

Week 9

A-Level Business

Homework bundle for this week

本周作业合集

exercises.lol

Contents 目录

Topic 2 quiz	2
Exercise sheet 2.1	5
Past-paper questions 2.1	10
Exercise sheet 2.2	16
Past-paper questions 2.2	21
Exercise sheet 2.3	26
Past-paper questions 2.3	31

2. Human resource management

Starter Quiz · 课前小测

A-Level Business

Name: _____ Score: _____

- Human resource management is mainly concerned with:
 - ☐ getting, keeping and developing the right people
 - ☐ setting product prices
 - ☐ designing the factory
 - ☐ paying the firm's taxes
 - Training that introduces a new employee to the job and workplace is:
 - ☐ induction training
 - ☐ off-the-job training
 - ☐ appraisal
 - ☐ redundancy
 - F.W. Taylor argued that workers are mainly motivated by:
 - ☐ money
 - ☐ social belonging
 - ☐ self-actualisation
 - ☐ job rotation
 - Paying a worker a fixed amount for each unit they produce is:
 - ☐ piece rate
 - ☐ job enrichment
 - ☐ a salary
 - ☐ empowerment
 - Which are functions of management? (Select all that apply.)
 - ☐ planning
 - ☐ organising
 - ☐ controlling
 - ☐ manufacturing the product personally
- Tick every correct option.*
- An advantage of internal recruitment is that it:
 - ☐ is cheaper and motivates existing staff

- ☐ always brings in fresh ideas
- ☐ avoids leaving any vacancy
- ☐ needs no selection

7. 12 workers produce 360 units a day. What is labour productivity (units per worker)?

8. Which are non-financial motivators? (Select all that apply.)

- ☐ job enrichment
- ☐ empowerment
- ☐ recognition
- ☐ commission

Tick every correct option.

9. External recruitment can bring new skills and ideas into a firm.

- ☐ True ☐ False

10. Forecasting the number and skills of staff a firm will need is workforce _____.

2. Human resource management

A-Level Business

1. **getting, keeping and developing the right people**

HRM manages the workforce across its whole cycle.

2. **induction training**

Induction settles a new starter into the role and organisation.

3. **money**

Taylor's scientific management stressed pay and piece rates.

4. **piece rate**

Piece rate links pay directly to output.

5. **planning; organising; controlling**

Managers plan, organise, direct, coordinate and control.

6. **is cheaper and motivates existing staff**

Internal recruitment is cheaper and motivating, but adds no new ideas.

7. **30**

$360 / 12 = 30$ units per worker.

8. **job enrichment; empowerment; recognition**

Commission is financial; the rest are non-financial.

9. **True**

Hiring from outside introduces fresh expertise, though at higher cost.

10. **planning**

Workforce planning precedes recruitment.

2.1 Human resource management

Name: _____ Class: _____ Date: _____

Total: 29 marks

KEY WORDS training 培训 • labour turnover 员工流失率 • management 管理
• recruitment 招聘 • human resource management 人力资源管理

Objective

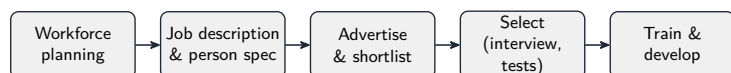
Build the skills to answer exam questions on **human resource management** 人力资源管理 (HRM) — workforce planning, **recruitment and selection** 招聘和甄选, **training** 培训, and measuring the workforce with **labour turnover** 员工流失率.

You must be able to:

- describe the roles of HRM and the steps in recruitment
- compare internal and external recruitment, and types of training
- calculate **labour turnover** and explain what it shows

1 Worked examples

■ Recruitment, training and labour turnover



HRM: plan the workforce → write a job description & person spec → advertise & select → train



HRM finds, trains and keeps the right staff

- **Recruit** with a **job description** (the duties) and a **person specification** (the right person's skills).
- **Internal** recruitment: cheaper, faster, person known — but no new ideas. **External**: new skills — but costlier, slower.

$$\text{labour turnover} = \frac{\text{number of staff leaving}}{\text{average number employed}} \times 100\%$$

Worked: 12 staff leave from an average of 150 employed → $\frac{12}{150} \times 100 = 8\%$.

