

**Cambridge Technicals
Business**

Unit 15: Change management

Level 3 Cambridge Technical in Business
05834 - 05837

Mark Scheme for January 2020

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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

Annotation	Meaning
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>Indicative content:</p> <ul style="list-style-type: none"> • cost of the project • resistance from staff • lack of funding for the project. 	2	<p>One mark for each correct identification up to a maximum of two identifications.</p> <p>Barriers must be from Resource 1 of the case study.</p> <p>“Finance” too vague as a rewardable response. “Stakeholder” too vague as a rewardable response.</p>
1	(b)	<p>Indicative content:</p> <ul style="list-style-type: none"> • <u>increase</u> in birth rate • <u>increase</u> in (migrant) population • availability of government grant. <p>Exemplar response: There is an increase in birth rate (1), this means there is more demand for maternity provision (1) and therefore the need for the beds in the new Mother and Baby Unit (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 explanations.</p> <p>External Drivers must be from Resource 1 of the case study.</p> <p>Direction of change required for birth rate and population.</p> <p>Driver required to award marks.</p> <p>To award all three marks there must be a link to the hospital.</p>
1	(c)	<p>Indicative content:</p> <p>Soft elements</p> <ul style="list-style-type: none"> • shared values (medical staff, nursing staff) • skills (medical, caring and construction skills for a maternity ward) • styles (the way medical and nursing staff work) • staff (focus on ward staff needs, e.g. need for a car park). 	2 marks x 2	<p>One mark for each correct identification up to a maximum of two identifications, plus one mark for each of two explanations.</p> <p>Explanations of the soft or hard elements selected should be in the form of an action that would allow that element to be achieved.</p> <p>The action MUST be linked to the element provided by the candidate.</p>

Question	Answer	Marks	Guidance
	<p>Hard elements</p> <ul style="list-style-type: none"> • strategy (plan to complete the Mother and Baby Unit) • structure (the hierarchy and responsibilities of hospital managers and medical staff and nurses) • systems (the processes medical staff, unit managers and nurses used to run the new Mother and baby Unit). <p>Exemplar response:</p> <p>Soft element: Shared values (1) Hold a staff meeting to share goals for the new ward (1).</p> <p>Soft element: Skills (1) A training programme for cleaning staff (1).</p> <p>Soft element: Style (1) Have a policy which allows nurses more flexibility to carry out their job (1).</p> <p>Soft element: Staff (1) Provide a shuttle bus for doctors who have to use a new car park (1).</p> <p>Hard elements: Strategy (1) A plan of action should be drawn up to meet the objectives of the hospital expansion plans (1).</p> <p>Hard elements: Systems (1) Create a system for how to run the new Mother and baby Unit (1).</p> <p>Hard element: Structure (1) Establish a new chain of command for doctors (1).</p>		<p>Explanation requires context (eg: patients, doctors, nurses, ward, babies, car park) but not Hope Hospital and not hospital.</p> <p>Answers relating to systems should relate to what the system will do.</p> <p>Answers relating to structure should relate to organisation structure.</p> <p>Answers relating to staff should relate to staff needs.</p>

Question		Answer	Marks	Guidance
1	(d)	<p>Use levels of response criteria.</p> <p>Responses include:</p> <p>Issues include:</p> <ul style="list-style-type: none"> • loss of staff car park • <u>disruptive</u> building work (which will increase their stress levels) • work will take a long time • dusty, smelly and noisy during building work • new building easier to work in (and help improve job satisfaction) • more beds • possible lack of funds for other projects due to limited funds at <i>Hope Hospital</i> • new service provision • more modern facilities • outside space to relax in 	16	<p>Levels of response</p> <p>Level 4 (13 - 16 marks) Candidate evaluates and justifies whether the proposed development of the new Mother and Baby Unit will have a greater implication on staff or patients.</p> <p>Level 3 (9 - 12 marks) Candidate analyses implication(s) of the proposed development of the new Mother and Baby Unit on staff/patients.</p> <p>Level 2 (5 – 8 marks) Candidate explains implication(s) of the issue of the proposed development of the new Mother and Baby Unit on staff/patients.</p> <p>Level 1 (1 – 4 marks) Candidate identifies issue(s) of the proposed development of the new Mother and Baby Unit on staff/patients.</p> <p>L1 – statement of the issue on staff/patients.</p> <p>L2 – impact of the issue on staff or patients.</p> <p>L3 – impact of the issue on staff and patients.</p> <p>L4 - evaluation – a justified decision as to which of the two stakeholders would be affected most.</p> <p>NB: Level 1 issue is required to award marks</p>

