

# **Cambridge Technicals Business**

## **Unit 15: Change management**

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

## **Mark Scheme for January 2022**

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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>a <u>reduction</u> in funding/ needs to <u>stay within</u> budget (1) needs to cut costs (+1)</li> <li><u>maintain</u> service provision (1) to meet needs of local community(+1)</li> <li><u>new/change</u> technology (1) allows staff to work from home/remotely (+1)</li> </ul> <p><b>Exemplar response:</b></p> <p>There has been a reduction in funding (1), which means that <i>Rushworth Council</i> will not be able to offer its existing services/ needs to cut down costs (+1).</p> <p>There has been a reduction in funding (1), leading to working from home (0).</p> <p>Maintain service provision (1) in order to meet the needs of local community (+1).</p> <p><i>Rushworth Council</i> has an updated technology system (1) meaning staff engagement can now be monitored remotely (+1).</p>	4	<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>Drivers <b>must</b> be identified to award marks.</p>
1	(b)	<p>Use levels of response criteria.</p> <p>Responses include:</p> <ul style="list-style-type: none"> <li>impact on attendance e.g. inability of staff to access hotel/ease of access to online training, offering training opportunities using the Internet may support flexibility/childcare commitments, face-to-face training programmes may not travel</li> </ul>	16	<p><b>Levels of response</b></p> <p><b>Level 4 (13 - 16 marks)</b> Candidate evaluates which of the training options will be the most suitable for <i>Rushworth Council</i>.</p> <p><b>Level 3 (9 - 12 marks)</b> Candidate analyses the advantage/disadvantage</p>

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	<ul style="list-style-type: none"> <li>• impact on quality of learning e.g. it will be difficult to engage workers for 8 hours/online training can be accessed in parts on separate days, training A is delivered by a specialist which may be better quality/ may be too advanced for workers, training B is planned internally more relaxed/convenient</li> <li>• impact on motivation e.g. enjoyment, interactivity luxury hotel buffet lunch</li> <li>• impact on cost e.g. hiring a luxury hotel will increase cost/online training will reduce cost</li> <li>• technology e.g. online training relies on an Internet connection/face-to-face training does not rely on technology or relies on less technology</li> <li>• impact on assessment e.g. test on topics learnt at training with option B</li> <li>• maintenance of service e.g. running one training day may disrupt services at the contact centre as most/all staff will be at the training and are not able to work. impact on resources e.g. hotel availability will determine when face-to-face programmes can be offered/online training programmes do not depend on hotel availability</li> </ul>		<p>of the training option(s) for <i>Rushworth Council</i>.</p> <p><b>Level 2 (5 – 8 marks)</b> Candidate explains advantage/disadvantage of the training option(s).</p> <p><b>Level 1 (1 – 4 marks)</b> Candidate identifies advantage/disadvantage of the training option(s).</p> <p><b>L1</b> – statement of an advantage/disadvantage of training option(s).</p> <p><b>L2</b> – development of the identified advantage/disadvantage.</p> <p><b>L3</b> – impact of the identified advantage/disadvantage on <i>Rushworth Council</i>.</p> <p><b>L4</b> - evaluation – a justified decision as to which of the options will be the most suitable for <i>Rushworth Council</i>.</p> <p><b>13 marks</b> – a <u>justified</u> selection of which training option will be the most suitable with no reference to the context e.g. pick + why good/better.</p> <p><b>14 marks</b> – a <u>justified</u> selection of which training option will be the most suitable with context.</p> <p><b>15 marks</b> – a <u>justified</u> selection of which training option will be the most suitable with no context, including why the other option was not selected e.g. pick + why better <b>AND</b> why the other rejected.</p>