Answer shapes: AO1 knowledge + AO2 application + AO3 analysis (reasoning chain) + AO4 a supported judgement *in context*.

2 Practice

2.1 Define the term *recruitment*. [2]

2.2 In one year, 9 staff leave a firm that employs on average 60 people. Calculate the labour turnover. [2]

2.3 State the difference between a *job description* and a *person specification*. [2]

3 Exam-style questions

3.1 Explain one benefit to a business of training its staff. [3]

3.2 Analyse two benefits to a business of recruiting staff **internally**. [8]

3.3 A growing business needs to fill several senior posts. Evaluate whether it should recruit these staff internally or externally. [12]

Solutions

Business answers are marked by **level of response** against the assessment objectives: award **AO1** knowledge, **AO2** application, **AO3** analysis and **AO4** evaluation.

2.1 the process of finding and attracting people to apply for a job in the business (2 for a clear definition; 1 for a partial idea).

2.2 $\frac{9}{60} \times 100 = 15\%$ (2; award 1 for a correct method with the wrong figure).

2.3 a job description lists the duties and tasks of the job; a person specification lists the skills, qualifications and qualities the right person needs (2 for a clear difference; 1 for a partial idea).

3.1 [3] **AO1** 1 — name a benefit (higher productivity; better quality; higher motivation; staff stay longer). **AO2** up to 2 — develop it, e.g. trained staff make fewer mistakes → less waste → lower costs per unit (2 developed / 1 limited).

3.2 [8] For **each** of two benefits: **AO1** 1 + **AO2** 1 + **AO3** up to 2. Example chains — *cheaper and faster*: no advertising or agency fees → lower recruitment cost → money saved for other uses. *Known and motivating*: the worker's ability is already known → lower risk of a bad hire → and the chance of promotion motivates other staff. Maximum 4 per benefit, 8 total.

3.3 [12] **AO1** 2 / **AO2** 2 / **AO3** 2 / **AO4** up to 6. **Internal**: cheaper, faster, known, motivating — but no fresh ideas and it leaves another gap. **External**: new skills and ideas for senior roles — but costlier, slower, and the person is an unknown risk. Judgement: for *senior* posts a firm often needs the new ideas and experience of external hires, but it depends on the strength of internal candidates and how quickly the posts must be filled.

Name:

A-Level Business: **w25 11**

4 Analyse **one** benefit to a business of low labour turnover.

[5]

Section B

Answer **one** question only.

EITHER

A-Level Business: **w25 12**

2 (a) Define the term *on-the-job training*.

[2]

(b) Explain **one** advantage to a business of induction training.

[3]

1 Clever Bean (CB)

CB is a public limited company that operates a chain of coffee shops in several countries. The company was founded in 2010 by two friends, Shopra and Ben. They share a passion for coffee and want to offer high-quality products to customers.

CB started with one coffee shop in country Q and gradually expanded, always locating in high-income areas of major cities. CB operates in a dynamic business environment. There is a high level of competition from other well-known coffee shop chains.

The company sources its coffee beans from fair trade suppliers who grow their coffee in an environmentally friendly way. CB offers a wide range of coffee products to the mass market. CB also offers other drinks and a variety of food items, such as sandwiches and cakes. Recent research shows that customers are now looking for healthy food options.

CB's customers are mainly young professionals, students and tourists. Customers enjoy CB's inviting atmosphere, comfortable seating areas, free Wi-Fi access and music. Its staff are trained to be friendly, helpful and knowledgeable.

Table 1.1 shows some financial data for CB for 2023 and 2024.

Table 1.1 CB's costs and revenue for 2023 and 2024

	2024 (\$m)	2023 (\$m)
Revenue	50	44
Direct costs	10	6
Indirect costs	20	16

Shopra believes that CB should continue to focus on the mass market. However, Ben thinks that greater use of market segmentation will be more successful.

- (a) (i)

Identify **one** feature of a public limited company.

[1]
- (ii)

Explain the term *dynamic business environment*.

[3]
- (b) (i)

Refer to Table 1.1. Calculate the change in profit from 2023 to 2024.

[3]
- (ii)

Explain **one** use to CB of cost information.

[3]
- (c)

Analyse **two** benefits to CB of training its employees.

