



End-of-module assessment

Contents

1 About the EMA	3
1.1 Learning objectives of the EMA	3
1.2 Structure of the EMA	3
1.3 Important points to note	4
1.4 General guidance to students	5
2 The EMA questions	7
Question 1	10
Question 2: human resource management	12
Question 3: accounting and finance function	14
Question 4: marketing	16
Question 5	18
References	19

1 About the EMA

Cut-off date: 15 September 2014

Throughout the module we have encouraged you to look at business in different ways. We have considered business from cultural, ethical, functional, historical and international perspectives. For this last assignment we want you to demonstrate your ability to consider a specific business case from several different perspectives. In this introductory section we will first present the learning objectives and then describe the structure of the end-of-module assessment (EMA).

1.1 Learning objectives of the EMA

In completing this assessment you will demonstrate that you are able to:

- apply the business concepts introduced in Book 1 to analyse a real business case
- apply your specialist knowledge of the three functional business areas discussed in Books 2–4 to analyse a real business case from different functional perspectives
- critically assess the issues raised in the case study using a range of concepts studied in Book 5
- use your comprehension skills to evaluate the case study
- express your thoughts, ideas and arguments clearly, coherently and concisely.

1.2 Structure of the EMA

This assignment has been designed to assess your understanding of the module as a whole, as well as the more critical thinking skills that you have developed in studying Book 5.

First, you are required to read a newspaper article. The article describes a company, RAFT, which sells its own line of wooden furniture. The company is facing a number of issues.

You do not have to look for any further information on this company in order to answer the questions in the EMA. All the questions can be answered with reference to the information on RAFT provided in this EMA booklet; markers *will not* be looking for evidence of any further research. Please do not contact the company for additional information.

After you have read the newspaper article, you are required to answer three questions within an overall word limit of 2,500 words. This means that the word count for all three of your answers together **should not be higher than 2,500 words**. Please note that you will be penalised with a deduction of 5 marks if you exceed the word limit by more than 10 per cent. If you exceed the word limit by more than 20 per cent, you will be penalised with

a deduction of 10 marks. Please refer to your assignment booklet for details on what is included in the word count.

All tables (such as the SWOT analysis in Question 1) are included in the word count for this EMA. No words in diagrams are included in the word count.

Question 1 is worth 30 per cent of the marks. It requires you to take an overview of the business, reflecting your studies in Book 1.

You then have a *choice* to answer one of Question 2, 3 or 4, each of which is worth 35 per cent of the marks. These questions require you to take a functional view of the business. You must focus your answers on either human resource management, accounting and finance, or marketing, reflecting your studies in Books 2, 3 and 4. It is up to you to choose the area on which you want to focus. Question 2 relates to the human resource management function, Question 3 relates to the accounting and finance function, and Question 4 relates to the marketing function.

Question 5 is also worth 35 per cent of the marks. It draws on your studies in Book 5, and requires you to comment on the aspects of globalisation that are featured in the article.

1.3 Important points to note

- The deadline for receipt of the EMA is 15 September 2014 and **you must make every effort to submit by 12 midday**. Although there is a grace period until midnight, the Helpdesk may be busy or even unavailable if problems occur.
- The EMA must be submitted **electronically** via the eTMA system (not on paper or as an email attachment).
- The EMA is worth 50 per cent of the overall marks for the module.
- **Your tutor cannot grant you an extension on this piece of work under any circumstances**; neither can the module team or anyone in your Regional Centre. A letter is emailed to you directly by the Projects, Portfolios and Dissertations Office and it contains all the instructions you need to submit your EMA. You should read it carefully to ensure you understand what is required.
- Your tutor will not mark your EMA. He or she will verify it; that is, he or she will read it and state that (to the best of their knowledge) the work on the EMA is your own. Any query that you have about the final mark that you are awarded for the EMA must be directed to the Exams department at The Open University and not to your tutor.
- You must pass **both** the EMA and the continuous assessment component (TMAs 01–04) in order to pass the module.
- The same rules about referencing and plagiarism apply as to the TMAs on this module. Please refer to the sections on referencing and plagiarism in your Assignment Booklet if you need to remind yourself of these rules.

