

Friday 13 January 2023 – Morning

Level 3 Cambridge Technical in Business

05837/05878 Unit 15: Change management

Time allowed: 1 hour 30 minutes

C425/2301



You must have:

- the Resource Booklet (Insert C428)

You can use:

- a calculator



Please write clearly in black ink. **Do not write in the barcodes.**

Centre number

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Candidate number

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First name(s)

Last name

Date of birth

D	D	M	M	Y	Y	Y	Y
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INSTRUCTIONS

- Use black ink.
- Write your answer to each question in the space provided. If you need extra space use the lined page(s) at the end of this booklet. The question numbers must be clearly shown.
- Use the resource booklet to answer **all** the questions.

INFORMATION

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

ADVICE

- Read each question carefully before you start your answer.

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

1 Refer to **Resource 1**.

(a) Explain **two** changes in the **market** that have driven change at Beetz Sweetz plc.

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[4]

- (b) The directors have decided that all of Beetz Sweetz plc's packet sweets should be modified so that they are suitable for vegetarians. This decision has implications for stakeholders including supermarkets, which are one of Beetz Sweetz plc's major customers.

Evaluate which of the following stakeholder groups will be affected the most by this decision:

- customers
- employees.

[16]

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(c) Outline **one** barrier to change at Beetz Sweetz plc.

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..... **[2]**

(d) Amaya has confirmed that Beetz Sweetz plc will start to produce packet sweets that are suitable for vegetarians within the next few months.

Analyse **four** activities that Beetz Sweetz plc should include in a plan of action to manage this change.

Which one of the four activities is the most important? Justify your answer.

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2 Refer to **Resource 2**.

(a) Using the information in **Resource 2**, analyse the unresolved issues that need to be addressed so that Beetz Sweetz plc’s change management process remains on track.

Which one of these issues is the most important? Justify your answer.

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(b) Beetz Sweetz plc continues to make children’s lollipops that are not suitable for vegetarians.

Amaya wants to make another change so that all of Beetz Sweetz plc’s products are suitable for vegetarians. To support this change, Amaya is considering using Kotter’s 8 step process for leading change.

For each of Kotter’s steps shown below, describe **one** appropriate action that Beetz Sweetz plc could take to support the success of this change.

- Create urgency

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- Form a powerful coalition

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- Remove obstacles

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[6]

END OF QUESTION PAPER

ADDITIONAL ANSWER SPACE

If additional answer space is required, you should use the following lined page(s). The question numbers must be clearly shown in the margins – for example, 1(a) or 2(b).

A vertical line on the left side of the page is followed by 25 horizontal dotted lines, providing a ruled area for writing answers.

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