[8]
- (d)

Evaluate whether CB should make greater use of market segmentation to be more successful.

[12]

2 Popular Drinks (PD)

PD is a mass market fizzy drinks manufacturer in country Z. The fizzy drinks market in country Z is dominated by a few well-known brands. The total market value is \$5.3bn and the PD brand has a 17% share of this market.

Pablo was recruited to be the Marketing Director of PD in 2022. He launched a new promotional campaign based on trending music on social media. He decided to use social media influencers to focus on this market.

Online feedback of the campaign was poor. Many of PD's customers did not want to be associated with trending music. National news highlighted the negative feedback and PD's sales volume decreased by 20% within a week and continued falling. This led to excess inventory in PD's warehouses. The bad publicity also caused a drop in PD's share price and a negative impact on cash flow.

Fig. 2.1 shows feedback from a recent questionnaire where previous PD customers were asked what they thought about the promotional campaign.

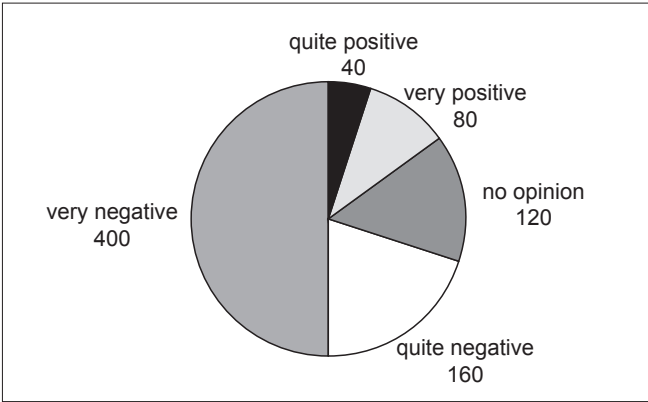


Fig. 2.1 Market analysis data of a sample of PD's customers

Pablo has called an emergency meeting of PD's marketing managers to repair the damage done to the PD brand from this recent promotional campaign.

- (a) (i)

Identify **one** recruitment method.

[1]
- (ii)

Explain the term *cash flow*.

[3]
- (b) (i)

Refer to Fig. 2.1. Calculate the percentage of PD's customers with positive feedback.

[3]
- (ii)

Refer to Fig. 2.1 and other information. Explain **one** reason why this data collected for PD may not be reliable.

[3]
- (c)

Analyse **two** possible costs to PD of hold inventory.

[8]
- (d)

Evaluate the importance of branding to the future success of PD.

[12]

- 2 (a) Define the term *involuntary redundancy*. [2]
- (b) Explain **one** way a business could use employee development to encourage multi-skilling. [3]

2 Premium Homes (PH)

PH owns student rental accommodation in all the major cities in country Y. PH used demographic segmentation in its market research. This research identified that university students would pay a premium for high specification rental accommodation.

PH has specialist teams focused on sales, maintenance, customer service and finance. There is little opportunity for internal promotion. PH pays low salaries, however, it offers profit sharing to motivate its 150 employees. This has been effective as PH has had low labour turnover. 5

In the last two years, profit levels have fallen by 75%. In 2024, 45 employees left PH. Complaints about maintenance and customer service have increased due to the lack of experienced employees in PH. 10

The Finance Director is reviewing PH's existing sources of finance, shown in Fig 2.1.

