



UNIVERSITY OF CAMBRIDGE INTERNATIONAL EXAMINATIONS  
General Certificate of Education Advanced Subsidiary Level

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**GENERAL PAPER**

**8001/23**

Paper 2

**October/November 2012**

INSERT

**1 hour 30 minutes**

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**READ THESE INSTRUCTIONS FIRST**

You are required to answer **one** question.

This Insert contains three passages, one for each of Questions 1 to 3. You need to study the passage for the question you have chosen before starting your answer. The time needed to do this is allowed for within the time set for the examination.

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This document consists of **7** printed pages and **1** blank page.



**Passage 1** Study the material below to answer Question 1 parts (a–d).

**A** Article from the *Dulwo Weekly Star* of Wednesday, February 16th 2011

'Salmonella Alert. Lethal Meat Lurks in Freezers!'

Following the disruption of local electricity supplies, Dulwo Health Authority have advised householders to check the state of anything stored in their freezers. In particular, they are reminded that meat that has thawed should either be cooked immediately or discarded. On no account should it be re-frozen for use later. 'Such false economy could prove fatal!' was their stark warning.

**B**

Chillit Stores Central Office,  
P.O. Box 498,  
Fedona.

103a East Road,  
Dulwo.

15th February, 2011

Dear Sir,

2 Chicken Breasts with a Tomato & Cheese Topping

At midday on the first of this month, we bought one of the above dishes from your store in Dulwo. This was then put in our freezer before we went on holiday. Tonight, two and a half hours after our return, having followed the cooking directions to the letter, after 40 minutes in a perfectly reliable fan oven set at 200 degrees Celsius, the tomatoes and cheese shavings were found to be scorched while the chicken pieces were underdone. The results might have been otherwise had we not been instructed on the sleeve to cook the chicken breasts from frozen rather than let them thaw beforehand.

As the recipe itself seems to be at fault, we have not gone back to Chillit's Dulwo for a replacement, but would like to draw your attention to a ruined meal.

Yours faithfully,  
Agnes Brekko (Mrs)

**C**

CHILLIT STORES LIMITED (FEDONA)  
 Garano Estate, Fedona.  
 Our ref: PRD/HI/BRK/TOPPRIORITY/c500  
 February 17, 2011

Mrs A. Brekko,  
 103a East Road,  
 Dulwo.

Dear Ms Prekko,

We are sorry to learn of your problem regarding your purchase; at Chillit's we take every consumer complaint very seriously.

Chillit's are very proud of the fine reputation we have long enjoyed. Very strict precautions are taken to prevent happenings of this nature. Suppliers' premises and working practices are regularly scrutinised by our experts to ensure they meet the rigid standards we have set. In addition to this, we frequently monitor the quality of products at our warehouse at Fedona.

Whilst it has not been possible to explain your misadventure, I must point out that we have not received any other complaints of a similar nature. I would like to reassure you that Chillit's will continue to insist on the highest standards and will be closely watching the performance of this particular supplier.

Please accept our apologies and the attached voucher for 500 cents as a goodwill gesture. Our Store Managers will always be happy to assist you with any future concerns during your regular visits to our stores.

Yours sincerely,  
 Ms H. Iffenor  
 Public Relations Department.

**D**

- 1 The full cost of the frozen food product bought by Agnes Brekko was 375 cents.
- 2 In January 2010, a friend of Agnes Brekko got nowhere after complaining to Chillit's.
- 3 The chicken breasts that both letters refer to were never thrown away as food waste.
- 4 Dulwo Health Authority had twice before unsuccessfully prosecuted Chillit's for negligence.
- 5 The firm supplying chicken breasts to Chillit's has not been paid for the previous two consignments.
- 6 Agnes Brekko had thrown away the original receipt for the chicken breasts on leaving the Dulwo branch.
- 7 On February 19th, the product that features in both letters was withdrawn from sale at all Chillit stores.
- 8 In previous years, Chillit's had been known to pay substantial compensation to dissatisfied customers.
- 9 Before Agnes Brekko went shopping at the Dulwo branch of Chillit's on February 1st, she had been given a number of coupons by her neighbour. These entitled her to money off a range of items.
- 10 In the Dulwo branch, the two chicken breasts with tomato & cheese topping had been promoted as the latest addition to Chillit's frozen food range.

