

- 4 Ageing workforce (1 mark), more women at work (1 mark).
- 5 A change from a hierarchical structure to a flatter structure (1 mark) means that employees have more authority in decision making (1 mark).

2 Understand the key aspects of theories of change management

- 1 One mark each for: strategy, structure, systems, shared value, style, staff, skills.
- 2 Hard elements can be controlled by management but soft elements are more difficult to control (1 mark). Hard elements are easy to identify whereas soft elements are less clearly defined (1 mark).
- 3 One mark each for: urgency, coalition, vision and plan, communicate, remove obstacles, create wins, build on change, embed to culture.
- 4 Short-term targets create motivation (1 mark) when reached, convincing stakeholders that change is achievable (1 mark).
- 5 Unfreeze (1 mark); prepare stakeholders for change by challenging existing culture (1 mark). Change (1 mark); communicate benefits of change to stakeholders and execute change (1 mark). Freeze (1 mark); incorporate change into core values (1 mark).

3 Be able to plan for change, manage change and overcome barriers

- 1 Reason 1 – to gain their support (1 mark) reason 2 – to gain their opinions on change (1 mark).
- 2 To tell employees what exactly they need to do (1 mark) to achieve the target set (1 mark).
- 3 A proactive approach anticipates change before it happens (1 mark); while a reactive approach is when change is implemented after something has happened (1 mark).
- 4 Stakeholder inertia refers to the unwillingness to do anything (1 mark), brought about by lack of clear objectives (1 mark).

- 5 Training existing staff (1 mark), recruiting new staff with relevant skills (1 mark), outsource project (1 mark).

4 Be able to assess the impacts of change on businesses and stakeholders

- 1 A product life cycle is the different stages a product typically goes through (1 mark). These are launch, growth, maturity and decline (1 mark).
- 2 The R&D function can find new ways of manufacturing a product (1 mark), to increase productivity (1 mark).
- 3 Increase product range (1 mark); enter a new market (1 mark).
- 4 If the local residents are resistant to change they might protest (1 mark). This could slow down the change process (1 mark), costing the business more money (1 mark).
- 5 Withdraw the supplies of goods (1 mark), change terms and conditions of trade (1 mark).

5 Be able to use data to monitor change management in businesses

- 1 Output level (1 mark); waste level (1 mark).
- 2 Profit (1 mark) before and after the change (1 mark) can be compared to see whether it has improved.
- 3 Benchmarking is the process of comparing a business with its competitors (1 mark) to evaluate the current performance of a business (1 mark).
- 4 Reason 1 – to make sure the process is on track (1 mark), otherwise remedial actions can be taken (1 mark); reason 2 – to identify improvements to the original objectives (1 mark) so that the process can be managed better (1 mark).
- 5 Shorter opening times mean customers have less time to shop (1 mark). Customers will be inconvenienced (1 mark); they will either fail to get what they want/need or might have to travel further to get what they want (1 mark).