Question		Answer	Marks	Guidance
		<p><b>Exemplar response:</b></p> <p>Training option A will cost more (<b>L1</b>) increasing the likelihood of the council exceeding its budget (<b>L3</b>).</p> <p>Training option B would allow the council to monitor staff engagement more closely (<b>L1</b>) because it includes a test (<b>L2</b>). This might improve the quality of customer service that the council provides (<b>L3</b>).</p> <p>Overall, I think the most suitable programme is option B. This is because it reduces cost which means that more services can be offered to local residents (<b>CONT</b>). Option A is not suitable because hiring a hotel will increase cost and the council is trying to reduce cost in order to keep offering important services like recycling and street cleaning (<b>L4</b>).</p>		<p><b>16 marks</b> – a <u>justified</u> selection of which training option will be the most suitable with context, including why the other option was not selected.</p> <p><b>CONT</b> e.g. local residents, remain within budget, minimise overspend, key services, local government funded/funding, waste collection and disposal, recycling, planning permission, street cleaning, public toilets, Customer Contact Centre, contact centre staff, call handlers, <u>access</u> to internet/hardware/computers.</p> <p><b>NOT</b> <i>Rushworth Council</i>, council, services, people or training.</p>
1	(c)	<p>Use levels of response criteria.</p> <p>Responses include:</p> <ul style="list-style-type: none"> <li>Physical resources that are no longer required: Customer Contact Centre building , less car parking space, canteen facility no longer required/moved to another location, fewer desks/chairs/computer hardware for offices</li> <li>Physical resources that are/may be required: new property space may be required to host/store specialist IT equipment/servers, IT hardware requirements to support the secure processing of customer information (remotely), providing Internet access for employees homes, purchasing accessories (chair/keyboard/mouse) to enable staff to work from home comfortably/safely, providing staff with a headset/laptop to work from home, less printing will be required as documents are stored online</li> </ul>	16	<p><b>Levels of response</b></p> <p><b>Level 4 (13 - 16 marks)</b> Candidate evaluates how the introduction of homeworking for CCC employees is likely to impact on <i>Rushworth Council's</i> physical resource needs.</p> <p><b>Level 3 (9 - 12 marks)</b> Candidate analyse(s) impact of homeworking on <i>Rushworth Council's</i> physical resource needs.</p> <p><b>Level 2 (5 – 8 marks)</b> Candidate explains impact on physical resource needs.</p> <p><b>Level 1 (1 – 4 marks)</b> Candidate identifies impact on physical resource need.</p>

Question	Answer	Marks	Guidance
	<ul style="list-style-type: none"> <li>Resource requirements that may not change: Consumables such as stationery may still be needed but will now need to be delivered to employees</li> </ul> <p><b>Exemplar response:</b></p> <p><i>Rushworth Council</i> will no longer need to rent as many parking spaces (<b>L1</b>). This will reduce the council's costs (<b>L3</b>).</p> <p><i>Rushworth Council</i> will need to provide a fast broadband connection for each homeworker (<b>L1</b>) otherwise staff will be unable to work from home effectively (<b>L2</b>) meaning labour productivity may fall (<b>L3</b>).</p> <p>The introduction of homeworking will have a positive impact on property needs. This is because the cost savings from running fewer properties will be significant, meaning the council can remain within budget (<b>CONT</b>). Furthermore, providing new laptops and headsets will only have a very small impact on the council's expenditure because there are only 22 staff (<b>L4</b>).</p>		<p><b>L1</b> – identification of resource need.</p> <p><b>L2</b> – any development of the resource need identified.</p> <p><b>L3</b> – analyses impact on resource need(s).</p> <p><b>L4</b> - evaluation – a justified decision as to the impact of the introduction of homeworking on <i>Rushworth Council's</i> resource needs.</p> <p><b>13 marks</b> – a <u>justified evaluation</u> of how the introduction of homeworking will impact on a physical resource need with a reason and no context.</p> <p><b>14 marks</b> – a <u>justified evaluation</u> of how the introduction of homeworking will impact on one physical resource needs with a reason and context.</p> <p><b>15 marks</b> – a <u>justified evaluation</u> of how the introduction of homeworking will impact on two or more physical resource needs with a reason and no context.</p> <p><b>16 marks</b> – a <u>justified evaluation</u> of how the introduction of homeworking will impact on two or more physical resource needs with a reason and context.</p> <p>NB: evaluation may refer to significance of impact (e.g. most, biggest, largest, negligible, none, least) or direction of impact (e.g. up or down) or whether impact is positive or negative.</p>