- You should submit your EMA even if you feel your performance has been impaired by unforeseen circumstances, as the Examination Board does have the power to consider certain circumstances in the awarding of results. You can advise the Examination Board of special circumstances which have affected your performance in any of the TMAs or in the EMA. Details are in the ‘Information for Students Submitting Examinable Work Electronically’ booklet and in the Assessment Handbook, which is available from the module website.

1.4 General guidance to students

In tackling the EMA, you are expected to use appropriate concepts from B120 and choose those which support the argument you are making. In addition:

- Relate your answers to the article given rather than write everything you know about a particular area – i.e. answer the question(s) asked!
- Note the word limit; do not try to write about all you have learnt from studying B120.
- Read the guidance notes accompanying each of the EMA questions carefully before you start drafting your answers.
- Plan ahead, allowing plenty of time for drafting an answer you feel happy about. You have the time to work on several drafts if you wish, but you should only submit one version of the EMA.
- To ensure that you submit your EMA in a format that can be read by the markers, you must make sure that your file is in a format readable by all versions of Microsoft Word. This means that it must have a file extension of .doc, .docx or .rtf. If your word processing software creates a file with a different extension (e.g. .odt) you should use ‘Save as’ to save as either .doc, .docx or .rtf. You can obtain further advice in the booklet ‘Online Assignment Submission (eTMA)’ and the Assessment Handbook, which can be found on the module website under Assessment Resources.
- Finally, if there is anything about completing the EMA or there are questions within it that you do not understand, ask your tutor.

All the information you need to complete this EMA is contained in this EMA booklet and in the B120 module materials. There is additional information on RAFT available from the internet and from other published sources. You can look at this information but it is not required in order to complete the EMA.

Please do not attempt to contact the company itself to get further information. They are a small company and cannot possibly answer questions from hundreds of students.

Your answers to the questions below will be marked on how well you have applied ideas and concepts from B120 to the case study. You must therefore make sure that you understand the relevant concepts and ideas from B120 and that you have read the case study carefully before attempting to answer the questions. Also, be careful not to copy and paste any material from the internet or published sources into your answers. What you find published

elsewhere is very unlikely to address the questions below, so copying any material from elsewhere will not result in a good mark (and may lead to potential charges of plagiarism).

2 The EMA questions

Cut-off date: 15 September 2014

Word limit: 2,500

Read the case study below and then answer the questions that follow as instructed.

Please note that you have to choose whether you complete Question 2 (human resource management), Question 3 (accounting and finance) or Question 4 (marketing), i.e., choose **one** of these questions and answer it in full. Questions 1 and 5 are compulsory.

The allocation of marks is displayed for each section of every question.

Recycled teak business is looking to franchises and ecommerce

By James Hurley

December 13, 2011

IF YOU'VE just paid £1,500 for a wardrobe and one of the drawers doesn't quite sit right when it's delivered, you might feel a call to the retailer is in order. Imagine the boss takes your call, but rather than apologising and offering a repair, he simply tells you to stick a match behind the drawer to even up the discrepancy. Do you furiously demand your money back?

Only if you've misunderstood what Raft is all about, says founder Mick Quinn. His 11-year-old company only uses 'reclaimed' teak for its wooden furniture, and as a result imperfections, such as marks where joints used to be, are the norm. 'You'd be horrified if you ordered it from the web and didn't know. You'd want it taken back. So we try to exaggerate the gnarled factor.'

The wardrobe buyer with the dodgy drawer was satisfied once Quinn had explained the recycled origins of Raft's wood, and the company's regular customers expect the distressed look, Quinn says. 'It's warts and all. That's the beauty of it.' He even has to field the occasional complaint that the furniture that's delivered doesn't look as worn as the model the customer had seen on display: 'It's hard to recreate inaccuracies in the wood and workmanship.'

Besides the forest-friendly nature of Raft's approach, which is monitored by the Forest Stewardship Council (FSC), there are other benefits – if one of the company's carpenters has a ham-fisted moment with a chisel, the odd small mark isn't an issue, nor is a knock in transit, says Quinn.