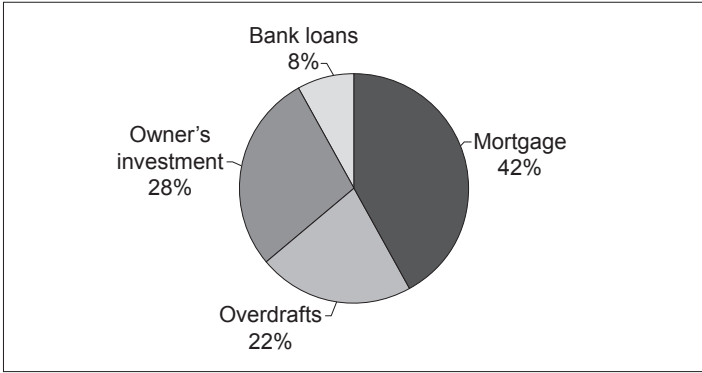


Fig 2.1 PH's sources of finance

- Frank, the Operations Director, wants to improve the sustainability of PH's operations. He plans to:
- stop renting out accommodation in some lower-income cities, and sell these buildings
 - upgrade accommodation in high-income cities
 - reduce the size of the workforce.
- 15
- (a) (i) Identify **one** way in which business size can be measured. [1]
- (ii) Explain the term *demographic segmentation*. [3]
- (b) (i) Refer to lines 6–8. Calculate PH's labour turnover in 2024. [3]
- (ii) Explain **one** way in which PH could use Maslow's Hierarchy of Needs. [3]
- (c) Analyse **one** advantage and **one** disadvantage to PH of using an overdraft as a source of finance. [8]
- (d) Evaluate whether Frank's plan will improve the sustainability of PH's operations. [12]

1 Town Trucks (TT)

TT is a private limited company in country J. TT has contracts to deliver products to secondary, tertiary and quaternary sector businesses.

QZ is one of the largest manufacturers in country J and plans to outsource its supply chain management. A contract has been agreed between TT and QZ based on the following cost and revenue data (see Table 1.1). TT's Sales Manager has forecast that TT will make 5 000 deliveries with the new contract.

Table 1.1 Cost and revenue forecast for the QZ contract

	\$
Direct costs (average per delivery)	5
Total indirect costs	9 000
Total revenue	40 000

TT employs 120 drivers. The majority of these drivers are white men aged between 40 and 60. A national newspaper has recently criticised the truck industry in country J for not having diversity and equality in the workplace.

Klide, the Marketing Manager, has been set an objective to increase TT's revenue. He has decided to target small online retailers. TT will pick up individual products from the small online retailers and deliver them to households. This would require a new fleet of smaller trucks but has the potential to increase TT's revenue. Klide plans to use digital promotion to target these small online retailers.

- (a) (i)

Identify **one** business activity within the quaternary sector.

[1]
- (ii)

Explain the term *supply chain management*.

[3]
- (b) (i)

Refer to Table 1.1 and other information. Calculate TT's forecast total profit from the QZ contract.

[3]
- (ii)

Explain **one** reason why TT needs accurate cost information.

[3]
- (c)

Analyse **two** advantages to TT of improving diversity and equality in the workplace.

[8]
- (d)

Evaluate the usefulness of digital promotion to TT when targeting small online retailers.

[12]

2.2 Motivation

Name: Class: Date:

Total: 29 marks

KEY WORDS motivation 激励 • job enrichment 工作丰富化 • commission 佣金
• empowerment 授权 • performance-related pay 绩效工资

Objective

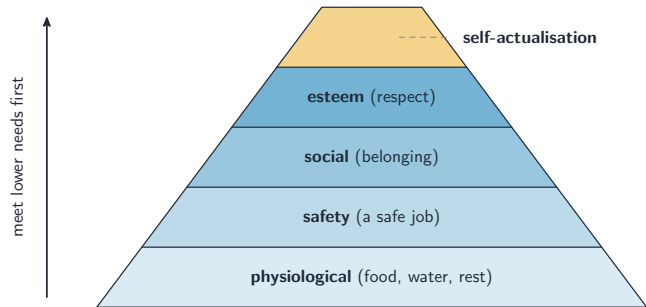
Build the skills to answer exam questions on **motivation** 激励 — the main **theories** 理论 (Taylor, Mayo, Maslow, Herzberg) and the **financial** 经济激励 and **non-financial** 非经济激励 ways to motivate staff.

You must be able to:

- explain why motivation matters to a business
- outline Taylor, Maslow and Herzberg and apply them
- analyse and evaluate financial versus non-financial motivators

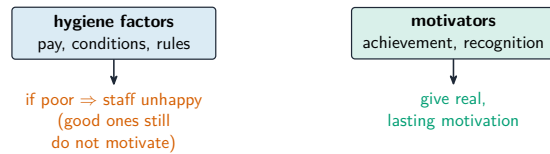
1 Worked examples

Theories and methods



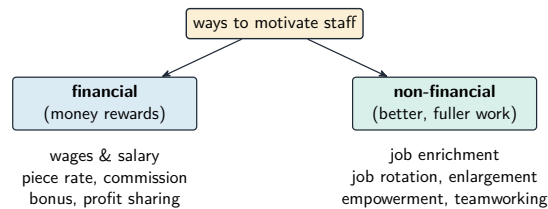
Maslow: lower needs (pay, safety) are met before higher needs (esteem, self-actualisation)

- **Taylor:** money motivates → pay per unit (**piece rate**). **Mayo:** attention and teamwork motivate.
- **Herzberg:** **hygiene factors** (pay, conditions) only *stop unhappiness*; **motiva-tors** (achievement, recognition) give real motivation.