Question	Answer	Marks	Guidance
			<p><b>CONT</b> (local residents, key services, waste collection and disposal, recycling, planning permission, street cleaning, public toilets, modern office, spacious, 22 employees, headset/Internet <b>NOT</b> <i>Rushworth Council</i>, council, services, people, property, equipment.</p> <p>'Equipment' is too vague to be awardable at L1. As a minimum 'IT equipment' but item purchased/no longer needed is preferred (e.g. telephone, desk chair, Internet router).</p> <p>Increasing/decreasing profit and offering (key) services is <b>NOT</b> a valid impact (L3).</p> <p>References to saving money are explanatory (L2) but not analytical (L3) unless the learner links the point to a reduction in costs.</p> <p>Do not reward responses related to the need for training in the use of new equipment.</p> <p><b>VALID</b> public sector impacts include cost reduction, stay within budget, minimising overspend, increasing/ensuring value for money, reputation and protecting/maintaining/increasing service provision.</p> <p>Service offer/offering services must be directional to be awardable at L3.</p>



Question		Answer	Marks	Guidance
1	(d)	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• a lack of employee engagement (some employees show no sign of interest or enthusiasm)</li> <li>• lack of agreement on the need for change (some employees do not agree with the change)</li> <li>• staff inertia (staff do not see the need to make this change or any other change)</li> <li>• staff habits/routines are well-established (many do not like their routines being changed)</li> <li>• staff are fearful (some staff are scared about this change)</li> <li>• failure of previous initiatives (previous change unsuccessful)</li> <li>• poor leadership (earlier change was not led properly)</li> </ul>	2	<p>One mark for a correct identification up to a maximum of two identifications.</p> <p>Barrier must be from Resource 1 of the research brief.</p> <p>Do not award budget – this is a constraint on change but not a barrier to change.</p>
2	(a)	<p><b>Responses include:</b></p> <ul style="list-style-type: none"> <li>• to make sure the process is on track or identify any issues</li> <li>• to identify improvements to the original objectives and plan</li> <li>• to identify how well the managers are managing the change</li> <li>• to identify when the change management process is complete</li> </ul> <p><b>Exemplar response:</b> To identify any issues (1) so that they can be addressed quickly (0).</p> <p>To identify any issues (1) so that they can be addressed quickly by the council (0).</p>	2	<p>One mark for a correct identification of a reason up to a maximum of one identification, plus one mark for contextualised explanation of this reason.</p> <p>Development requires context (e.g. key services, government, government funding, homeworking) but <b>not</b> <i>Rushworth Council</i> and <b>not</b> council.</p> <p>Development must relate to the original identification rather than provide an additional and separate identification.</p>

Question		Answer	Marks	Guidance
		<p>To see how well the managers are managing the change (1) and whether the change management process is complete (0).</p> <p>To identify any issues (1) so that these can be addressed before the council is forced to cut its provision of key services (1).</p> <p>To make sure the process is on track (1) to reduce costs before a further reduction in government funding (1).</p>		
2	(b)	<p>Use levels of response criteria.</p> <p>Issues include:</p> <ul style="list-style-type: none"> <li>• longer waiting times on the telephone/call disconnections</li> <li>• it is difficult to escalate problems to a supervisor</li> <li>• staff feel isolated and have lost their sense of belonging</li> <li>• staff feel they were not fully involved in the planning</li> <li>• job satisfaction/morale is low</li> <li>• labour productivity has fallen (by 2.7 telephone calls per hour; a 19% fall)</li> <li>• average time to answer a telephone call has increased from 42 to 68 seconds (increase of 26 seconds; 61% deterioration)</li> </ul> <p><b>Exemplar response</b></p> <p>The data shows that labour productivity (<b>L1</b>) has fallen by 2.7 telephone calls per hour (<b>L2</b>). This may frustrate local residents and give the council a bad reputation (<b>L3</b>).</p> <p>Some staff do not enjoy their jobs as much (<b>L1</b>) which means that</p>	16	<p><b>Levels of response</b></p> <p><b>Level 4 (13 - 16 marks)</b> Candidate evaluates unresolved issues that need to be addressed at <i>Rushworth Council</i>.</p> <p><b>Level 3 (9 - 12 marks)</b> Candidate analyses unresolved issue(s) that need to be addressed at <i>Rushworth Council</i>.</p> <p><b>Level 2 (5 – 8 marks)</b> Candidate explains unresolved issue(s) that need to be addressed at <i>Rushworth Council</i>.</p> <p><b>Level 1 (1 – 4 marks)</b> Candidate identifies unresolved issue(s) that need to be addressed at <i>Rushworth Council</i>.</p> <p><b>L1</b> – identification of unresolved issues.</p> <p><b>L2</b> – any development of the unresolved issues identified or use of data.</p> <p><b>L3</b> – analyses impact of unresolved issues, must be business-facing.</p>