Celebrating imperfection isn't the only thing that sets the business apart. Unlike the majority of its rivals, Raft refuses to do discounts of more than 5per cent and customers have to wait between six and eight weeks for delivery. Quinn says friends in senior positions in large companies 'are always interested in us - because I'm not doing what I should. But

we must be doing something right; it's just not the same as everyone else'.

While competitors such as Lombok – the near neighbour to Raft's flagship store on London's Tottenham Court Road has been through two pre-pack administrations in as many years – have struggled through the downturn, Raft grew like-for-like sales across its three stores to £3.3m last year, up from £2.5m in 2008.

Quinn and co-founder Heinz Frye, both former art dealers, started the business in 1999 after tiring of their previous occupation's lack of resilience to recessions. Quinn had an interest in sustainability and admired American furniture retailer Restoration Hardware's use of reclaimed wood, so decided to source his own. Raft builds its furniture in Indonesia, with the teak often coming from demolished Indonesian homes, as the country's government replaces wooden buildings with safer metal structures that have more chance of surviving the regular earthquakes the region is subject to.

'The supply is enough for my small business to exist forever on,' says Quinn.

So why aren't more companies using recycled wood rather than contributing to deforestation? Quinn suspects many regard the FSC accreditation process as more trouble than it's worth. 'We pay for the FSC's flights and accommodation and for them to tell us when we're not doing it right. They're like Brent Council on acid - but it's good for us because it stops the big boys from doing what we do.'

Quinn insists he's not 'out hugging trees and knitting yogurts' – indeed, the company also sells luxury leather sofas, with actors James Corden and David Tennant among the buyers of its handmade £3,500 Chesterfield – but says he was determined his business wouldn't contribute to deforestation. 'Not being green is one thing, but running a business that's cutting down trees like it's going out of fashion is quite another.'

The 48 year-old admits customers primarily buy the furniture because they like the way it looks, but that purchasing a greener option quickly becomes a habit. 'The recycled angle is often just an added bonus, but it's like someone buying Fairtrade coffee every day. It infects you – you're not going to stop because things are slightly harder.'

Raft has just opened its first franchise store, in Bromley, Kent – its first shop outside London – and more franchisees will be added next year.

'We had 100 applicants for the first store, many of them disillusioned guys from the City. They want to be involved in building something instead of just taking a slice of a trade. What are you going to do, a KFC? There's no kudos in that. There will be mistakes but I think I'll work well with the franchisees.'

Quinn and Frye envisage managing a network of 25 franchise stores before 'the potential outstrips what we're capable of doing', at which point they'll try to sell the company. 'At some point you have to accept

you're a small businessman – you're not going to take it any further because you haven't got the brains.'

In the meantime, Quinn suspects he's 'missing a trick' with the company's e-commerce site, even though it contributed £200,000 to Raft's top line last year.

'I don't know how much we can do with e-commerce, but it's a weak spot. I'm using a company that's primarily used to data, accounting and systems management to do it at the moment. I need a specialist.'

Quinn says he's looking for a partner that would be offered a commission on any online sales above a pre-agreed minimum. 'All they need to do is take Raft into the suburbs where people can't get to us.'

However, he notes their 'hands would be tied' in that 'specials, discounts or promotions' wouldn't be allowed. He also believes adding an experienced non-executive or two could speed up the company's growth.

'I need to sharpen my act up. We're keeping our hands so firmly in the business and it's frustrating to be dealing with tiny problems. Sometimes you've got to let other people do your job for you. We had a girl come in, a retail expert, and she devastated the shop - she changed everything. It was hard for us to bite our lips but she was right and the shops are better now.'

The last thing the business needs, however, is to rush into an overly rigid structure, he says: 'A non-exec might say, "you need to conduct a study of X that will cost £20,000". I find that so difficult – extracting myself from the business to do things properly. Not working like that might be what's stood us in such good stead in all this time.'

Expert view

John Timpson Chairman, Timpson

MICK Quinn is a true entrepreneur which is good news for his customers and his company. He has created a niche by being different, building a successful business while other furniture retailers flounder.

The company needs his interest in detail and his eye for design that produces brand new antiques – city chic that is a hit on Tottenham Court Road and his other two London stores. But Mick should be wary, will his designs have quite the same appeal in the suburbs?

