

3. A J Moore Ltd is a manufacturer of furniture. On page 4 there is a network diagram for the production of one of its wardrobes. Activities A to L need to be carried out in order to build one wardrobe, with the time allocation **being given in minutes**.

(a) Fill in the *earliest start times* and *latest finishing times* on the diagram on page 4. [5]

(b) Mark the critical path on the diagram on page 4. [1]

*(Tear out page 4 and place it in your answer book.)*

(c) Discuss the usefulness of critical path analysis to a company such as A J Moore Ltd. [8]

#### 4. Battlelines drawn for the 2010 national minimum wage increase

Although the increases in the national minimum wage for 2007 and 2008 were accepted by employers and unions with the minimum of fuss, the discussions about the following years' increases caused a great deal of controversy. The economic context of stagnating growth led to significant differences of opinion that the Low Pay Commission, which decides the level of the minimum wage, had to take into account.

The British Retail Consortium (BRC), which represents employers in the retail trade, argued that tough trading conditions meant that the increase in 2010 should fall on the lower side of average earnings at around 1%. On the other hand, a spokesman for the shopworkers' union USDAW said that the union would push for the minimum wage to be increased to £6 an hour, an increase of nearly 3.5%. Eventually it was decided to set the rate from October 2010 at £5.93 an hour for workers aged over 21, an increase of 2.2%.

Consider the view that there are advantages and disadvantages to **both** employers and employees from having a national minimum wage. [10]

### SECTION B

*Answer one of the following questions.*

5. "Without substantial expenditure on research and development, few businesses are likely to be successful." Discuss. [20]
6. "Since businesses are able to provide consumers with the goods and services they require, there is no need for government involvement in the economy." To what extent do you agree with this statement? [20]
7. "The decision by the British Government not to join the European Single Currency (the euro) in 2002 was a serious mistake." Evaluate this statement. [20]