

<b>Candidate Forename</b>		<b>Candidate Surname</b>	
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<b>Centre Number</b>						<b>Candidate Number</b>				
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**OXFORD CAMBRIDGE AND RSA EXAMINATIONS  
ADVANCED SUBSIDIARY GCE**

**F291**

**BUSINESS STUDIES**

**An Introduction to Business**

**TUESDAY 12 JANUARY 2010: Morning**

**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 clearly in capital letters, your Centre Number and Candidate Number in the boxes on the first page.**
- **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.**
- **Write your answer to each question in the space provided, however additional paper may be used if necessary.**

## **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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## ROYAL MAIL

Royal Mail, which is publicly owned, provides national and international distribution of letters and parcels. It owns the distributor Parcelforce, and the Post Office, which provides a variety of services through its network of post offices in the UK. 5

Royal Mail gets most of its revenue from delivering letters to homes but the growing use of email for personal and marketing purposes, has meant that the number of letters posted has declined. This has meant that its losses have increased. Royal Mail has also struggled to cope with the increased competition from other businesses offering mail and parcel delivery services. 10

Some have suggested that Royal Mail lacks clear objectives and that it has spent too much time resisting change and too little concentrating on customers' needs. For example, it has been suggested that other mail companies be allowed to collect mail and then distribute it using the Royal Mail's delivery workers. The Royal Mail could then charge them in the same way that BT charges other phone companies for the use of its network. Another suggestion is that the Post Office starts to offer more banking services. These would be useful in rural areas and some inner cities where banks have all but disappeared. These suggestions have been resisted. 15 20 25

In early 2008 Royal Mail announced that it intended to close 2,500 post office branches. The news led to a huge protest. A group which represents post office employees has reluctantly backed the closures in order to ensure that the rest of the network of post offices remains open. 30

Adapted from The Observer 30.3.08

**Answer ALL questions.**

- 1 (a) Royal Mail is publicly owned (line 1).**

**State TWO characteristics of a public sector organisation.**

**Characteristic 1 \_\_\_\_\_**

**Characteristic 2 \_\_\_\_\_ [2]**

- (b) Royal Mail has been accused of spending too little time on its customers' needs (lines 16–17).**

**Royal Mail might conduct some PRIMARY market research into its customers' needs and in doing so will use sampling.**

**State TWO reasons why it would use sampling.**

**Reason 1 \_\_\_\_\_**

**Reason 2 \_\_\_\_\_ [2]**

(c) Royal Mail might also consider using SECONDARY data as part of its market research.

Outline TWO sources of secondary data that Royal Mail could use to gather information about its customers' needs.

Source 1 \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Source 2 \_\_\_\_\_

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\_\_\_\_\_ [4]

**2 OTHER THAN MARKET RESEARCH, discuss the factors that are likely to determine the future success of Royal Mail.**

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**3 Royal Mail has faced 'increased competition from other businesses offering mail and parcel delivery services' (lines 11–12).**

**Analyse ONE way in which Royal Mail could be affected by the increased competition.**

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

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**[6]**

**4 Some have suggested Royal Mail lacks clear objectives (lines 14–15).**

**(a) Outline TWO differences between a tactical and a strategic objective.**

**Difference 1** \_\_\_\_\_

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\_\_\_\_\_

\_\_\_\_\_

**Difference 2** \_\_\_\_\_

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\_\_\_\_\_

\_\_\_\_\_ [4]

**(b) Analyse TWO ways Royal Mail might benefit from setting clear objectives.**

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**5\* Evaluate how Royal Mail’s stakeholders might be affected by the decision to close 2,500 post office branches.**

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