The Raft website already looks pretty good so Mick probably doesn't need to pay more geeks to get extra sales online. My concern is the franchising. I presume this is a way to expand without using too much cash. But Mick should beware. He must pick his franchisees carefully. They will become his ambassadors – their customer care is vital.

Mick doesn't need a non-executive director. Too much professional management could water down the maverick approach that is at the heart of Raft's success. He would do better finding an experienced and trusted mate and meet him for a regular free business chat at the local pub.

I hope Raft will grow but it is unlikely to become the next IKEA, so why rush to get bigger? It is better to have a waiting list of customers than open lots of shops that make little money. Teak is not cheap. Mick should concentrate on increasing margins rather than increasing turnover.

But whatever he does, he should stay well clear of professional managers and faithfully follow his individuality.

Tarek Nseir, Chief executive, TH_NK

NON-EXECUTIVES transformed my business so I strongly recommend them. We used a specialist firm to find ours. We kissed many frogs until eventually we landed [advertising boss] MT Rainey.

She challenges us every day.

For Raft I would say someone with experience in taking a brand's story to the world, particularly in a retail context, would hit the bull's-eye.

I agree that partnering for the e-commerce system could be a good idea – Amazon, for example, do a great 'shop in a box' based on commissions on sales. But keep the consumer experience in house – no partner will be able to express the brand in the same way that Mick and his team can. Above all, Mick needs to focus on demand generation, and with Raft that's all about getting the story out, including on social sites.

However, it's a big ask getting consumers to buy furniture online; they need to experience it. That's why a combination of so called 'bricks and clicks' works so well in this sector.

Raft already has a strong brand. Maintaining the integrity of this in a franchise model will require this story to be 'lived' by franchisees. This often requires some clever thinking around how you 'induct' potential franchisees into the brand. Getting them to experience this for themselves by taking them out to the origins of the furniture will be crucial.

Finally, 'gnarled' feels like a big part of the Raft brand. It should be embraced and reinforced throughout the ecommerce as a positive but also to manage customer expectations.

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Question 1

- (a) Imagine that you are Mick Quinn of RAFT, and you are considering how to grow your business. You decide to complete a SWOT analysis so you can fully understand where the strengths and weaknesses of the business lie. You should evaluate the strengths, weaknesses, opportunities and threats for its i) human resource management, ii)

accounting and finance and iii) marketing functions. You should then summarise, in a short paragraph, which parts of the business you need to strengthen.

(20 marks)

- (b) Identify the factors that seem to be influencing the organisational culture of RAFT and explain which of these factors seem most important in determining that culture.

(10 marks)

Total: 30 marks

Question 1 guidance for students

Question 1 (a) requires you to read the article and take an overview of the business using a SWOT analysis, which is described in detail in Book 1. Conducting a SWOT analysis means that you need to consider the strengths, weaknesses, opportunities and threats facing the business, as described in the article. To gain full marks for this part of the question you will have to consider the strengths, weaknesses, opportunities and threats for each of i) human resource management, ii) accounting and finance, and iii) marketing functions of the business; although you do not have to write an equal amount for each of these categories.

You will find it easier to display the information in a table, but do note that the contents of this table are included in the word count for this EMA (2,500 words). You may find it helpful to arrange the table so that it clearly shows the strengths, weaknesses, opportunities and threats for each of the specified functions of the business. Once you have drawn up the table it will be easier for you to identify those aspects of the business you would like to strengthen. The short paragraph underneath your table should explain how/where the business should be strengthened. Use your SWOT analysis, particularly the weaknesses identified, to help you to write your paragraph. Two-thirds of the marks for Question 1 are contained in Part (a) of the question so it is important that you address all of its aspects as fully as you can.

Question 1 (b) requires you to look at this case from the perspective of organisational culture. You will find the material discussed in Book 1 Session 4 useful. Using this material, you will need to identify from the article the factors of organisational culture which seem to be influencing the culture of RAFT. A good answer will identify the factors influencing the culture clearly and will discuss whether/how they are important in influencing the organisational culture of the company.