Herzberg's two factors: hygiene (pay, conditions) vs motivators (achievement, responsibility)

- **Financial:** wages, piece rate, commission, bonus, profit-sharing. **Non-financial:** job enrichment, rotation, empowerment, teamworking.



Financial motivators (wages, bonus) vs non-financial (job enrichment, teamworking)

Answer shapes: an **Evaluate** [12] on motivation should compare financial **and** non-financial methods, then judge *for this firm and its workers*.

2 Practice

2.1 Define the term *motivation*. [2]

2.2 State two **financial** motivators. [2]

2.3 State what Herzberg meant by a *hygiene factor*. [2]

3 Exam-style questions

3.1 Explain one benefit to a business of having a well-motivated workforce. [3]

3.2 Analyse two non-financial methods a business could use to motivate its staff. [8]

3.3 'Higher pay is the best way to motivate workers.' Evaluate this view. [12]

Solutions

Business answers are marked by **level of response** against the assessment objectives: award **AO1** knowledge, **AO2** application, **AO3** analysis and **AO4** evaluation.

2.1 the desire or willingness of a person to work hard and do a good job (2 for a clear definition; 1 for a partial idea).

2.2 any two of: wages; salary; piece rate; commission; bonus; profit-sharing; performance-related pay; fringe benefits (1 + 1).

2.3 a factor such as pay, working conditions or rules that causes unhappiness if it is poor, but does not truly motivate even when it is good (2 for a clear idea; 1 for a partial idea).

3.1 [3] AO1 1 — name a benefit (higher productivity; better quality; lower absence; lower labour turnover). **AO2** up to 2 — develop it, e.g. motivated staff stay longer → less spent on recruiting and training → lower costs (2 developed / 1 limited).

3.2 [8] For **each** of two methods: **AO1** 1 + **AO2** 1 + **AO3** up to 2. Example chains — *job enrichment*: more challenging tasks → workers feel trusted and achieve more → higher motivation and quality. *Teamworking*: staff share goals and support each other → social needs met → lower absence. Maximum 4 per method, 8 total.

3.3 [12] AO1 2 / AO2 2 / AO3 2 / AO4 up to 6. **For** pay: it meets basic and safety needs (Maslow), works well for low-paid or piece-rate work (Taylor), and is simple. **Against:** Herzberg says pay only stops unhappiness; once needs are met, recognition, responsibility and interesting work matter more, and pay rises raise costs. **Judgement:** pay matters most when wages are low, but the best motivation usually mixes financial and non-financial methods — it depends on the workers and the job.

- 2 (a) Define the term *employee morale*. [2]
- (b) Explain **one** method of paying employees. [3]

1 The Research Agency (TRA)

TRA is a quaternary sector business. It is the market leader in providing social media data to food manufacturers in country F. TRA's market has grown by 40% over the last year.

DF is a multinational business that specialises in non-alcoholic drinks. DF has asked TRA for data about a new bottle of water with pod attachments. The pods give a fruity flavour which is combined with sparkling water. TRA has sampled 8000 potential consumers on social media to identify their favourite fruity flavour (see Fig. 1.1).

5

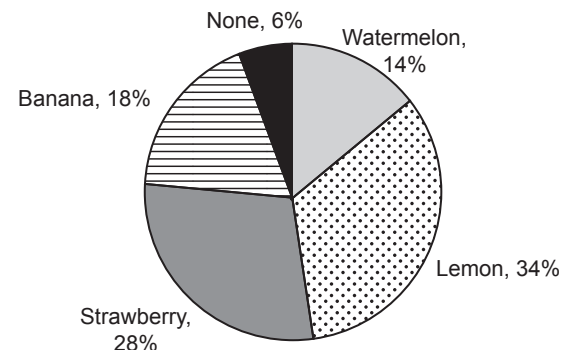


Fig. 1.1 Data about consumer flavour preferences for DF

TRA employs 65 researchers. Since 2020, all of these employees work from home. They are provided with all the necessary IT equipment and a high-speed internet connection. However, motivation is poor, and this has led to high labour turnover. The Human Resource Director has received some feedback from employees. Fig. 1.2 shows some of this feedback.

