

Write your name here

Surname

Other names

Centre Number

Candidate Number

Edexcel GCE

Business Studies

Advanced

Unit 4A: Making Business Decisions

Monday 20 June 2011 – Afternoon

Time: 1 hour 30 minutes

Paper Reference

6BS04/01

You must have:

Insert containing all source material (enclosed)

Total Marks

Instructions

- Use **black** ink or ball-point pen.
- **Fill in the boxes** at the top of this page with your name, centre number and candidate number.
- Answer **all** the questions in Section A and Section B.
- Answer the questions in the spaces provided
– *there may be more space than you need.*
- You may use a calculator.

Information

- The total mark for this paper is 80.
- The marks for **each** question are shown in brackets
– *use this as a guide as to how much time to spend on each question.*
- Quality of written communication will be taken into account in the marking of your response to Questions 7 (a) and 7 (b) in Section B. These questions are indicated with an asterisk*
– *you should take particular care on these questions with your spelling, punctuation and grammar, as well as the clarity of expression.*
- Candidates are expected to be familiar with Evidence A to G for this paper before the examination.

Advice

- Read each question carefully before you start to answer it.
- Keep an eye on the time.
- Try to answer every question.
- Check your answers if you have time at the end.

Turn over ►

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Section A

Evidence A to G was pre-issued before the date of the examination.

Using the evidence and your own knowledge, answer all six questions (total 30 marks).

Time allowed (35 minutes).

Additional Evidence H

Morrisons supermarket gets writer's block over children's toy

Growing up and learning to read is difficult enough, but this task has been made even more difficult by a set of alphabet building bricks which insists that a sailing boat is called a 'Yatch' and the device that keeps the rain off is an 'Umberlla'.

The unhelpful educational toys, made in China and sold for £3.22 in Morrisons, have now been removed from the shelves after a shopper spotted the spelling mistakes.

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Suzanne Toulson bought the bricks for her nine-month-old granddaughter Millie. When she pointed out the error to Morrisons, she was told the bricks would remain on sale until stocks ran out. 'When I contacted their customer services, they told me that new stocks were on their way but they were not going to withdraw the ones with mistakes but let them be sold instead. I couldn't believe their attitude. I have been back to my local store and there are at least a dozen toys on the shelves which still have the same mistake.'

10

The decision, however, has since been reversed. Customers can return the products to store for a full refund.

(Source: adapted from article by Sam Jones, guardian.co.uk, Tuesday 5 May 2009)

1 What is meant by the term 'Corporate Social Responsibility' (Evidence G)?

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(Total for Question 1 = 2 marks)



2 What is meant by the term 'Capital Expenditure' (Evidence A, line 12)?

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(Total for Question 2 = 2 marks)

3 Analyse how a conflict between **two** different stakeholder groups might result from the spelling errors outlined in Additional Evidence H.

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(Total for Question 3 = 6 marks)



4 In 2008 Morrisons' Capital Employed was £4 378 m, and in 2009 it was £4 520 m. Using this information and Evidence B, calculate the Return on Capital Employed for 2008 and 2009.

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(Total for Question 4 = 4 marks)



Section B

Decision-making report

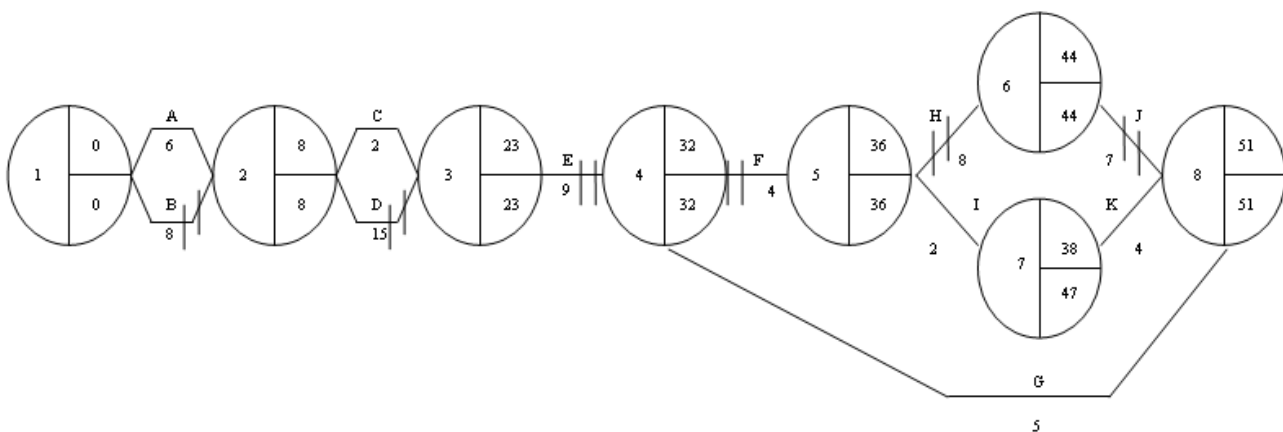
Read the following evidence carefully.

Using ALL the evidence and your own knowledge, answer both parts of the question (total 50 marks).

Time allowed (55 minutes).

- 7** Southern Counties Construction is a business contracted to build one of the new Morrisons' stores. The information below shows a basic schedule and network for a project such as this.

	Activity	Duration (weeks)	Preceding Activity/ies
A	Foundations	6	-
B	Drainage	8	-
C	Erect steel frame	2	A, B
D	Brickwork and blockwork	15	A, B
E	Roof structure	9	C, D
F	External window and doors	4	E
G	Internal floor tiling	5	E
H	Ceilings	8	F
I	Joinery and internal doors	2	F
J	Decoration	7	H
K	Fixtures and fittings	4	I



*(a) Assess the usefulness of this information to Southern Counties Construction **and** Morrisons when planning and building a new store.

(20)

A series of horizontal dotted lines for writing the answer.



Handwriting practice area with 20 horizontal dotted lines.



***(b) Evaluate the likely importance of staff benefits (Evidence C) in improving Morrisons' Human Resource Competitiveness.**

(30)

A series of horizontal dotted lines for writing the answer.



Handwriting practice area with 25 horizontal dotted lines.