Questions 2–4: human resource management, accounting and finance, and marketing functions

You are now able to choose between answering Question 2, 3 or 4. Each of these questions relates to the different business functions covered in B120 Books 2–4. Choose either Question 2, Question 3 or Question 4 and answer it as fully as you can. Then move on to Question 5.

Either

Question 2: human resource management

Imagine you have been hired by Mick Quinn to give him some advice on HRM issues. One of the considerations is whether recruiting a specialist human-resource manager in a permanent role may be worthwhile at this stage of the company's development. Quinn talks about how it is difficult to extract himself from the day to day running of the business but recognises that there is benefit in getting experts involved who can help the company do certain things more successfully. There are a number of specialist functions which the company already buys in, such as the e-commerce management and, previously, some consultancy advice on the retail side.

For the purposes of this EMA, you should assume the following arrangements. Please do not contact the company for more information.

- The company does not currently employ a specialist HR manager.
- The luxury sofas which RAFT sells are made in the UK by staff directly employed by the company (assume about half of the company's staff of 30 are currently employed in this function).
- The recycled teak furniture makers in Indonesia, on the other hand, are not directly employed by RAFT, but through a local organisation with whom RAFT works.
- The franchise operations are provided with the human resource policies of RAFT, but the policies are actually implemented via the franchisee managers.

Question

- (a) Compare and contrast 'hard' and 'soft' approaches to HRM, and discuss how taking a hard or soft approach might change the role played, and the work done, by an HR manager.

(10 marks)

- (b) Advise Mick Quinn on whether you think recruiting an HR specialist manager in the company would be beneficial in terms of supporting the following functions:

- the manufacturing of the teak furniture in Indonesia
- the manufacturing of sofas in the UK
- the anticipated franchised retail stores.

(20 marks)

- (c) Imagine that you are a director of RAFT and in order to plan the future of the company, you are trying to identify the most pressing accounting/finance and marketing issues for the company. Describe two marketing and two accounting and finance issues currently faced by the company.

(5 marks)

Total: 35 marks

Question 2 guidance for students

The point of Question 2 (a) is to prompt you to consider what HRM is for, what HRM advice can cover, and how taking a ‘hard’ or ‘soft’ approach makes a difference to what work an HR manager actually does in a business.

The question specifically asks you about ‘hard’ and ‘soft’ approaches to HRM as described in Book 2. Sessions 5.4–5.5 are relevant for you in thinking about this issue. You should discuss in what ways these two approaches are the same as, or different from, each other. Finally the question asks you to provide some thoughts on the practical consequences of hard and soft model approaches, for instance on what the focus and priorities of an HR manager’s job might be, and what activities the manager might carry out in their day-to-day work.

To gain a good mark, therefore, you should not only compare and contrast hard and soft HRM approaches, but also show how the approaches affect the work of an HR manager. You do not need to provide a lot of detail on these effects: two or three well-considered points that clearly show the practical difference between a hard or soft HRM approach is sufficient. A good answer will clearly explain *why* the effects you identify are a consequence of the particular approach to HRM.

In this part of the question, you do not need to make explicit reference to the RAFT case study situation.

The point of part (b) is to encourage you to consider when a business might benefit from recruiting an HR specialist into the business. Sessions 5.1–5.3 of Book 2 will be helpful to you in answering this question. You should think about what HR specialist advice might be useful in the context given, and if recruiting a specialist manager to the business is the only (or the best) way for non-specialist line managers to access such advice.

For this question, it is imperative that you address your answer to RAFT’s situation and to use course concepts from Book 2 in doing so. It is not possible to pass without doing this. Your answer will need to think about the type of HRM advice that might be relevant for all three of these functions: the teak furniture manufacture which takes place abroad; the sofa manufacture which is carried out by staff directly employed by the business in the UK; and the planned franchise operations in which shop staff may be managed by franchise operators who have not had prior experience of HRM.

The question requires that you provide clear advice to Mr Quinn on whether recruiting a specialist HRM manager would be worthwhile at this stage of the business’ development. There is no right or wrong answer, but you must provide clear evidence as support for your decision. A good answer will therefore clearly outline the advantages and disadvantages of recruiting an HR specialist for each of these three functions, as well as a clear decision on what Mr Quinn should now do in terms of recruiting an HR manager.

