

Write your name here

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Edexcel
Principal Learning

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Business, Administration and Finance

Level 3

Unit 8: Responding to Change in Business

Wednesday 23 January 2013 – Morning

Time: 1 hour

Paper Reference

BA308/01

You do not need any other materials.

Total Marks

Instructions

- Use **black** ink or ball-point pen.
- **Fill in the boxes** at the top of this page with your name, centre number and candidate number.
- Answer **all** questions.
- Answer the questions in the spaces provided – *there may be more space than you need.*

Information

- The total mark for this paper is 50.
- The marks for **each** question are shown in brackets – *use this as a guide as to how much time to spend on each question.*

Advice

- Read each question carefully before you start to answer it.
- Keep an eye on the time.
- Try to answer every question.
- Check your answers if you have time at the end.

Turn over ►

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Answer ALL questions.

Some questions must be answered with a cross in a box ☒. If you change your mind about an answer, put a line through the box ☒ and then mark your new answer with a cross ☒.

1 Which **one** of the following is a social factor that will impact on a business?

A	Economic growth	<input type="checkbox"/>
B	Education	<input type="checkbox"/>
C	Pollution	<input type="checkbox"/>
D	Consumer law	<input type="checkbox"/>

(Total for Question 1 = 1 mark)

2 Which **one** of the following is an internal cause of change?

A	Customer feedback	<input type="checkbox"/>
B	Interest rates	<input type="checkbox"/>
C	Prices of imported raw materials	<input type="checkbox"/>
D	Developments in nanotechnology	<input type="checkbox"/>

(Total for Question 2 = 1 mark)

3 A change in consumer law is **most likely** to include controls over which **one** of the following?

A	Sex discrimination in the workplace	<input type="checkbox"/>
B	Products being fit for purpose	<input type="checkbox"/>
C	A safe working environment	<input type="checkbox"/>
D	Employees receiving holiday pay	<input type="checkbox"/>

(Total for Question 3 = 1 mark)



4 Which **one** of the following is **most likely** to occur due to high levels of unemployment?

A	An increase in the supply of resources	<input type="checkbox"/>
B	An increase in taxation	<input type="checkbox"/>
C	A decrease in the size of the population	<input type="checkbox"/>
D	A decrease in the rate of inflation	<input type="checkbox"/>

(Total for Question 4 = 1 mark)

5 An ageing population is **most likely** to have which **one** of the following effects?

A	Changing patterns of demand	<input type="checkbox"/>
B	Less spending on pensions	<input type="checkbox"/>
C	Reduced spending on the National Health Service	<input type="checkbox"/>
D	An increased value of the pound	<input type="checkbox"/>

(Total for Question 5 = 1 mark)



Read the information below and answer the questions that follow.

The Royal Mail operates the national postal service for the UK. In 2011 the Royal Mail employed 165 000 employees. This made it the second largest employer in the UK, after the NHS.

The global economy had a major impact on the Royal Mail resulting in increased competition. Trade liberalisation made it easier for multinational companies to enter new markets, such as the Dutch giant TNT which set up postal services in the UK.

The coalition government introduced the Postal Services Act in 2011. This allowed for the privatisation of 90% of the Royal Mail. With the government's borrowing at high levels it was looking to cut costs. Between 2002 and 2011, the Royal Mail had reduced the numbers employed by 65 000. Reports suggested that a further 40 000 jobs were likely to go over the period to 2016.

In May 2010 the Royal Mail appointed Canadian, Moya Greene, as its new Chief Executive Officer. She had been the head of the Canadian postal service. In this role she concentrated on cost minimisation by reducing absenteeism and increasing mechanisation. Canadian postal workers took strike action during Greene's leadership. She was accused of being ruthless in her dealings with the workforce.

In the UK, the Communications Workers Union (CWU) became increasingly worried about redundancies amongst the Royal Mail's workforce. It sought to gain an agreement on job security. In 2011 one third of the workforce had been at the Royal Mail for over 20 years. The average age of the Royal Mail's workforce was 44.

6 The Royal Mail is affected by changes in the business environment.

Describe how each of the following affects the Royal Mail.

(a) Increased mechanisation.

(3)

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(b) Changes in government policy.

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(c) Trade liberalisation.

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(Total for Question 6 = 9 marks)



7 The Royal Mail is planning to make further large scale redundancies.

Explain how this could impact on the way the Royal Mail manages its workforce.

(Total for Question 7 = 6 marks)



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The Royal Mail measures its success using a number of key performance indicators (KPIs). These include measures of quality and customer satisfaction. In 2011, it achieved its target for the next day delivery of First Class post with a 93% success rate and 85% of its customers were satisfied with the Royal Mail's service. Accidents in the workplace were reduced by 25%.

Prices are amongst the lowest in Europe and deliveries are made six days a week. The Royal Mail is trusted by the public and the brand name is strong. In 2011 the Royal Mail received external awards for the operational excellence of some of its mail centres.

The ways in which people communicate with each other has changed. It is now far easier and quicker to exchange information through email, text or social networks. Whilst delivery of letters is falling there has been a boom in the delivery of parcels due to online shopping through sites such as Amazon and eBay. As one type of market declines new opportunities arise.

In 2010-11 the Royal Mail invested £400 million in modernisation. For example, 378 walk sequencing machines save time by automatically sorting letters into the most efficient routes for postmen and women. Hand-held devices record customer signatures to validate deliveries. Tracking systems have been put in place to follow parcel movements.

The Royal Mail is working closely with the Communications Workers Union (CWU) to keep it informed about changes. If the Royal Mail is to meet its objectives of modernising the organisation whilst reducing employee numbers it will have to take into account the views of the CWU's members, 120 000 of whom work for the Royal Mail.

8 The impact of change and the success of its implementation can be investigated and evaluated by the measurement of changes in quality or customer satisfaction.

(a) Outline **two** benefits of using quality or customer satisfaction data to judge the success of change at the Royal Mail.

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9 Other than by providing information, explain **two** ways the Royal Mail might overcome employee resistance to change.

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(Total for Question 9 = 8 marks)



10 Discuss how large organisations such as the Royal Mail could use Lewin’s Force Field Analysis to achieve successful change.

(Total for Question 10 = 10 marks)

TOTAL FOR PAPER = 50 MARKS



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