**Passage 2** Study the material below to answer Question 2 parts (a–d).

Joyce Klept is the Tutor for Admissions in the Modern Languages Faculty at Gopello University. She had previously allocated all the places on the various courses commencing in October 2012, she discovered at the last moment, that there is an unexpected vacancy in Hoddolese, a language spoken in Igazel, a country that has only recently opened its borders to the rest of the world. Joyce Klept is now reviewing four applications that have come in since most arrangements were made for the academic year that is about to start. Joyce Klept already has found out the following about the applicants in question.

**A** Mazda Noomo was doing very well in her school studies until, in her final year, she became involved in a family upset on the eve of her external examinations. These she took but her performance in all subjects fell well short of expectations. She was rejected out of hand by Uppisch, the university of her first choice, because of her disappointing results. Since the family upset, she has not lived at home but has stayed with one friend or another. They are all two or three years older than her. She has, however, kept in close touch with her former school and they continue to support her in her current bid to read Modern Languages at her local university. Having somehow got hold of Joyce Klept's home number, she has rung up the Admissions Tutor on several occasions at a very late hour.

**B** Oliver Plutonet is the son and heir of a local wealthy business family with commercial interests in many countries abroad. He speaks several major languages fluently, albeit inaccurately. He applied to read Law at Gopello University but was unable to secure the required examination grades. These would, however, be just about sufficient for a course in Hoddolese. An excellent tennis player and the owner of a racehorse, Oliver Plutonet does not seem to have done much reading outside his school curriculum. His father, the head of the firm, is in a poor state of health. Several generations ago, the family fled from Igazel, following a popular uprising.

**C** Quellus Ragoma was born and bred in absolute poverty and received no formal education. Nevertheless, he taught himself to read and write after long and arduous hours labouring as a docker. Nowadays, every room in his modest flat is piled high with books. For over thirty years, he proved to be a very skilful negotiator between management and workforce. Now retired, he wants to do something intellectually challenging, and with words. As old age approaches, he is becoming rather frail. His grandchildren find that they have nothing in common with him, as he himself admitted when he encountered Joyce Klept at a political gathering a few months back.

**D** Simone Teshol is a chemical engineer employed by the Government who, in the long term, hope to send her to work in Igazel. She has never learnt a foreign language or shown any interest in literature. The scientific qualifications that she has would not normally be considered for a course in Hoddolese. She has, however, according to her referees, an enviable record for hard work and dedication to the task in hand, whatever that is. She has teenage children of her own and would have to move with them from another part of the country if she were to study at Gopello University. She is opposed to boarding education and is divorced. She goes to the gym twice a week and is a keen cook.

Joyce Klept is also aware of a number of other factors which may or may not have a bearing on any decision to be reached:

- 1 Part of the course in question is devoted to the study of classical Hoddolese literature.
- 2 Refugees from Igazel usually form a close-knit community, wherever they are, and normally speak their native language at home.
- 3 Quellus Ragoma has often led workers' delegations when they have gone abroad to various conferences. Somehow or other, he has always managed to communicate directly with his hosts when it really mattered, leaving the translators in a state of amazement.
- 4 At least two of Mazda Noomo's current circle of acquaintances have opted out of Gopello University courses after a few months.
- 5 The Government is prepared to subsidise handsomely any course that has its employees on it.
- 6 In the past, Oliver Plutonet's father has been a generous donor to Gopello University.

- 7 At the moment, there is only one other university course in Hoddolese in the whole world.
- 8 For years, Quellus Ragoma has been allowed unrestricted access to the main campus of Gopello University and, indeed, has spoken there, on occasion, on the subject of international relations.
- 9 As long as they have made satisfactory progress in their first year, students are permitted to change to a completely different degree course from the one they started with.
- 10 At present, all the local secondary schools are packed to capacity.
- 11 Of all the local schools, the one that Mazda Noomo went to has the closest ties with Gopello University.
- 12 An aunt of Mazda Noomo works as a clerical assistant in another part of the university.
- 13 Mature students are somewhat of a rarity at Gopello University and elderly undergraduates a complete novelty.
- 14 Gopello University has a well-deserved sporting reputation in that part of the world.
- 15 Mazda Noomo made a very good impression when university lecturers, including Joyce Klept, visited her school a year or so ago.
- 16 Quellus Ragoma has made some enemies at the university on account of his forcefully stated political convictions.

