

Leave blank

To answer each question, you will need to refer to one of the actual businesses that you have studied, and use the information that relates to businesses located in the town of Melford (UK).



1. *NKG Ltd* is a manufacturer of plastic products. One of its best selling products is a range of plastic bottles with white 'push top' caps. These plastic bottles are sold to producers of oils, lotions, shampoos and other cosmetics. The plastic arrives at *NKG Ltd*'s factory in the form of granules recycled from industrial waste, and is made into bottles.

The directors of *NKG Ltd* believe that the market for these plastic bottles is a fast-growing one, particularly in the rest of the European Union (EU). At present, *NKG Ltd* does not export its products. The directors plan to start a night shift at the factory to increase output for exporting the range of bottles. To do this, the directors want to recruit more staff, including an Export Sales Manager.

- (a) Compare the suitability of using a specialist magazine, rather than the local evening newspaper, to advertise for an Export Sales Manager.

.....

.....

.....

.....

.....

.....

.....

.....

.....

(4)



Eric works in *NKG Ltd's* Human Resources (HR) Department and will be responsible for recruiting and selecting these new staff. Eric must follow *NKG Ltd's* recruitment and selection policy as summarised below.

Our policy on recruiting and selecting staff.

We seek to:

- ensure that people are treated equitably regardless of sex, race, colour, ethnic or national origins, age, disability, socio-economic background, religious or political beliefs and affiliations, marital status, family responsibilities and sexual orientation;
- promote diversity in our staff by recognising the particular contributions to achieving *NKG Ltd's* mission that can be made by individuals with a wide range of backgrounds and experiences;
- promote and maintain an inclusive and supportive work environment;
- affirm the rights of individuals to be treated fairly and with respect, and afford opportunities to fulfil their potential.

(b) (i) Identify **two** recruitment and/or selection processes that will be influenced by *NKG Ltd's* recruitment and selection policy.

1

2

(2)

(ii) Explain how each process that you have identified in (b)(i) will be influenced by *NKG Ltd's* recruitment and selection policy.

1

.....

.....

.....

.....

2

.....

.....

.....

.....

(4)



Leave
blank

NKG Ltd requires applicants for senior posts to complete its application form rather than send in a Curriculum Vitae (CV).

(c) Outline **two** advantages to *NKG Ltd* of using application forms rather than CVs.

.....

.....

.....

.....

.....

.....

.....

.....

.....

(4)

Kim works in the Sales Department of *NKG Ltd*. She would like to be the Export Sales Manager. *NKG Ltd* operates a policy of internal promotion for all posts.

(d) Describe **one benefit** and **one drawback** to *NKG Ltd* of having this policy.

.....

.....

.....

.....

.....

.....

.....

.....

.....

(4)



Leave
blank

(e) Give **two** examples of a non-financial incentive that would be appropriate for the new post of Export Sales Manager.

.....
.....
.....
.....

(2)

In the space below, record the details of ONE business that you have studied during your course. Refer to this business when answering questions 1 (f) and 1 (g).

<p>Name of business:</p> <p>Main activities:</p> <p>.....</p> <p>.....</p>
--

Identify a vacancy for which employees are being or have been recruited by this business.

Vacancy

(f) What would be the recruitment process (but **not** the selection process) for this vacancy?

.....
.....
.....
.....
.....
.....
.....
.....

(4)



(g) Evaluate the recruitment **and** selection process used by this business.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

