



General Certificate of Education
Advanced Level Examination
June 2013

Business Studies

BUSS4

Unit 4 The Business Environment and Managing Change

Thursday 20 June 2013 9.00 am to 10.45 am

For this paper you must have:

- an AQA 12-page answer book.
- You may use a calculator.

Time allowed

- 1 hour 45 minutes

Instructions

- Use black ink or black ball-point pen.
- Write the information required on the front of your answer book. The **Examining Body** for this paper is AQA. The **Paper Reference** is BUSS4.
- Answer **one** question from **Section A** and **one** question from **Section B**.
- Do all rough work in your answer book. Cross through any work you do not want to be marked.

Information

- The marks for questions are shown in brackets.
- The maximum mark for this paper is 80.
- You will be marked on your ability to:
 - use good English
 - organise information clearly
 - use specialist vocabulary where appropriate.

Research Theme – Organisational Culture

In your research on Organisational Culture, you should consider:

- factors influencing the culture of an organisation and cultural differences within an organisation
- the impact of organisational culture on business strategies and performance
- reasons for changes in organisational culture
- ways of changing organisational culture
- problems of changing organisational culture.

You are strongly recommended to compare and contrast a number of different types of organisational culture. You will not be asked a question on any one specific type of culture.

You should make reference to your research in your responses to **Section A** in the examination.

SECTION A

Answer **one** question from this section.

Read the item below and then answer **one** of the questions that follow.

Google

Google is the leading search engine in the world. It was founded in 1998 by Larry Page and Sergey Brin who met at university. Google made profits of over \$9 billion in 2011 and many analysts believe that its success is helped by its distinctive culture.

Although Google has grown a lot, the staff believe that it still maintains a small company feel. At lunchtime, for example, almost everyone eats in the office café sitting at whatever table is free and talking with members of other Google teams. The company's commitment to innovation involves openness and sharing of ideas. At Google ability is more important than experience and the membership of its teams reflect the company's global audience.

However, some commentators wonder whether the current culture of Google can be maintained as the business grows even more and as it gets older.

EITHER

0 1 To what extent do you think that the cultures of all highly profitable businesses are likely to be similar? Justify your answer with reference to your own research **and** the item above. *(40 marks)*

OR

0 2 The culture of a business will inevitably change over time. To what extent do you agree? Justify your answer with reference to your own research **and** the item above. *(40 marks)*

Turn over for Section B

Turn over ►

SECTION B

Answer **one** question from this section.

EITHER

0	3
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In 2012, many companies such as Thorntons, the chocolate retailer, and Comet, the electronics retailer, announced poor financial results as a result of difficult trading conditions. Several commentators claimed that such businesses had been unprepared for changes in their external environment.

To what extent do you think that it is possible for businesses to prepare effectively for changes in their external environment? Justify your answer with reference to Thorntons, Comet and/or any other organisations that you know. *(40 marks)*

OR

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In recent years, several banks have been criticised for taking too many risks with their lending, some supermarkets have been accused of bullying suppliers and a number of clothing retailers have allegedly used suppliers who employ child labour.

To what extent do you think that the activities of businesses need to be more regulated by the Government in the future? Justify your answer with reference to organisations and/or relevant examples of business activities that you know. *(40 marks)*

OR

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Exxon, Toyota and Nestlé have been some of the biggest companies in the world for many years.

To what extent do you think that large companies such as these are likely to increase in size further over the next 20 years? Justify your answer with reference to Exxon, Toyota, Nestlé and/or other organisations that you know. *(40 marks)*

END OF QUESTIONS