

Thursday 26 January 2012 – 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



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.

INSTRUCTION TO EXAMS OFFICER/INVIGILATOR

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Dreamline Cruises Ltd (DCL)

Dreamline Cruises Ltd (DCL) owns three ships, The Dreamer, The Wanderer and The Star, which all cruise the Mediterranean for the summer months. During the winter months the ships cruise the Caribbean.

Each ship is able to carry over 1,000 passengers and, on average, has a crew of approximately 500. The crews include officers, caterers, waiters, hospitality staff, entertainers, cleaners, mechanics and security staff. All are employed for a season, summer or winter, and many of the crew are employed for both. However, it is unusual for staff to stay with one particular ship for more than a couple of seasons.

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There are over 20 nationalities of staff on board The Dreamer, which is the largest of the three ships and the most recently upgraded ship that DCL owns. The Dreamer caters for passengers who are in need of a relaxing holiday and are used to high standards of service. The other ships are unable to offer the same quality of facilities and standard of service.

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The Captain of the Dreamer is German and his officers are from a wide range of countries, including Austria, the Philippines and across Eastern Europe. Although English is the language spoken on board, many of the crew use their own language for much of the time when they are not dealing with passengers.

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Problems have occurred amongst the catering staff who produce all of the meals for the four restaurants on board The Dreamer. These have arisen with, for example, the production of the bread rolls, cakes, and to a lesser extent, some of the puddings.

The Catering Officer, Apollo Lee, from Thailand, is concerned about the productivity of bread roll production. As a result there are occasions when passengers are kept waiting for the rolls, creating queues in the two buffet restaurants. He has made comparisons with production rates the previous year (2010) and found productivity rates have fallen considerably (see Table 1 below).

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Table 1 – Data for bread rolls and cakes (2010 and 2011)

Year	Average number of full-time employees producing bread rolls and cakes per day	Number of bread rolls produced (total per day)	Number of cakes produced (total per day)	Number of cakes rejected or damaged
2011	15	1,560	1,120	140
2010	15	2,250	1,200	100

Two of the catering staff responsible for the production of the bread rolls and cakes, Thea and Bing, have been concerned for some time about the standard of the equipment they have to use in the production process. Maintenance has not been carried out on a regular basis. In addition, the staff training programme has been cut to help provide more production time for the caterers. Bing, who is responsible for quality standards, has noticed that more cakes are being rejected and frequently damaged, as the trays within the ovens are not an exact fit. She has noticed that staff are rushing in order to meet the demands of the passengers who have heard about the exotic cakes which are served throughout the day.

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Lara Cheung, the Human Resources Officer, wants to introduce an effective and formal induction programme to help staff who are new to the ship. She suggested such a programme would be welcomed by the new staff and there would be considerable benefits for all concerned.

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Nastau Sinn is in charge of housekeeping. He is responsible for all the staff who deal with the cleaning and maintenance of the passenger cabins, as well as passenger needs. He has one of the largest teams of staff on board (see Table 2), and is faced with several problems with both new and established staff. Passenger requests are regularly being lost or ignored as a result of a variety of communication problems. With The Dreamer having 12 decks and only two staff lifts, meeting the demands of the passengers and ensuring routine cleaning, bed making and other duties is proving difficult.

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Table 2 – Average number of staff on board The Dreamer

Name of department	Average number of staff within the department
Officers	28
Housekeeping	180
Catering	145
Entertainment	35
Engineers and engine room	50
Finance	35
Retail	15

Another serious issue amongst the crew is the lack of opportunity for promotion or even any attempt to reward those who work well. The passengers are asked at the end of their cruise to fill in a brief questionnaire highlighting any staff who have been particularly helpful. The winning staff each receive a 'Crew of the Cruise' award, but the award does not have any monetary value and is not recorded anywhere. Employee participation is not taken seriously on any of DCL's three ships and probably even less so on The Dreamer, where the Captain is very autocratic.

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Head Office recently discussed the viability of upgrading The Wanderer and The Star. Discussions focused on the implications for DCL, in terms of any pricing policies and production schedules, as well as the actual costs involved. However, during the course of the discussions, many issues were considered.

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