Question	Answer	Marks	Guidance
	<p>Exemplar response:</p> <p>There will be dust and dirt (L1) which will have a negative impact patients' health (L2); but it will also make the job of the staff harder (L3). Staff will not have a designated car park (L1) resulting in them having to park elsewhere (L2). It will also cause patients to potentially have to find alternative ways of travelling to the hospital as some staff may decide to use their parking spaces (L3).</p> <p>The new building will be easier to work in (L1) leading to hospital staff being able to do their job better (L2), it may also improve patient recovery time (L3). There will also be more beds within the new facility (L1) which will increase the workload of the staff if new staff are not employed (L2) but patients will be more likely to be seen in the hospital closer to where they live (L3).</p> <p>Overall, I think the biggest impact of the plans will be for maternity patients as they will have a modern facility (CONT) that supports greater care and wellbeing (L4). Some staff may be inconvenienced by not having a staff car park where the new unit is, but there may be alternatives for them on the site or nearby (L4); whereas for healthcare, there may be less choice for pregnant women to find a hospital close to them (L4).</p>		<p>13 marks – a justified selection of which of the two stakeholders would be affected most with no reference to the context</p> <p>14 marks – a justified selection of which of the two stakeholders would be affected most with context</p> <p>15 marks – a justified selection of which of the two stakeholders would be affected most with no reference to the context, including why the other stakeholder was not selected</p> <p>16 marks – a justified selection of which of the two stakeholders would be affected most with context, including why the other stakeholder was not selected</p>

Question		Answer	Marks	Guidance
2	(a)	<p>Use levels of response criteria.</p> <p>Issues which require an action could include:</p> <ul style="list-style-type: none"> • cracks in the new building's walls • missing hygiene signage in some wash rooms and toilets • cleaning regimes and techniques is not communicated effectively • lack of record keeping on when and how each area is cleaned • unclean mattress covers • unclean temperature probes • dirty toilets • poor personal hygiene <ul style="list-style-type: none"> ○ use hand gloves ○ change of hand gloves after initial use ○ not all staff wash hands after use of washrooms and toilets ○ very few patients and visitors wash hands after use of washrooms and toilets. 	16	<p>Levels of response</p> <p>Level 4 (13 - 16 marks) Candidate recommends and justifies an action plan to address the issues raised in the Hygiene Report.</p> <p>Level 3 (9 - 12 marks) Candidate analyses activities that <i>Hope Hospital</i> could include in an action plan.</p> <p>Level 2 (5 – 8 marks) Candidate explains activities that <i>Hope Hospital</i> could include in an action plan.</p> <p>Level 1 (1 – 4 marks) Candidate identifies action(s) that <i>Hope Hospital</i> could include in an action plan.</p> <p>L1 – Identify a stated issue.</p> <p>L2 – Suggests an appropriate action.</p> <p>L3 – impacts of the action on hospital of suggested activity.</p> <p>L4 - evaluation – a justified argument as to the recommended the action plan.</p> <p>There is no requirement to link actions to a stated change management theory although some candidates may do so. The theory in itself though should not provide the action.</p>

