

**OXFORD CAMBRIDGE AND RSA EXAMINATIONS**

**Advanced GCE**

**BUSINESS STUDIES**

**2876**

Further People in Organisations

Thursday

**22 JUNE 2006**

Afternoon

1 hour 30 minutes

Additional materials:  
8 page Answer Booklet

**Candidates may use calculators in this examination.**

**TIME** 1 hour 30 minutes

**INSTRUCTIONS TO CANDIDATES**

- Write your name, Centre number and candidate number in the spaces provided on the answer booklet.
- Answer **all** questions.
- Write your answers on the separate answer booklet provided.
- If you need extra sheets of paper, fasten these sheets securely to the answer booklet.
- Read each question carefully and make sure you know what you have to do before starting your answer.

**INFORMATION FOR CANDIDATES**

- The number of marks is given in brackets [ ] at the end of each question or part question.
- The total number of marks for this paper is 60.
- You will be awarded marks for the quality of written communication where an answer requires a piece of extended writing.

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**This question paper consists of 3 printed pages and 1 blank page.**

## Stapleford & District Railway Society (SDRS)

SDRS is a charity, operated by volunteers, who on a rota basis, maintain and operate the track, carriages and steam engines for a 20 mile long railway. The railway operates at weekends in autumn and winter, but provides daily services in spring and summer when tourist trade is at a peak.

Piers Gaviston is chairman of SDRS, taking responsibility for organising meetings, communicating with volunteers, and drawing up staff rotas. He is also responsible for the training and induction of new volunteers. This includes aspects of health and safety, customer service and sale of tickets. Having been a life-long railway enthusiast himself he assumes that the volunteers will know much of what is required to carry out effectively any role allocated to them. However, any training Piers thinks is necessary can be difficult to organise because volunteers are not always available at the same times on the same days. When training is delivered by external consultants, SDRS often wastes money if sufficient volunteers do not attend and training sessions have to be cancelled. As a result, Piers has been considering stopping all future training and relying upon the common sense of the volunteer workforce regarding safe working practices.

Piers' biggest problems occur with the staffing rotas. He needs enough people to ensure the smooth running of the railway, and also to keep the track and track-side clear of weeds. Maintenance of the engines and carriages is also a major priority, but Piers finds it increasingly difficult to recruit volunteers with the necessary skills. Advertisements in local papers have generated little interest. Piers wonders if SDRS should try to recruit a core of three maintenance staff, paid £10 per hour, to work 20 hours each week on flexible contracts, in order to ensure that essential maintenance is always carried out. Piers, however, is concerned that this might cause two particular problems:

- SDRS would have to put up fares to pay for this;
- Piers thinks that some volunteers would be very annoyed, and might ask for some form of payment or stop offering their services altogether.

Apart from Piers, who is a salaried full-time employee of SDRS, the volunteers tend to have full-time jobs. The number of new volunteers has fallen steadily over the past three years, despite the growing popularity of the railway. Piers often has to ring round frantically to arrange emergency cover for those not able to meet their rota allocation. Often the people he tries to communicate with to organise cover are unobtainable and he is reluctant to contact volunteers when they are at work.

He always posts out rotas for the next four weeks at the beginning of each month, with a tear-off slip at the bottom of each letter for volunteers to confirm (or not) their availability. However, Piers only receives about 50% of the slips back, and assumes that volunteers will be available unless they indicate otherwise. Unfortunately, on several occasions last summer, some of the scheduled weekday trains had to be cancelled. This meant disappointed customers waiting for trains which had no driver, guard, or conductor. This meant lost revenue for SDRS.

**Table 1: Working hours for volunteers (Weeks ended 14 May and 21 May 2006)**

Section	Hours per week required	Hours per week actually worked	
		14 May	21 May
Engine Drivers	112	96	104
Conductors	56	48	42
Guards	56	48	40
Station staff	100	72	66
Track clearing	64	24	21
Maintenance	48	18	11
<b>Total</b>	<b>436</b>	<b>306</b>	<b>284</b>

Answer **all** questions.

- 1 (a)** Using Table 1, and showing your workings, calculate the percentage of:
- (i)** volunteer hours **not** covered in the week ending 14 May; [2]
  - (ii)** hours actually worked in the maintenance section for the week ending 21 May. [2]
- (b)** Discuss the possible reasons for the differing absence rates among volunteers. [10]
- (c)** Analyse possible consequences to SDRS of the way in which Piers chooses to communicate with volunteers. [6]
- (d)** Piers decides to advertise for three maintenance staff on 20 hour flexible contracts, paid at £10 per hour.
- Evaluate the potential Human Resource implications of this decision to SDRS. [16]
- 2 (a)** Analyse the implications to SDRS of holding personal data about its voluntary staff. [6]
- (b)** Discuss the possible consequences to SDRS if Piers stops all future training. [16]

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