



General Certificate of Education  
Advanced Level Examination  
June 2011

## Business Studies

## BUSS4

### Unit 4 The Business Environment and Managing Change

Monday 20 June 2011 1.30 pm to 3.15 pm

**For this paper you must have:**

- an AQA 12-page answer book.
- You may use a calculator.

**Time allowed**

- 1 hour 45 minutes

**Instructions**

- Use black ink or black ball-point pen.
- Write the information required on the front of your answer book. The **Examining Body** for this paper is AQA. The **Paper Reference** is BUSS4.
- Answer **one** question from **Section A** and **one** question from **Section B**.
- Do all rough work in your answer book. Cross through any work you do not want to be marked.

**Information**

- The marks for questions are shown in brackets.
- The maximum mark for this paper is 80.
- You will be marked on your ability to:
  - use good English
  - organise information clearly
  - use specialist vocabulary where appropriate.

### Research Theme – Corporate Social Responsibility

In your research on Corporate Social Responsibility you should consider:

- the potential benefits of Corporate Social Responsibility relative to the costs for businesses and stakeholders
- the importance of Corporate Social Responsibility relative to other corporate objectives
- the influences determining which responsibilities are accepted by a business and which are not
- the factors that determine the extent to which a business is socially responsible
- the value and limitations to businesses and stakeholders of social reporting
- the extent to which governments should influence Corporate Social Responsibility.

You are strongly recommended to research different organisations and industries and to compare and contrast their approaches to Corporate Social Responsibility.

You should make reference to your research in your responses to **Section A** in the examination.

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**SECTION A**

Answer **one** question from this section.

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Read the item below and then answer **one** of the questions that follow.

The BAT Group is one of the world's largest tobacco companies with over 250 tobacco brands sold in over 180 markets. It began social reporting in 2001 to help "embed the principles of corporate social responsibility (CSR) throughout the Group".

The BAT approach to CSR includes:

- workshops to educate employees
- discussions with stakeholder groups
- clearly defined management responsibility for social reporting.

BAT's work includes reducing its environmental impact, combating the illegal trade internationally in tobacco, lobbying for a minimum age for tobacco sales, campaigning to tackle under-age smoking, publishing the ingredients of its brands, and working to address human rights issues in its supply chain.

BAT's social reports follow guidelines established by leading non-profit organisations and are independently audited.

**EITHER**

0	1
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With reference to your own research and the item above, to what extent do you think that social reporting is now essential for businesses? *(40 marks)*

**OR**

0	2
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With reference to your own research and the item above, do you think that the ability of a business to act successfully in a socially responsible manner is mainly determined by the products it produces? *(40 marks)*

**Turn over for Section B**

**Turn over ►**

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**SECTION B**

Answer **one** question from this section.

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**EITHER**

0	3
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The business world is becoming increasingly global. As a result of this, many companies, such as Costa Coffee and Dyson, have changed their strategies in relation to the markets they target or where they produce. Does the increasingly global nature of business mean that all organisations need to change their strategies significantly to achieve higher profits? Justify your answer with reference to Costa Coffee, Dyson and/or other organisations that you know. *(40 marks)*

**OR**

0	4
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Some analysts claim that the achievements of chief executives, such as Terry Leahy at Tesco and Philip Green at Arcadia, show the difference a leader can make to the performance of a business. To what extent do you think that a leader can make a significant difference to the long-term success of an organisation? Justify your answer with reference to Tesco, Arcadia and/or other businesses or leaders that you know. *(40 marks)*

**OR**

0	5
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The Chief Executive of Samsung Electronics recently told its employees that, "We must begin anew. Most of Samsung's flagship businesses and products will become obsolete within ten years." This corporate strategy of reinvention would inevitably involve significant change for employees. Do you think that resistance from employees is likely to be the biggest problem for a business that wants to reinvent itself? Justify your answer with reference to Samsung Electronics and/or other organisations that you know. *(40 marks)*

**END OF QUESTIONS**