**Passage 3** Study the article below to answer Question 3 parts (a–e).

**Peter Miller's debut book *Smart Swarm* says bees can help businesses run more efficiently.**

Bees. Ants. Reindeer. Not the usual topic of conversation at an average board meeting. But if Peter Miller's debut book *Smart Swarm* is anything to go by, the creatures could just about revolutionise the way we do business.

In the latest in a series of management books that challenge leaders to think differently, *Smart Swarm* explores the habits, actions and instincts of animals and how they can be applied to business. The book is set to become the next most talked about in management circles after Miller, a senior editor at *National Geographic* magazine, wrote an article on the subject a few years back, which was read by 30 million people globally. It follows a string of 'business thinking' books that have hit the shelves in recent years, all searching for new answers on how to run organisations effectively. *Obliquity*, published in March, told us that the most profitable companies are not the most aggressive in chasing profits. *Wikinomics*, a bestseller, demonstrated new models of production based on community and collaboration. Miller believes his book is the first time anyone has laid out the science behind these management theories. 'The biology of how ant colonies or bee hives work are appealing models for organisations and systems that can be applied in a business context,' he says.

So how exactly can bees help run board meetings? Because of the way bees work independently before they work together, Miller explains. Picture a huge bee hive hanging on the branch of a tree, with something like 5,000 bees vying for space and protection. They know their hive is getting too numerous and leaving them vulnerable. They must find a new home – and fast – but in a way that everyone agrees to.

In today's business environment, managers need to be able to make the right decisions under huge amounts of pressure. Yet the fallout from the financial crisis proves that, actually, some of our best-paid leaders in some of the biggest banks in the world got it dramatically wrong, leading to the collapse of an entire industry. How is it that a group of Wall Street executives failed to make efficient business decisions when a swarm of bees can make a critical decision in just a few seconds? According to Miller, 'swarm theory' can help managers in three simple steps: discover, test and evaluate. The bees first realise they have a problem. They then fly into the neighbourhood to find potential new sites. They come back and perform a 'dance' to get other bees to follow them. Eventually, the bees with the best dance attract the most votes – and a decision is made. Back to the board meeting. Managers that encourage debate, and then have a ballot over which idea is the best, stand a better chance of getting it right, Miller says. 'The bee example tells you that you need to seek out diversity in your team. You need to have a way of gathering up very different approaches and ideas so you can make sure you pick the right one.'

Ants, on the other hand, can help businesses organise workflow and people. In an ant colony, there is no leader. Ants are self-organised, and respond to their environment and each other. One ant on its own could not raid a kitchen cupboard, but one ant telling the next one that it's worth following him to find food ends up creating a supply chain. 'In an ant colony, you get the right number going in and searching for food; you get the right number taking care of the babies,' Miller says. 'As a manager, this tells you your hierarchy, your bureaucracy, is getting in the way of getting work done.'

The airline industry has also flirted with the idea that ants can make flying stress-free. Southwest Airlines, an American, low-cost airline, was concerned its 30-year-old policy of letting customers choose where they sit once they boarded a plane – as Ryanair and Easyjet in the UK do – was slowing down the process. By creating a computer simulation of people

assigned seating would only be faster by a few minutes. It was not worth scrapping the first-come, first-served policy, which was a key part of the company's brand, but they instead began to assign seats on check-in.

Other animal examples in the book include reindeer, who can act together as a single herd, and schools of fish, which can coordinate their movements so precisely to change direction in the flash of a second.

Miller says: 'If you are concerned about surviving the next business cycle, in other words, giving your company the resilience and ability to bounce back from challenges that you can't anticipate, then nature is a great model.'