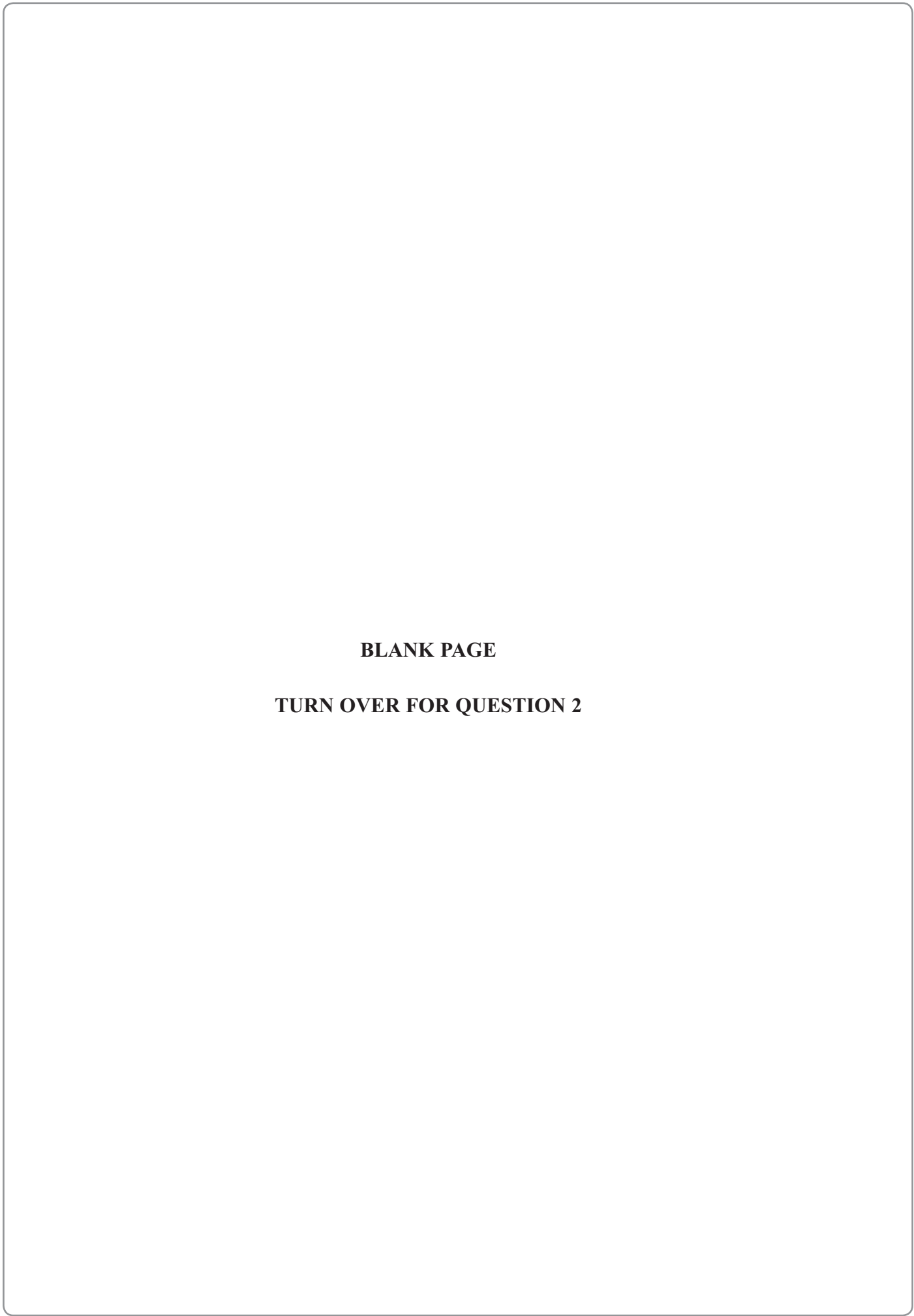
Leave blank

Q1

(6)

(Total 30 marks)





BLANK PAGE
TURN OVER FOR QUESTION 2



M 2 4 3 0 1 A 0 7 1 6



2. *Hewie plc* is a leading supermarket chain. Its branch in Melford is located on the edge of a large housing estate. Most of the shop-floor employees at the Melford branch live on this estate, including Annie, a checkout operator who is paid the minimum wage. Annie has recently returned to work after maternity leave.

The directors of *Hewie plc* propose to expand the Melford branch. The only nearby competition is from *Morris's*, an independent grocery store run by a sole trader.

(a) Describe how the ownership of *Hewie plc* and *Morris's* influences the way that each of them operates.

.....
.....
.....
.....
.....
.....
.....

(4)

One objective of *Hewie plc* is

"To achieve profit margins that compare with those of our competitors."