Question		Answer	Marks	Guidance
		<p>they may leave (L2), increasing the council's recruitment and training costs (L3).</p> <p>The most important issue for <i>Rushworth Council</i> to address is that staff morale is currently low. Improving staff morale is the most important because morale will have an impact on productivity which has already fallen from 14.5 to 11.8 calls per hour. Poor customer service will mean that local residents will be unhappy and the provision of key services will decline. On the other hand, the other issues will only impact negatively on productivity or absenteeism, rather than both, so these are less significant (L4).</p>		<p><b>L4</b> - evaluation – a justified decision as to which of the issues will have the greatest impact on <i>Rushworth Council</i>.</p> <p><b>13 marks</b> – a justified selection of which is the most important unresolved issue with the use of quant or qual data.</p> <p><b>14 marks</b> – a justified selection of which is the most important unresolved issue including why the other issue(s) were not selected with the use of quant or qual data.</p> <p><b>15 marks</b> – a justified selection of which unresolved issue(s) is the most important with the use of quant and qual data.</p> <p><b>16 marks</b> – a justified selection of which unresolved issue(s) is the most important, including why the other issue(s) were not selected with the use of quant and qual data.</p> <p>Do not reward responses that offer solutions to the problems identified.</p>
2	(c)	<p><b>Indicative content:</b></p> <ul style="list-style-type: none"> <li>• shared values (staff working from home and those working in offices)</li> <li>• skills (specific skills for staff working from home)</li> <li>• styles (the way staff and directors will work together remotely)</li> <li>• staff (focus on staff needs, e.g. motivation, belonging, relationships, avoiding isolation).</li> </ul>	4	<p>One mark for each correct identification of a soft element up to a maximum of two identifications, plus one mark for each of two contextual actions.</p> <p>The action must be contextual and allow that element <b>to be achieved</b>.</p> <p>The action <b>MUST</b> be linked to the element provided by the candidate.</p>

Question	Answer	Marks	Guidance
	<p><b>Exemplar response:</b>  Soft element: Shared values <b>(1)</b>  Hold a staff meeting to explain that this change will protect the provision of key services <b>(1)</b>.</p> <p>Soft element: Shared values <b>(1)</b>  Hold a staff meeting to explain why this change is essential <b>(0)</b>.</p> <p>Soft element: Skills <b>(1)</b>  Introducing a training programme to show staff how to access planning applications from home <b>(1)</b>.  Soft element: Skills <b>(1)</b>  Introducing a training programme so staff know what to do <b>(0)</b>.</p> <p>Soft element: Style <b>(1)</b>  Use technology to monitor staff to ensure that homeworkers manage their time effectively in order to meet the needs of local residents <b>(1)</b>.</p> <p>Soft element: Style <b>(1)</b>  Use technology to monitor staff so that support can be offered to those whose productivity has fallen <b>(0)</b>.</p> <p>Soft element: Staff <b>(1)</b> Provide employee breaks in between reviewing planning applications <b>(1)</b>.</p> <p>Soft element: Staff <b>(1)</b>  Provide employees with webcams <b>(0)</b>.</p>		<p>Explanation requires council specific context (e.g. key services, planning, planning application, planning approval, building, within budget, local residents) but <b>not</b> <i>Rushworth Council</i> and <b>not</b> council and <b>not</b> homeworking, working from home.</p>

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