

Thursday 24 January 2013 – Morning

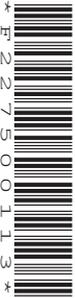
A2 GCE BUSINESS STUDIES

F295/01/RB People in Organisations

RESOURCE BOOKLET

To be given to candidates at the start of the examination

Duration: 2 hours



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, an upmarket tea and coffee shop, is located in a market town in the South West of England. It serves a wide variety of snacks and meals and has seating for just under 100 customers on two separate floors. There is also a section which sells gifts related to tea and coffee such as a range of teas and coffees for consumption at home, pottery items, teapots, coffee pots, biscuit tins and other kitchen items. These gifts are often bought as presents by visitors to the area. 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 of which only six are full-time. The rest 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. However, an overtime rate is not paid to the part-time staff and that occasionally influences some who 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. Opening on Sundays, she thought, would enable Furlongs to benefit from an increasing number of tourists in the area who are wandering around the shops and want somewhere to eat. 20

Staff were, at first, asked to volunteer to work on Sundays, but when the response was negative, 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 were reluctant to offer their services, especially after a late night out on Saturday, even though Furlongs only opens at 10:30 am on Sundays. 25

For the first few Sundays, trade was slow and so having only a few staff at work was sufficient. However, once trade increased, there was an urgent need to ensure more staff were available. Gregory suggested to Nicki that an additional payment could be made to the staff for working on Sundays. However, Nicki was not keen on the idea and wanted to enforce the rota and ensure that all staff did work at least two Sundays per month, unlike the original scheme of at least one per month. She had already told Gregory that the additional costs of opening on Sundays had to be covered. 30
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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 ensure the staff were well informed and safe. He was keen to ensure that the staff knew how to lift boxes correctly and were aware of how to handle food in an hygienic manner, as well as many other health and safety issues. Consequently, in addition to the regular training which took place, usually after opening hours, Gregory wanted to have a special training night when all the staff would come in after work. Although the staff would not be paid for attending, Gregory thought that this would be an ideal opportunity to enhance the 'team spirit' which he felt would ensure that staff continued to offer the excellent service which had helped establish Furlongs' reputation. 40
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However, Nicki did not agree and thought that by changing 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 training was usually only to ensure that the staff know about any new food and drinks which were to be offered on the menus; or, occasionally, a fire practice would be held.

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

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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