(b) (i) Why is this an appropriate objective for *Hewie plc*?

.....
.....
.....
.....

(2)

(ii) Show how **one other** objective would be appropriate for a leading supermarket chain such as *Hewie plc*.

.....
.....
.....
.....

(2)





Leave blank

The directors of *Hewie plc* plan to expand the Melford branch by purchasing a neighbouring site, presently used for general car parking. **Shareholders** and the **local community** are two stakeholder groups of *Hewie plc*.

(c) Discuss why some members of **each** stakeholder group are likely to **support** the planned expansion, and others are likely to **oppose** it.

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

(8)

(d) (i) What evidence is there in the information provided on *Hewie plc* that suggests it follows legislation to protect the well-being of its employees?

.....
.....
.....

(2)



Leave blank

(ii) State **two other** ways that *Hewie plc* is likely to protect the well-being of its employees.

.....
.....
.....
.....

(2)

In the space below, record the details of ONE business that you have studied during your course. Refer to this business when answering questions 2 (e) and 2 (f).

Name of business:
Main activities:
.....
.....

The following are examples of business functions: Marketing, Human Resources, Finance, Research and Development, Production.

Name **two** functions from your chosen business. (You may use the examples above if appropriate.)

1 2

(e) Describe how these two functions work together.

.....
.....
.....
.....
.....
.....
.....
.....

(4)



Leave blank

(f) Evaluate the contribution that **one** of these two functions makes to the success of this business.

Function

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

(6)

Q2

(Total 30 marks)

--	--



Leave blank



3. *Melford Ice Rink (MIR)* is owned and run by Melford Council. *MIR*'s stated aim is

"To give people the chance to skate in a safe and enjoyable atmosphere."

There are public sessions for all types of skaters, including a 'Learn to Skate' programme. There is a cafeteria; birthday parties and private hire can also be catered for.

Staff turnover at *MIR* is high for its Ice Rink staff. These are employees who are directly in contact with Ice Rink users, and who keep the Ice Rink running properly. Ice Rink staff do not receive any formal induction training, and often complain that their health and safety training is too basic for their needs. They regard their supervision and working conditions as poor, and their pay is low. As a result, the morale of Ice Rink staff is generally very low and this often communicates itself to customers.

(a) What evidence is there in the above paragraph to suggest that *MIR* may **not** be meeting its stated aim?

.....
.....
.....
.....

(2)

(b) (i) Describe **one** problem for *MIR*, **other than** low staff morale, that is likely to arise as a result of Ice Rink staff having no formal induction training.

.....
.....
.....
.....

(2)



Leave
blank

Staff at *MIR* do not belong to a trade union.

(ii) State **two** ways that membership of a trade union may improve the morale of the Ice Rink staff.

.....

.....

.....

.....

.....

.....

.....

.....

.....

(4)

(c) (i) Which **three** items of evidence in the information about *MIR* suggest that this business is **not** fully taking account of Frederick Herzberg's Hygiene Factors?

.....

.....

.....

.....

.....

(3)



Leave
blank

(ii) Analyse whether fulfilling these Hygiene Factors will bring job satisfaction to the Ice Rink staff.

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

(5)

Ice Rink staff are now to be offered additional health and safety training. This will be on-the-job.

(d) What would be **one** advantage and **one** disadvantage to *MIR* from operating on-the-job training for its staff?

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

(4)



In the space below, record the details of ONE business that you have studied during your course. Refer to this business when answering question 3 (e).

<p>Name of business:</p> <p>Main activities:</p> <p>.....</p> <p>.....</p>
--

(e) (i) State the main aim of your business.
.....
(1)

(ii) How does this aim vary from *MIR*'s aim 'To give people the chance to skate in a safe and enjoyable atmosphere'?
.....
.....
.....
.....
.....
.....
.....
(2)

(iii) To what extent do the roles and responsibilities of managers and other employees in your business help to achieve its main aim?
.....
.....
.....
.....
.....
.....
.....
.....



Leave
blank

.....

.....

.....

.....

.....

.....

(7)

(Total 30 marks)

Q3

TOTAL FOR PAPER: 90 MARKS

END

