



ADVANCED GCE
BUSINESS STUDIES
 People in Organisations

F295

Candidates answer on the Question Paper

OCR Supplied Materials:
None

Other Materials Required:
None

SPECIMEN 2010

Duration: 2 hours



* OCR / 13561 *

Candidate Forename		Candidate Surname	
-----------------------	--	----------------------	--

Centre Number						Candidate Number				
---------------	--	--	--	--	--	------------------	--	--	--	--

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; however additional paper may be used if necessary.
- It is recommended that you spend 10–15 minutes reading and annotating the material in the Case Study. You will be expected to refer to this material in your answers.

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 assessed in questions that are indicated accordingly (*). Marks will be awarded for spelling, punctuation and grammar, use of appropriate form and style of writing, and for organising work clearly and coherently.**
- This document consists of **12** pages. Any blank pages are indicated.



Intermezzo Instruments Ltd (IIL)

Toni Giordano purchased Intermezzo Instruments from Pietro Inzhagi in October 2006, when Pietro decided to retire. Pietro began trading in 1986, operating from a large workshop complex in Watford. Intermezzo had soon built up a world-wide reputation for the production of quality hand-crafted violins and woodwind instruments. Pietro had only ever employed skilled craftsmen, whom he recruited from all over Europe, to work in Watford. As a result of this recruitment policy Pietro was able to ensure that Intermezzo's instruments were of the highest standard, a standard which was always expected by musicians. This method of recruitment however, caused problems when replacement workers were needed.

When Toni first visited Intermezzo to assess the business' potential he had spoken to many of the craftsmen. Several violinmakers had complained that Pietro was a very hard taskmaster. They did not like the way that he often stood over them whilst they were working, and did not like being criticised for working slowly. Some were annoyed that he did not pay them the 'going rate' for their skill, particularly as they knew that he made a handsome profit when he sold the instruments which they had painstakingly made.

Similar complaints had occurred when Toni had talked with the woodwindmakers. A further concern they had was the way Pietro forced them to work long hours to ensure that instruments were ready for when the customers needed them. They insisted that the combination of these factors made them make more mistakes and that as a result, Pietro was directly responsible for the increasing number of accidents in the workshops.

When Toni took over the business he decided that many changes needed to be made quickly. At a meeting with the workforce at the end of his first week in charge, he told them that from the beginning of 2007 the following changes would be introduced:

- Each department would be free to determine the times they started and finished work.
- Each department would vote for a rate of pay for their department from the total wages budget allocated by Toni.
- An apprenticeship scheme would be introduced to reduce the problem of recruiting replacements for craftsmen who leave or retire. Craftsmen be responsible for the training these apprentices on the basis of one apprentice to every three craftsmen.
- A new suggestion scheme would reward workers for ideas to make IIL more efficient.

Toni justified these changes by telling his workforce that they would certainly be the most empowered group of workers in the industry, if not in the whole of the U.K. He also predicted that these changes would safeguard everyone's jobs for the foreseeable future.

Toni has two other ideas which he wants to introduce. These are that:

- every worker would be responsible for their own budget for raw materials, and would be able to recommend, for example, the purchase of labour-saving equipment instead of their relying on using traditional tools only;
- representatives from each department would be expected to meet potential new customers for detailed discussions of each customer's requirements.

The combined effect of these two changes would be to make each department a profit centre and largely autonomous and responsible for much of its own marketing, costing and operations. Toni can see immediate advantages for the whole business. However, it would represent a significant cultural shift for the craftsmen, none of whom have any business experience. As a result, Toni is unsure whether or not to press ahead and make these 45 changes for 2008.



Table 1: Average weekly hours per employee (2006–2007):

<u>Department:</u>	<u>2006:</u>	<u>2007:</u>
Violinmakers	64	58
Woodwindmakers	66	33

Table 2: Hourly rates of pay per employee (2006–2007): (£ per hour)

<u>Department:</u>	<u>2006:</u>	<u>2007:</u>
Violinmakers	12	15
Woodwindmakers	8	20

Table 3: Number of employees per department (2006–2007):

<u>Department:</u>	<u>2006:</u>	<u>2007:</u>
Violinmakers	15	15
Woodwindmakers	21	24

N.B. These totals do not include apprentices.

Table 4: Average number of instruments produced per week per employee (2006–2007):

<u>Department:</u>	<u>2006:</u>	<u>2007:</u>
Violinmakers	1	1
Woodwindmakers	4	8

Table 5: Total number of accidents (2005–2007):

<u>Department:</u>	<u>2005:</u>	<u>2006:</u>	<u>2007:</u>
Violinmakers	1	4	5
Woodwindmakers	4	6	20

Table 6: Number of new customers (2006–2007):

<u>Department:</u>	<u>2006:</u>	<u>2007:</u>
Violinmakers	12	14
Woodwindmakers	8	24



Answer **all** questions.

- 1 (a) Using Table 1 and Table 2, calculate the percentage change in average weekly wages for violinmakers between 2006 and 2007.

.....
.....
.....
..... [2]

- (b) Using Table 5, calculate the percentage change in accidents in the woodwind-making department between 2006 and 2007.

.....
.....
.....
..... [2]

- 2 There has been a much larger increase in the number of accidents amongst woodwind makers between 2006 and 2007 than amongst violin makers (Table 5).

Analyse why this difference may have occurred.

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
..... [6]



.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

SPECIMEN

[18]

Paper Total [60]

DO NOT WRITE IN THIS MARGIN



SPECIMEN

PLEASE DO NOT WRITE ON THIS PAGE



PLEASE DO NOT WRITE ON THIS PAGE

SPECIMEN



Copyright Information

OCR is committed to seeking permission to reproduce all third-party content that it uses in its assessment materials. OCR has attempted to identify and contact all copyright holders whose work is used in this paper. To avoid the issue of disclosure of answer-related information to candidates, all copyright acknowledgements are reproduced in the OCR Copyright Acknowledgements Booklet. This is produced for each series of examinations, is given to all schools that receive assessment material and is freely available to download from our public website (www.ocr.org.uk) after the live examination series.

If OCR has unwittingly failed to correctly acknowledge or clear any third-party content in this assessment material, OCR will be happy to correct its mistake at the earliest possible opportunity.

For queries or further information please contact the Copyright Team, First Floor, 9 Hills Road, Cambridge CB2 1GE.

OCR is part of the Cambridge Assessment Group; Cambridge Assessment is the brand name of University of Cambridge Local Examinations Syndicate (UCLES), which is itself a department of the University of Cambridge.