Question	Answer	Marks	Guidance
	<p>Exemplar response: There are cracks in the walls (L1), these need to be filled in (L2). This may help reduce the spreading of germs and infections in the hospital (L3). Cleaning regimes and techniques is not communicated effectively (L1) so training will be given to all staff (L2). This will reduce the risk of infection (L3).</p> <p>Call a meeting to address staff not keeping accurate cleaning records (L2). This will improve the reputation of the hospital (L3). Patients' and visitors' standards also need to be improved as few of them use wash their hands (L1). More signage should be put in place (L2). This will improve the care offered by the hospital (L3).</p> <p>This is an appropriate plan of action because it has at its core the drive to improve medical (CONT) staff hygiene in the Mother and Baby Unit by introducing systematic cleaning regimes (L4). This plan can be effective because if these systems are in place and managed, even with a poor attitude, hygiene issues can be spotted and rectified by <i>Hope Hospital</i> managers.</p>		<p>Answer must relate to Resource 2a of the case study.</p> <p>13 marks – a justification of why the action plan is beneficial is given with no context</p> <p>14 marks – a justification of why the action plan is beneficial is given with context</p> <p>15 marks – several points of justification provided as to why the action plan is beneficial with no context provided</p> <p>16 marks - several points of justification provided as to why the action plan is beneficial with context</p>

Question		Answer	Marks	Guidance
2	(b)	<p>Use levels of response criteria.</p> <p>Issues include:</p> <ul style="list-style-type: none"> • only two thirds of beds are available, 10 short of the 30 target • project completion has been delayed • 33% of beds not available, but only 6.7% under budget • staff satisfaction is 20% lower against its target of 90% • absenteeism is four times larger at 8% rather than 2% • use of temporary staff is at 25% of staffing as opposed to the planned 10% • there are concerns about permanent staff motivation • the use of temporary staff is stopping good team work • lack of funds to complete the Mother and Baby unit <p>Exemplar response</p> <p>The satisfaction of permanent hospital staff is below target (L1). This means permanent staff are likely to be demotivated (L2). Monitoring this issue should improve the quality of patient care at the hospital (L3).</p> <p>A <u>third</u> of beds have yet to be opened up (L2). Dealing with this issue should increase the number of maternity patients the hospital can treat (L3).</p> <p>Absenteeism of permanent staff is below target (L1) as it is four times higher than its predicted figure (L2). Dealing with this issue should avoid the hospital gaining bad publicity (L3).</p> <p>The proportion of temporary staff is an issue (L1) as one in four of staff are temporary (L2). Since temporary staff are expensive, monitoring this issue should reduce the strain on the hospital's budget (L3).</p>	16	<p>Levels of response</p> <p>Level 4 (13 - 16 marks) Candidate evaluates the most important issues to monitor to further improve the new Mother and Baby Unit.</p> <p>Level 3 (9 - 12 marks) Candidate analyses issues to be monitored at the Mother and Baby Unit.</p> <p>Level 2 (5 – 8 marks) Candidate explains issues to be monitored at the Mother and Baby Unit.</p> <p>Level 1 (1 – 4 marks) Candidate identifies issues to be monitored at the Mother and Baby Unit.</p> <p>Answer must relate to Resource 2b of the case study.</p> <p>L1 – Suggests an issue.</p> <p>L2 – Any development of issue.</p> <p>L3 – Beneficial impacts on the hospital of monitoring the issue.</p> <p>L4 – Evaluation with a justified decision as to the most important issue(s) to be monitored.</p> <p>13 marks – a justified selection of which is the most important issue(s) with no context</p>

Question	Answer	Marks	Guidance
	<p>The most urgent and important area to monitor is the finance for the Mother and Baby Unit (L4). This is important because it will enable hospital management (CONT) to plan how to complete the Unit (L4). This should help the motivation of permanent staff working in the not yet completed Mother and Baby Unit, as they know that the situation is not permanent and is being tracked and pushed along (L4).</p>		<p>14 marks – a justified selection of which is the most important issue(s) with context</p> <p>15 marks – a justified selection of which issue(s) of the most important with no context, including why the other issue(s) were not selected</p> <p>16 marks – a justified selection of which issue(s) of the most important with context, including why the other issue(s) were not selected</p>

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