **free** resources for your qualification:

[www.ocr.org.uk/i-want-to/find-resources/](http://www.ocr.org.uk/i-want-to/find-resources/)

#### **ocr.org.uk/business**

OCR customer contact centre

##### **Vocational qualifications**

Telephone 02476 851509

Facsimile 02476 851633

Email [vocational.qualifications@ocr.org.uk](mailto:vocational.qualifications@ocr.org.uk)

OCR is part of Cambridge Assessment, a department of the University of Cambridge. *For staff training purposes and as part of our quality assurance programme your call may be recorded or monitored.*

© **OCR 2018** Oxford Cambridge and RSA Examinations is a Company Limited by Guarantee. Registered in England. Registered office 1 Hills Road, Cambridge CB1 2EU. Registered company number 3484466. OCR is an exempt charity.