To pass, you do not need specialist knowledge of how HRM operations work across national boundaries or in franchise operations. Common sense answers will be rewarded. You should bear in mind all the information given in Question 2 above. If you think you need to make any further assumptions, simply make these clear as part of your answer.

Question 2 (c) asks you to think briefly about some of the key issues from the other two functional areas covered by B120: accounting and finance, and marketing. You should identify two issues from each functional area and briefly describe how they relate to RAFT using concepts from Book 3 and Book 4. You do not have to provide a great deal of detail or suggest solutions to problems.

Or

Question 3: accounting and finance function

As outlined in the case study, Mick Quinn is keen to grow his business and is considering a number of different business opportunities. However, he realises that his plans for growth will affect many different groups with a financial interest in his business. Consequently, Quinn wishes to clarify who his key financial stakeholders are and how the interests of these stakeholders might be affected if the company carries out these plans.

Quinn wants to grow the business by increasing the production and number of franchise stores. However, doing so will carry some risks and additional costs. Costs may also be affected by changes in the markets in which RAFT operates. Therefore Quinn needs to plan the further development of his business carefully in order to understand the different costs in the business. He also needs to examine how these costs might be affected by the current circumstances faced by the business and how these costs change with his future plans.

- (a) Identify the main financial stakeholders of RAFT and outline their interests in the business. Explain how these interests might be affected by any plans for future growth.

(15 marks)

- (b) Identify the key costs that you would expect to find in a business like RAFT and categorise them according to the impact that changes in levels of business activity might have on them. Discuss how these costs are likely to be affected by the circumstances faced by the business and the future plans of growing the business.

(15 marks)

- (c) Imagine that you are a director of RAFT and, in order for the company to plan its future, you are trying to identify the most pressing human resource management and marketing issues for the company. Describe two HRM and two marketing issues currently faced by the company.

(5 marks)

Total: 35 marks

Question 3 guidance for students

Question 3 (a) requires you to identify the main financial stakeholders in the business and their interests. You then need to explain how these interests might be affected by the growth plans for the business. You might find it helpful to prepare by thinking of the different possible consequences of the plans and then begin to relate these to the specific interests of the financial stakeholders in the business. Concepts from Session 2.3 in Book 3, as well as Session 2.2 and Essential Reading 1 in Book 1, will be useful in preparing your answer.

Question 3 (b) asks you to identify what you consider to be the key costs that RAFT might expect to include in their budgeting process, and to categorise them according to their sensitivity to changing levels of business activity. You will find Session 5.3 and Essential Reading 3 of Book 3 useful here. You should then discuss how these costs are likely to be affected by the circumstances and future plans of the business. Remember that you are asked to identify those costs appropriate to RAFT, properly categorised and discussed in relation to specific circumstances of the business, rather than simply provide a general list of costs.

Question 3 (c) asks you to think briefly about some of the key issues from the other two functional areas covered by B120: human resource management and marketing. You should identify two issues from each functional area and briefly describe how they relate to RAFT, using concepts from Book 2 and Book 4. You do not have to provide a great deal of detail or suggest solutions to problems.

Or

Question 4: marketing

On their website, RAFT supplies this additional information on reclaimed teak:

What is reclaimed teak?

Reclaimed teak is enormously resilient and retains its integrity in the face of inevitable knocks and marks that a well-used piece of furniture will experience. Rediscovered teak is the ultimate tool or product in sustainable furniture. [...]

How is there so much reclaimed teak?

There are 17,000 islands in Indonesia where teak is abundant. Traditionally this was used for building houses and other structures so there is a good supply of reclaimed teak.

How can I be sure the item I am buying is made from reclaimed teak?

It's simple: check for accreditations. When it comes to buying sustainable furniture the only way to know for certain how 'green' a company's products are is through accreditation with a legitimate organisation. Be aware of companies which develop a system themselves as usually this is not independently verified. After a rigorous company-wide audit Raft gained a unique Chain of Custody certificate with the Forest Stewardship Council (FSC). Being FSC certified shows that we comply with the highest social and environmental standards on the market. A system of Chain of Custody certification traces each piece of timber used in production so you can feel confident that you are not contributing towards global forest destruction. [...]

