

**ADVANCED GCE**  
**APPLIED BUSINESS**  
Managing Risk in the Workplace

**F257**

Candidates answer on the Question Paper

**OCR Supplied Materials:**  
None

**Other Materials Required:**  
None

**Tuesday 22 June 2010**  
**Morning**

**Duration: 2 hours**



Candidate Forename		Candidate Surname	
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Centre Number						Candidate Number				
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**INSTRUCTIONS TO CANDIDATES**

- Write your name clearly in capital letters, your Centre Number and Candidate Number in the boxes above.
- Use black ink. Pencil may be used for graphs and diagrams only.
- Read each question carefully and make sure that you know what you have to do before starting your answer.
- Answer **all** the questions.
- Do **not** write in the bar codes.
- Write your answer to each question in the space provided. Additional paper may be used if necessary but you must clearly show your Candidate Number, Centre Number and question number(s).

**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 **100**.
- The Quality of your Written Communication is assessed in questions marked with an asterisk (\*).
- This document consists of **16** pages. Any blank pages are indicated.

**Text 1**

Rebecca Green had always been interested in gardening and dreamt that one day she would own and run her own landscape gardening business. Two years ago, after qualifying as a professional gardener, Rebecca made her dream a reality. After leasing a small unit on an industrial estate, buying a van and some gardening tools (including a large petrol driven hedge-trimmer), Greener Pastures Gardening Ltd (*GPG Ltd*) was born.

Six months after setting up her business, Rebecca was amazed at how high demand for her gardening services was. Indeed, she was a little concerned about being overwhelmed running the business on her own.

Her worries were soon set aside when one of her friends from college expressed his interest in coming to work for her. Huw, who was only part-qualified, offered to help her out in order to ease the workload. Rebecca thought about Huw’s offer, and although she had some reservations, she decided to employ him.

During Huw’s induction at *GPG Ltd*, Rebecca outlined the nature of the contracts they would be working on which were small to medium-sized gardens. She stressed the importance of health and safety when undertaking the contracts. This included the need to conduct risk assessments before carrying out contracts and how to handle machinery. Although Huw had an understanding of the laws concerning health and safety, he had not yet had appropriate training. Rebecca, therefore, decided that she would need to supervise him on all contracts.

**Refer to Text 1.**

1 (a) In the context of health and safety, what is meant by the term ‘risk’?

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(b) Explain **three** requirements of the Health and Safety at Work Act in relation to *GPG Ltd’s* contracts.

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(c) State **two** features of the Provision and Use of Workplace Equipment Regulations.

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(d) Explain **three** responsibilities which Rebecca has to Huw as his employer in minimising risk.

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(e) Explain **two** benefits to *GPG Ltd* of minimising risk in the workplace.

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..... [4]

[Total: 20]

**Text 2**

One day, the business received an order to landscape a medium-sized garden. The customer, Georgina Matthews, wanted a 'total transformation'. After completing an initial risk assessment of the garden, Rebecca estimated that the job would take her and Huw two weeks to complete with the use of heavy-duty equipment. Although Rebecca was a bit hesitant about having Huw's help using heavy-duty equipment, she felt that, with proper supervision and reminding him of the Manual Handling Operations Regulations, the contract could be completed on time and safely.

At the end of the first week, things seemed to be going well, when unfortunately, Rebecca slipped on some mud in the garden and broke her ankle. On hearing her scream, Georgina rushed out and offered to take her to hospital. Rebecca was worried about leaving Huw on his own with all the equipment; but he assured her that he would be fine and that finishing the job was more important. Rebecca reluctantly agreed.

That afternoon, Huw decided to cut back a hedge with a large hedge-trimmer. As he was too short to reach the top, he used a step ladder that he found in Georgina's shed. He was balancing on the top of the ladder with the hedge-trimmer switched on, when disaster struck. The ladder gave way underneath him. As he fell, the hedge-trimmer cut his leg badly. Luckily, Georgina had returned and was able to call an ambulance to pick him up almost immediately.

A week later Huw was recovering in hospital. A nurse, when hearing his story, gave him the number of an injuries lawyer, Mehreen. On receiving Huw's call, Mehreen was adamant that she could get him some compensation from *GPG Ltd*. Huw agreed to start a claim against *GPG Ltd* for his injury.

