

Candidate forename						Candidate surname					
Centre number						Candidate number					

OXFORD CAMBRIDGE AND RSA EXAMINATIONS
ADVANCED SUBSIDIARY GCE
F291
BUSINESS STUDIES
An Introduction to Business

MONDAY 16 MAY 2011: Afternoon
DURATION: 1 hour

SUITABLE FOR VISUALLY IMPAIRED CANDIDATES

Candidates answer on the question paper.

OCR SUPPLIED MATERIALS:

None

OTHER MATERIALS REQUIRED:

A calculator may be used

READ INSTRUCTIONS OVERLEAF

INSTRUCTIONS TO CANDIDATES

- **Write your name, centre number and candidate number in the boxes on the first page. Please write clearly and in capital letters.**
- **Use black ink. Pencil may be used for graphs and diagrams only.**
- **Read each question carefully. Make sure you know what you have to do before starting your answer.**
- **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).**
- **Answer ALL the questions.**

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.**
- **The quality of your written communication will be taken into account in marking your answer to the question labelled with an asterisk (*).**

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STARBUCKS LOSES ITS SHINE

Starbucks is an international chain of coffee shops. It has over 15,000 branches in 49 countries including the UK. In the 1990s it expanded rapidly, but by 2009, after years of growth, the business was in trouble. So what happened? Some business consultants say Starbucks simply grew too fast, too soon.

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Starbucks' growth means that as well as 'coffee and cakes', the company also sells books, music, and films. These activities have, however, not always been profitable. "Success was built on the coffee experience," said one consultant. "By moving so far beyond that without a clear business plan, it risked losing everything."

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Starbucks has also been the target for protests on issues such as employment and also fairtrade policies. In 2008, an American court ordered Starbucks to pay its waiters and waitresses more than \$100m which managers had illegally taken from their tips. Others have claimed that Starbucks does not pay its suppliers an ethical price for its coffee. Starbucks disputes this and points to the fact that it has set up the 'Shared Planet' initiative to minimise environmental damage and to create a better future for coffee farmers.

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These criticisms have had some effect on consumer demand. Consumer demand has also been affected by a range of other external factors. To make matters worse, Starbucks has also been faced with the threat of higher costs for coffee as a result of poor harvests. Starbucks operates in an oligopolistic market, alongside other well known high street retailers such as Costa Coffee and Caffé Nero.

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A Starbucks' spokeswoman declined to comment on the closure of any under-performing UK coffee shops or how many it would open over the next year. 35 She said, "Starbucks continues to plan new store openings internationally, including in the UK."

Answer ALL questions.

- 1 (a) Starbucks is regarded as a large business. Identify TWO ways to measure the size of a business.**

1: _____

2: _____ **[2]**

- (b) Large businesses often gain economies of scale. Outline TWO economies of scale from which Starbucks might benefit.**

1: _____

2: _____

_____ **[4]**

- (c) ‘Starbucks operates in an oligopolistic market’ (line 30 on page 4). State TWO characteristics of an oligopolistic market.**

Characteristic 1: _____

Characteristic 2: _____ **[2]**

- (d) ‘Without a clear business plan, it risked losing everything’ (lines 12–13 on page 4). Outline TWO ways in which Starbucks could benefit from clear business planning.**

1: _____

2: _____

_____ **[4]**

You may draw a graph as part of your answer, but it is not necessary in order to gain full marks.

[illegible]

[6]

- 3 ‘Starbucks continues to plan new store openings internationally, including in the UK.’ (lines 36–37 on page 5) Analyse TWO human resource implications of this expansion.**

[illegible]

[illegible]

[10]

[illegible]

[illegible]

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5* Quality of written communication will be taken into account.

OTHER THAN ETHICAL ISSUES, evaluate factors that might determine the future success of Starbucks.

[illegible]

[illegible]

[illegible]

[illegible]

[18]

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