

Hardie is a small town in the United Kingdom (UK).



1. Jim Kier owns and runs *Hardie Bakery* as a sole trader. *Hardie Bakery* makes bread and cakes, which are sold to local people from a shop that Jim owns in Hardie. Jim employs full-time and part-time staff in the bakery and shop. He banks the shop takings each night at the local branch of *Lloyds TSB* from where he borrowed money to start his business. Jim works in the bakery and keeps his own business records.

There are three supermarkets in Hardie. These compete with *Hardie Bakery* by selling bakery products either made in-store or bought from large-scale businesses, such as *RHM*.

- (a) (i) Using the above information, give **two** examples of stakeholders in *Hardie Bakery*.

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(2)

- (ii) Outline **one** area of interest that each of these stakeholders has in *Hardie Bakery*.

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(b) Using the information on page 2, describe how the ownership, control and financing of *Hardie Bakery* influences the way that it operates.

Ownership

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Control

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Financing

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The aim of *Hardie Bakery* is 'To offer great quality, efficiency and customer service'.

One objective for *Hardie Bakery* is 'To set and apply internal minimum hygiene standards'.

(c) (i) What is the difference between a business aim and a business objective?

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(ii) How does the objective stated above help *Hardie Bakery* meet its aim?

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2. *B&B Ltd* owns and operates twelve *Burger & Beans* 'fast-food' restaurants found throughout the region. Its head office is in Hardie. One of the twelve *Burger & Beans* restaurants is also in Hardie.

Each *Burger & Beans* restaurant recruits its own staff to cook the food and keep the premises clean and tidy. One role of the Human Resource Department at *B&B Ltd* is to recruit the Manager for each *Burger & Beans* restaurant.

At present, there is no Manager at the Hardie restaurant. The Human Resource Department at *B&B Ltd* has drawn up the following advertisement.

RESTAURANT MANAGER

We are seeking a hard-working and intelligent Manager with knowledge and experience of the fast-food industry, good interpersonal skills and the ability to work under pressure.

You will run our *Burger & Beans* restaurant in Hardie, and be responsible to the Sales Manager at *B&B Ltd* in Hardie for the efficient running of this restaurant.

Being in charge of full-time and part-time staff, you will be:

- *involved in work that is both interesting and varied*
- *employed by a progressive company that offers an attractive package of £18K plus bonus*
- *based in a pleasant working environment.*

Write in the first instance to

Bob Smillie at *B&B Ltd*, 44 Engels Hill, Hardie HD14 7SO

This advertisement has been placed in the local newspaper.



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(a) What would be **one other** suitable way to advertise or promote this post locally?

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(b) What role does a Job Description play in recruitment?

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(c) Using the job advertisement on page 8 give **two** examples of information that would come from the Job Description, and **two** that would come from the Person Specification.

Job Description

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Person Specification

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(d) (i) Give an example of an aptitude test **or** a psychometric test suitable for the post of Restaurant Manager. Tick the appropriate box.

Aptitude test

Psychometric test

Example

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(ii) Why is your example suitable for this particular post?

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(1)

An employee at *B&B Ltd's* head office has a physical disability, which means she uses a wheelchair. She is due to attend a training programme run by *B&B Ltd* at its Training Centre in a nearby town.

(e) Analyse **one** aspect of this planned training that *B&B Ltd* will need to consider on behalf of its disabled employee.

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B&B Ltd is an Investors in People (IiP) organisation.

(f) (i) What is the Investors in People standard?

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(ii) Outline **two** commercial advantages to *B&B Ltd* of being an Investors in People organisation.

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3. *Wendell Hospital* is located in Hardie. The hospital is a large employer in the town, and is a National Health Service (NHS) Trust.

The Mission Statement of *Wendell Hospital* is

Wendell Hospital strives to provide the finest diagnostic facilities and highest quality clinical care for the Hardie area.

We focus on patients, who are treated with efficiency and respect.

Our staff are well trained and motivated to foster their pride, personal growth and job satisfaction.

Wendell Hospital has a large Hospital Services Department that employs porters, cleaning assistants and cooks. Staff in this Department recently received a pay increase above the rate of inflation, and in return have agreed to take on extra duties to help the nurses.

Wendell Hospital has to work to very tight budgets. Recently, the NHS commissioned management consultants to review the operation of *Wendell Hospital* in order to save money. The management consultants published a Strategic Service Plan that contains a number of options. One option is to close the Accident and Emergency service at *Wendell Hospital* and move it to another hospital. A second option is to cut the number of Hospital Services Department staff.

- (a) (i) Using the above information, identify **two** factors that are likely to lead to Hospital Services Department staff being well motivated.

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(ii) Using the information on page 14, identify **two** factors that are likely to lead to Hospital Services Department staff being demotivated.

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The Hospital Services Department was, until recently, called the General Works Department, but was given a name change by hospital management.

(b) (i) Why are the porters, cleaning staff and cooks in this Department likely to be motivated by this change of name?

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(ii) Outline **one** reason why it is important for *Wendell Hospital* to have highly motivated staff in **every** Ward, Clinic and Department.

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Examples of United Kingdom (UK) and European Union (EU) legislation that protect the well-being of staff are

- Employment Act 2002
- Employment Rights Act 1996
- European Working Time Directive (Working Time Regulations 1998)
- Minimum Wage Act 1998

(c) Describe how staff in the Hospital Services Department will be protected by any **two** of the above.

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(d) Referring to the information on page 14, how are the values contained in the Mission Statement likely to be negatively affected by the proposals in the Strategic Services Plan?

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

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| Name of Business: |
| Main Activities: |
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(e) Analyse how implementing the Health and Safety at Work Act (1974) benefits employees in your chosen business.

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

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| <p>Name of Business:</p> <p>Main Activities:</p> <p>.....</p> |
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Select a group of employees **from your chosen business** (for example checkout staff, assembly line workers, accounts office staff).

Group selected

(f) Assess whether your chosen business allows this group of employees to achieve the Esteem level of Maslow's Hierarchy of Needs.

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Q3

(Total 30 marks)

TOTAL FOR PAPER: 90 MARKS

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