10

- I hate being so isolated – I never get to speak to any other employees.
- I have to use my own electricity, and the cost has doubled in the last two years.
- I know some employees are not working very hard, but they get paid the same as me. It's not fair!

15

Fig. 1.2 summary of feedback from employees at TRA

- (a) (i) Identify **one** stage of the transformational process. [1]
- (ii) Explain the term *multinational business*. [3]
- (b) (i) Refer to Fig 1.1 and other information. Calculate the combined total number of potential consumers who would prefer lemon or strawberry flavoured water. [3]
- (ii) Explain **one** reason why TRA uses sampling. [3]
- (c) Refer to Fig 1.1 and other information. Analyse **two** reasons why the data collected for DF may not be reliable. [8]
- (d) Evaluate the most effective way for TRA to improve the motivation of the home working employees. [12]

- 1 (a) Define the term *job enrichment*. [2]
- (b) Explain **one** disadvantage to a business of using empowerment to motivate employees. [3]

- 1 (a) Define the term *motivation*. [2]
- (b) Explain **one** benefit to a business of motivated employees. [3]

2 Personalised Blankets (PB)

Kaia left university with a degree in textile design. Using her entrepreneurial qualities, Kaia set up PB as a sole trader. Her current objective is to break even.

Kaia uses job production to make blankets which are personalised with a picture. Each customer logs into the PB website and chooses the size of blanket. The customer then uploads a picture that they want printed onto the blanket. 5

Many of Kaia's customers buy the blankets as gifts for special occasions.

Kaia has employed a social media influencer to promote her blankets. The influencer will be paid a salary of \$250 a week and a 5% commission on revenue that comes directly from the influencer. Fig 2.1 shows the revenue that came directly from the social media influencer in February. 10

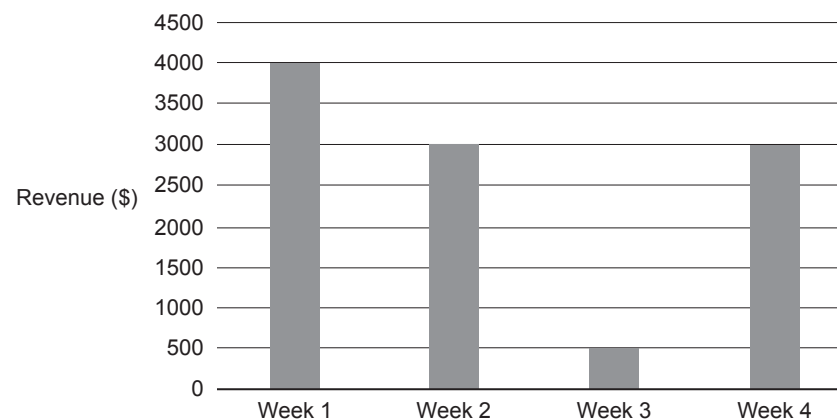


Fig. 2.1 Revenue directly from the social media influencer in February

Kaia would like to relocate PB to larger premises. She is applying for external sources of finance, and she has written a five-year business plan to support her applications.

- (a) (i) Identify **one** external source of finance. [1]
- (ii) Explain the term *business plan*. [3]
- (b) (i) Refer to Fig. 2.1 and other information. Calculate the total payment to the social media influencer in February. [3]
- (ii) Explain **one** disadvantage to Kaia of using a commission payment method. [3]
- (c) Analyse **one** advantage and **one** disadvantage to Kaia of using job production. [8]
- (d) Evaluate the most likely reason for Kaia's objectives to change over the next five years. [12]

6 (a) Analyse **two** possible disadvantages to a business of using performance-related pay to motivate its employees. [8]

(b) 'The most important role of human resource management (HRM) in a fast food restaurant is to maintain a high level of employee morale and welfare.'

