

Thursday 24 January 2013 – Morning

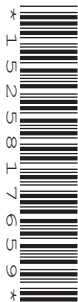
A2 GCE BUSINESS STUDIES

F295/01/RB People in Organisations

RESOURCE BOOKLET

To be given to candidates at the start of the examination

Duration: 2 hours
MODIFIED LANGUAGE



INSTRUCTIONS TO CANDIDATES

- The information required to answer questions 1–6 is contained within this Resource Booklet.

INFORMATION FOR CANDIDATES

- The information contained within this Resource Booklet is based on one or more real businesses.
- This document consists of **4** pages. Any blank pages are indicated.

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Furlongs

Furlongs is an upmarket tea and coffee shop in a market town in the South West of England. It serves a wide variety of snacks and meals, it has seating for just under 100 customers on two separate floors. There is also a section which sells gifts related to tea and coffee. The gifts include a range of teas and coffees for consumption at home, pottery items, teapots, coffee pots, biscuit tins and other kitchen items. Visitors to the area often buy these gifts as presents. 5

Gregory and Nicki Furlong purchased the premises, which were empty at the time, only 18 months ago. They operate the business as a partnership. In that short period of time, Furlongs has become an extremely popular place to visit for morning coffee, lunch and afternoon tea. The range of drinks, cakes and healthy meals is well known and explains why Furlongs has become so popular so quickly. Much of the food is produced by local businesses, which are contracted to produce the cakes, scones and other food items. Another key to its success is the high standard of service which is provided by Furlongs' staff. 10

Furlongs employs 18 staff on average over the year. Only six of the staff are full-time. The rest of the staff work varying hours depending on a combination of their choice and how busy Furlongs is. Most of the part-time staff are students. Gregory often has to ask the part-time staff to work another couple of hours a week when Furlongs is busy. Gregory is well liked by the staff and most will usually agree to work the extra hours. Part-time staff are not paid an overtime rate, so some will say that they are unavailable. 15

However, it was different when Gregory decided to open Furlongs on Sundays in the summer of 2012. Nicki was keen to establish Furlongs as an excellent place to eat which is open seven days a week. She thought that if Furlongs opened on Sundays, they would benefit from an increasing number of tourists in the area who are wandering around the shops and want somewhere to eat. 20

At first, staff were asked to volunteer to work on Sundays. When nobody volunteered, new rotas were drawn up making it compulsory for staff to work at least one Sunday every month. Many of the younger part-time staff did not want to work on Sunday, especially after a late night out on Saturday, even though Furlongs opens later at 10:30 am on Sundays. 25

For the first few Sundays, trade was slow and so only a few staff were needed at work. However, once trade increased, there was an urgent need to make sure more staff were available. Gregory suggested to Nicki that they should give staff an additional payment for working on Sundays. However, Nicki was not keen on the idea. She wanted to enforce the rota and make all staff worked at least two Sundays per month, instead of the original plan of them working at least one per month. She had already told Gregory that the additional costs of opening on Sundays had to be covered. 30

Matters were further complicated by a range of health and safety measures which Gregory was keen to implement. Although no new legislation had been introduced, he wanted to make sure the staff were well informed and safe. He was keen to make sure that the staff knew how to lift boxes correctly and how to handle food in an hygienic manner, as well as many other health and safety issues. Although staff were given regular training after opening hours, Gregory wanted to have a special training night when all the staff would come in after work. The staff would not be paid for attending, but Gregory thought that this would be an ideal opportunity to enhance the 'team spirit' so that staff continued to offer the excellent service which had helped establish Furlongs' reputation. 35 40

However, Nicki did not agree. She thought that they should change the regular training to on-the-job training in normal working hours. The staff would be able to cope more easily and have less to worry about. Gregory suggested that changing training methods and including more health and safety training would be seen as employee participation. The existing regular 45

training was usually only to make sure that the staff know about any new food and drinks which were to be offered on the menus; or, sometimes, a fire practice would be held.

It was clear to both Gregory and Nicki that Sunday sales had increased, although the sales fell back in the last quarter of 2012. Gregory could not understand why the number of staff leaving had increased since the introduction of Sunday opening (**see Table 1**).

50

Table 1 – Furlongs Labour Data 2012

| Quarter | Number of Staff Leaving |
|------------------|-------------------------|
| January–March | 4 |
| April–June | 3 |
| July–September | 6 |
| October–December | 7 |

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