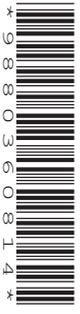# OCR
Oxford Cambridge and RSA

Friday 24 May 2024 – Afternoon

AS Level Business

H031/02 The wider business environment

Time allowed: 1 hour 30 minutes

You must have:
• the Resource Booklet

You can use:
• a calculator

Please write clearly in black ink. **Do not write in the barcodes.**

Centre number [ ][ ][ ][ ][ ]   Candidate number [ ][ ][ ][ ]

First name(s) _____

Last name _____

INSTRUCTIONS
• Use black ink.
• Write your answer to each question in the space provided. You can use extra paper if you need to, but you must clearly show your candidate number, centre number and the question numbers.
• Use the Resource Booklet to answer the questions in **Section B**.
• Answer **all** the questions.

INFORMATION
• The total mark for this paper is **60**.
• The marks for each question are shown in brackets **[ ]**.
• Quality of extended response will be assessed in questions marked with an asterisk (*).
• This document has **12** pages.

ADVICE
• Read each question carefully before you start your answer.

2

Section A

1 Explain what is meant by a 'kanban' stock control system.

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.... **[2]**

2
(a) Explain **one** advantage to a business of good employer/employee relations.

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.... **[2]**

(b) Explain **one** disadvantage to a business of poor employer/employee relations.

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.... **[2]**

3

3   Some budgeting data for a business is shown below.

	Budgeted	**Actual**
Revenue	£31 000	£30 000
Cost of sales	£19 500	£20 000
Gross profit	£11 500	

Calculate the gross profit variance, stating whether the variance is adverse or favourable.

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Answer .... **[3]**

4   Explain **one** way national government policies could affect an estate agent selling houses.

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.... **[2]**

5   A tomato farmer has monthly fixed costs of £500. The monthly break-even level of output for the farm is 2000 kg of tomatoes, at a selling price of £0.60 per kg.

Calculate how many kilograms of tomatoes the farmer needs to sell to achieve a monthly profit of £3000.

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Answer .... **[3]**

Turn over

4

6 Explain **one** difference between the law and ethics.

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.... **[2]**

7 Explain **one** way a restaurant might use benchmarking.

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.... **[2]**

8 An extract from a company's organisational model is shown below.

```
                    ┌──────────────┐
                    │  Managing    │
                    │  Director    │
                    └──────┬───────┘
          ┌───────────────┼────────────────┐
    ┌───────────┐   ┌───────────┐    ┌───────────┐
    │ Marketing │   │  Human    │    │Operations │
    │ Director  │   │ Resources │    │ Director  │
    │           │   │ Director  │    │           │
    └───────────┘   └───────────┘    └─────┬─────┘
                       ┌────────────────────┴──────────┐
                 ┌───────────┐              ┌───────────┐
                 │  Factory  │              │Facilities │
                 │  Manager  │              │  Manager  │
                 └─────┬─────┘              └─────┬─────┘
          ┌────────────┼────────────┐            │
    ┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────┐
    │ Shift A  │ │ Shift B  │ │ Shift C  │ │Facilities│
    │Supervisor│ │Supervisor│ │Supervisor│ │Supervisor│
    └──────────┘ └──────────┘ └──────────┘ └──────────┘
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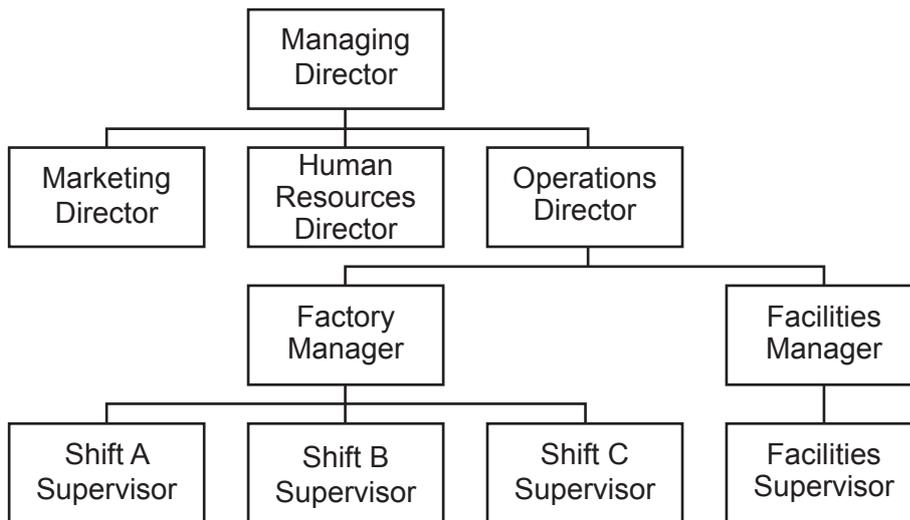
(a) Identify how this hierarchy is organised.

.... **[1]**

(b) Identify the Operations Director's span of control.

.... **[1]**

5

Section B

Use the information provided in the **Resource Booklet** to answer the following questions.

9 Explain what is meant by cash-flow.

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.... **[2]**

10* Evaluate the impact on **two** of GAME's external stakeholders of opening the central London gaming arena. **[12]**

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Turn over

6

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11 Calculate GAME's market share in 2019.

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Answer .... **[2]**

12 Explain **two** likely reasons why GAME chooses to operate in non-physical markets.

1 ....

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[4]

8

13* Evaluate the importance of Martyn Gibbs' leadership to the success of GAME.

[20]

Turn over

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END OF QUESTION PAPER

11
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