Evaluate this view. [12]

2.3 Management

Name: _____ Class: _____ Date: _____ **Total: 30 marks**

KEY WORDS management 管理 • leadership 领导 • controlling 控制
• fayol's five functions 法约尔五大职能 • commanding 指挥

Objective

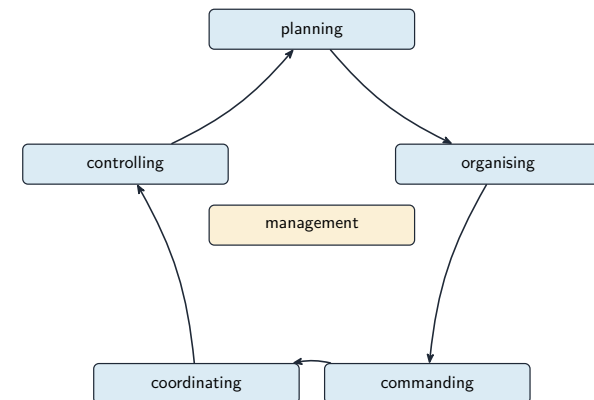
Build the skills to answer exam questions on **management** 管理 — **Fayol's five functions** 法约尔五大职能, Mintzberg's roles, and the difference between **management** and **leadership** 领导.

You must be able to:

- state Fayol's five functions of management
- explain the difference between a manager and a leader
- analyse and evaluate why effective management matters

1 Worked examples

■ Functions, roles and leadership



Fayol: planning → organising → commanding → coordinating → controlling

- **Fayol's five functions:** planning, organising, commanding, coordinating, controlling.

- **Mintzberg:** managers also play ten **roles** in three groups — interpersonal, informational, decisional.
- **Manager vs leader:** a manager plans, organises and controls the day-to-day work; a **leader** sets a vision and inspires people to follow it.



Management vs leadership — the best people do both

Answer shapes: AO1 (name/define) + AO2 (apply to the firm) + AO3 (reasoning chain) + AO4 (judgement in context).

2 Practice

2.1 State three of Fayol's five functions of management. [3]

2.2 Define the term *management*. [2]

2.3 State one difference between a *manager* and a *leader*. [2]

3 Exam-style questions

3.1 Explain one of Fayol's functions of management. [3]

3.2 Analyse two reasons why effective management is important to a business. [8]

3.3 'To be successful, a manager must also be a good leader.' Evaluate this view. [12]

Solutions

Business answers are marked by **level of response** against the assessment objectives: award **AO1** knowledge, **AO2** application, **AO3** analysis and **AO4** evaluation.

2.1 any three of: planning; organising; commanding; coordinating; controlling (1 + 1 + 1).

2.2 getting work done through other people to reach the firm's objectives (2 for a clear definition; 1 for a partial idea).

2.3 a manager plans, organises and controls day-to-day work; a leader sets a vision and inspires people to follow it (2 for a clear difference; 1 for a partial idea).

3.1 [3] AO1 1 — name and define one function (e.g. *controlling*: checking results against the plan). **AO2** up to 2 — develop it, e.g. controlling lets a manager spot that output is below target and act early to fix it (2 developed / 1 limited).

3.2 [8] For **each** of two reasons: **AO1 1 + AO2 1 + AO3** up to 2. Example chains — *raises productivity*: clear planning and organising → resources used well → lower costs per unit. *Keeps good staff*: fair coordination and clear direction → staff feel supported → lower labour turnover. Maximum 4 per reason, 8 total.

3.3 [12] AO1 2 / AO2 2 / AO3 2 / AO4 up to 6. **For:** leadership gives vision and motivation that pure management (planning, controlling) cannot, especially during change. **Against:** in stable, routine work strong management of systems and resources may matter more, and not every good manager needs to be a charismatic leader. **Judgement:** the best managers usually combine both, but how much leadership is needed depends on the situation — stable routine versus rapid change.

Name:

A-Level Business: **s25 12**

5 (a) Analyse **two** disadvantages to employees of an autocratic management style. [8]

(b) 'The contribution of managers to business performance in a hospital is less important than that of medical employees.'

Evaluate this view. [12]

OR