**Refer to Text 2.**

**2 (a)** Identify **two** possible causes of Huw's accident.

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- 2: .....
- ..... [2]

**(b)** In the context of *GPG Ltd*, outline **one** basic principle of the Manual Handling Operations Regulations.

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(c) (i) Identify **one** type of on-the-job training Rebecca could have provided for Huw.

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(ii) Explain how on-the-job training of its employees could be of benefit to *GPG Ltd*.

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(d) (i) What is meant by the term 'duty of care'?

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(ii) Rebecca has a duty of care to Huw, as an employee.

Discuss the extent to which the actions of Huw may compromise his claim against *GPG Ltd*.

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[Total: 24]

Turn over

**Text 3**

Over the next six months Huw made a full recovery and he decided to drop the case against *GPG Ltd*. He did come back to work for the business but on the basis that he would stay in the office.

During this time it took Rebecca's ankle to mend, *GPG Ltd* continued to expand and she was able to recruit two fully qualified gardeners (Bob and Christine) into the business. The new gardeners were excellent at their jobs and, consequently, orders were pouring in. Indeed, as the business was becoming so profitable, Rebecca felt that it was time to 'branch out' and make her gardening empire bigger. She had heard that a local gardening tools specialist, Cutting's Tools Ltd (CT Ltd), was up for sale. Although CT Ltd was in a different market and its acquisition did carry a degree of strategic risk, it was the only tool hire shop in the local area. If Rebecca were to manage CT Ltd and leave Bob and Christine to undertake the gardening contracts with Huw in the office, she felt the new venture could work.

After having looked around CT Ltd and being impressed by its employees, Rebecca decided that *GPG Ltd* should purchase the business. She was aware that the premises of CT Ltd would need to be refurbished. A local builder quoted £20 000 for this job and was asked to start immediately.

**Refer to Text 3.**

**3 (a)** In the context of health and safety, what is meant by the term 'hazard'?

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**(b)** Explain **three** hazards to which the builder could be exposed when refurbishing CT Ltd's premises.

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(c) (i) What is meant by the term 'strategic risk'?

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Text 4

After spending two weeks refurbishing CT Ltd, the builder finished and Rebecca was pleased with the transformation. She informed Huw, Bob and Christine that she was going to manage the tool hire shop, leaving the three of them to run *GPG Ltd*.

During the first few months following the purchase of CT Ltd things seemed to be going well. However, as gardening contracts started to build up, Bob mentioned to Rebecca that some of these contracts required specialist skills such as tree pruning, something which only Rebecca possessed. He added that if he and Christine were not properly trained in such skills, Rebecca must be the one undertaking the work. Unfortunately, as Rebecca was too busy running CT Ltd and managing its 12 employees, she ignored Bob’s frequent phone calls attempting to discuss this matter.

Bob and Christine were struggling with the demands placed upon them. With Rebecca ignoring Bob’s calls, they tried to undertake the specialist gardening work themselves, but without proper training complaints about their service were flooding in. Huw was fed up with listening to the complaints and Bob and Christine felt abandoned. Christine suggested that the only way to get Rebecca to realise the seriousness of the situation was to take some form of industrial action. “Why don’t we have a sit-in? That way she’ll have to listen”, suggested Bob. They all agreed.

A week later Rebecca arrived at *GPG Ltd* to check how her staff were doing. To her amazement, she found them sitting in the office drinking tea when they were supposed to be working. After Bob had explained the problem, Rebecca was horrified that she had let things get so bad. “I’m so sorry everyone, how can I make things better for you?”, she asked.

Refer to Text 4.

4 (a) What is meant by the term ‘sit-in’?

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(b) Apart from a sit-in, describe **three other** forms of industrial action the employees of *GPG Ltd* could take.

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(c) Explain **two** factors which might affect the success of any industrial action at *GPG Ltd*.

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(d) Explain **three** stress-related conditions which Bob and Christine experience as a result of the demands placed upon them.

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(e) Recommend and justify whether or not Rebecca should appoint a manager to run CT Ltd.

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