Why don't Raft use plantation or new teak? What is wrong with using plantation or new teak?

Forests support up to 1.6 billion of the poorest people in the world. Sixty million indigenous people and countless species of plants and animals are wholly dependent on forests for their lives. Felling teak has an enormous impact on the environment. The process is actually cheaper than sourcing reclaimed teak but as a company we are committed to providing sustainable furniture.

Why should I buy reclaimed teak?

Reclaimed teak has been seasoned for many years, producing a beautiful mature grain and rich colour unlike plantation woods. It is a very hard, heavy, strong wood, distinctively oily to the touch. This oil in the wood makes teak very durable. The most sustainable furniture is made from recycled or reclaimed hardwoods as these are the most durable and are life and family-proof. Nicks and marks are an inherent

part of the furniture, and a reminder of the historical character of the wood.

(Source: <http://www.raffturniture.co.uk/what-is-reclaimed-teak/>)

- (a) RAFT are addressing a particular type of consumer. What do you think are the likely motivations and buying processes of a typical consumer for RAFT?

(15 marks)

- (b) To what extent and in what ways do you think RAFT are practising societal marketing and green marketing?

(15 marks)

- (c) Imagine that you are Mick Quinn and, in order to plan the future of the company, you are trying to identify the most pressing human resource management, and accounting and finance issues for the company. Describe two human resource management, and two accounting and finance issues currently faced by the company.

(5 marks)

Total: 35 marks

Question 4 guidance for students

Note that for all questions your marker will be looking for application of concepts to the case information. Answers that merely rephrase module concepts without applying them well to the case or, conversely, common-sense answers that use case information but do not relate it to module concepts will not gain many marks.

Question 4 (a) requires you to think about the likely motivations and behaviour of a typical customer for RAFT. You will need to draw on concepts from Book 4, Session 3 of B120 for your answer to this question. You need to select appropriate concepts from Session 3 of Book 4 and then use them to explain the motivations and behaviour of RAFT customers. About half the marks for this question are for the selection and understanding of appropriate concepts and the other half are for the way in which you apply these concepts to the case information given in the main case study and at the beginning of Question 4.

Question 4 (b) asks you think about how RAFT could be said to meet the requirements of the societal marketing concept and green marketing. You need to consider both the extent to which RAFT can be said to be practising societal and green marketing and how they do it. You will need to apply appropriate ideas from Session 5 of Book 4 to the case information provided in the main case study and at the beginning of this question. Again, about half the marks for this question are available for the selection and understanding of appropriate module concepts and the other half for the application to the case information.

Question 4 (c) requires you to think briefly about the two other business functions covered in B120: Human Resource Management, and Accounting

and Finance. For each of these you are required to identify two issues that the management of RAFT need to consider, using concepts from Book 2 and 3. You do not need to go into much detail on these issues or suggest solutions for them.

Question 5

(a) Explain the extent to which you think that RAFT is a globalised business.

(10 marks)

(b) Evaluate the relevance of each of the four drivers of globalisation to this case. Which do you think is the strongest?

(25 marks)

Total: 35 marks

Question 5 guidance for students

Question 5 (a) relates to Session 3.1 and 3.2 of Book 5. In your answer you will need to explain briefly what globalisation is, before explaining the extent to which you think that RAFT is globalised. In answering this part of the question, reflect specifically on the examples that you can find in the article that agree or disagree with the definition of globalisation that you have provided. You might consider things like the nature of RAFT's product, supplier, trading and other relationships.

Question 5 (b) asks you to discuss how each of the four drivers of globalisation relates to the case before concluding which of the four is more influential. You will find Session 3.3 of Book 5 helpful. Explain your understanding of each driver and give examples from the case that illustrate its relevance. If you do not think that a driver is particularly relevant then you should explain why. Remember to conclude by stating which driver you think is most influential and why.

References

Hurley, J. (2011) 'Recycled teak business is looking to franchises and ecommerce', *The Daily Telegraph*, 13 December [Online]. Available at <http://www.telegraph.co.uk/finance/businessclub/8952002/Raft-sails-to-the-suburbs-with-franchise-plan.html> (Accessed 24 June 2014).