

## Business management: integrated decisions

Supported preparation only; actual school choices and assessed work remain separate

## Objectives, ownership and stakeholders: method

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An owner-controlled small business may decide quickly but face limited finance; an incorporated enterprise can access different finance while changing control and accountability. Growth can lower average costs yet create coordination costs.

Multinational operations add context-specific regulation, currency and stakeholder issues. Use the actual entity and evidence before recommending expansion.

## Business organization and stakeholders: source representation

### **Original source / task evidence**

Original case: a repair cooperative wants affordable service and enough surplus to maintain tools. Members oppose a uniform price rise.

Separate what is stated from the interpretation.  
Objectives, ownership and stakeholders

Original fictional task source; not an authentic selected work.

## Objectives, ownership and stakeholders: worked case

### Objectives, ownership and stakeholders: worked case

Original case: a repair cooperative wants affordable service and enough surplus to maintain tools. Members oppose a uniform price rise. Evaluate a basic affordable offer plus optional premium service.

Identify the evidence before reading the model.

## Objectives, ownership and stakeholders: reasoning

### Objectives, ownership and stakeholders: reasoning

A basic offer protects access; optional service may generate contribution for maintenance. Test demand and capacity, because richer customers or extra work cannot be assumed.

Explain how members, workers and customers gain or lose; evaluate ethics and sustainability alongside cash viability.

## Objectives, ownership and stakeholders: your transfer

### Objectives, ownership and stakeholders: your transfer

Premium repairs earn surplus but delay basic repairs. Reassess the compromise.

Pause and give an individual answer with reasons.

## Objectives, ownership and stakeholders: transfer review

### Objectives, ownership and stakeholders: transfer review

Financial sustainability improves while access may deteriorate. Protect basic capacity, trial limits or separate staffing, and compare waiting times with cash contribution.

Recommend continuation only under a feasible capacity rule that serves the cooperative's stated purpose.

## Human resources in context: method

### Human resources in context: method

Structure allocates authority; delegation gives a worker authority for specified decisions while the manager retains responsibility. Motivation depends on the task and workers' circumstances.

Communication needs feedback as well as an outgoing instruction.

# Human resources and motivation: source representation

## **Original source / task evidence**

Task: experienced staff wait for a manager to approve every stock order; new staff make ordering mistakes. Recommend one differentiated response.

Separate what is stated from the interpretation.  
Human resources in context

Original fictional task source; not an authentic selected work.

## Human resources in context: worked case

### Human resources in context: worked case

Task: experienced staff wait for a manager to approve every stock order; new staff make ordering mistakes. Recommend one differentiated response.

Identify the evidence before reading the model.

## Human resources in context: reasoning

### Human resources in context: reasoning

Delegate routine orders to trained experienced staff within limits and retain supervision/training for new staff. Publish responsibilities and a feedback route; monitor stock-outs and errors. This may improve autonomy and speed without assuming every worker wants the same responsibility.

HL can extend the analysis to culture and employee relations; these are not silently added as mandatory SL content.

## Human resources in context: your transfer

### Human resources in context: your transfer

Growth doubles staff and informal orders are missed. Recommend a communication change with a limitation.

Pause and give an individual answer with reasons.

## Human resources in context: transfer review

### Human resources in context: transfer review

Use clear responsibility, a shared order record and confirmation of receipt so staff can detect omissions. Train users and retain a feedback route.

More reporting can slow work, so monitor errors and time rather than assuming formalization always improves performance.

## Cash, finance and appraisal: method

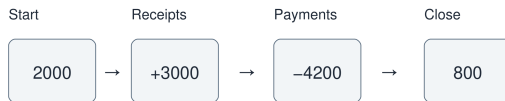
### Cash, finance and appraisal: method

Profit records revenue and expenses; cash flow records receipts and payments. A profitable sale on credit may not supply cash today.

Match finance duration, cost, control and repayment to the need. Appraisal must state forecast assumptions and uncertainty.

# Finance, accounts and appraisal: source representation

Cash-flow bridge: timing matters



Net cash flow = receipts – payments = –1200

Closing cash = opening cash + net cash flow = 800

Reused original source-lesson representation; values belong to that source example.

## Cash, finance and appraisal: worked case

### Cash, finance and appraisal: worked case

Original case: opening cash 1,500 currency units, receipts 2,800, payments 3,600.  
Compute closing cash and evaluate paying 900 for equipment immediately.

Identify the evidence before reading the model.

## Cash, finance and appraisal: reasoning

### Cash, finance and appraisal: reasoning

Net cash flow=receipts—payments=2,800—3,600=−800 units. Closing cash=opening cash+net cash flow=1,500−800=700 units. An immediate 900-unit purchase creates a 200-unit cash gap unless other timings or finance change.

Forecast later receipts, consider staged purchase or suitable finance and compare repayment with expected benefits. A positive accounting profit cannot resolve this timing gap.

## Cash, finance and appraisal: your transfer

### Cash, finance and appraisal: your transfer

Project A repays sooner; project B produces larger later inflows. Is payback sufficient for choosing?

Pause and give an individual answer with reasons.

## Cash, finance and appraisal: transfer review

### Cash, finance and appraisal: transfer review

Payback indicates recovery time and liquidity exposure but ignores later flows and, in its simple form, time value. Compare relevant appraisal measures, forecast reliability, finance and strategic fit.

Neither larger total cash nor quicker recovery alone decides every context.

## Marketing evidence and the seven Ps: method

### Marketing evidence and the seven Ps: method

Segment by relevant needs, select a target and explain a position relative to alternatives. Product, price, place, promotion, people, process and physical evidence must support that position.

Research existing customers and potential non-customers; stated intention differs from purchases.

# Marketing decisions: source representation

## **Original source / task evidence**

Task: eighty existing customers like a premium design, so the cooperative predicts success with all local residents. Evaluate and design a better check.

Separate what is stated from the interpretation.  
Marketing evidence and the seven Ps

Original fictional task source; not an authentic selected work.

## Marketing evidence and the seven Ps: worked case

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Task: eighty existing customers like a premium design, so the cooperative predicts success with all local residents. Evaluate and design a better check.

Identify the evidence before reading the model.

## Marketing evidence and the seven Ps: reasoning

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Customer-only recruitment excludes people deterred by price, access or existing offers. Define the target, sample relevant groups and test a feasible offer with voluntary trial purchases. Compare willingness to pay with contribution and capacity.

Explain privacy and truthful promotion. For HL international decisions, investigate local context rather than assuming an unchanged campaign transfers.

## Marketing evidence and the seven Ps: your transfer

### Marketing evidence and the seven Ps: your transfer

A very large customer-only survey predicts demand from non-customers. Evaluate the inference.

Pause and give an individual answer with reasons.

## Marketing evidence and the seven Ps: transfer review

### Marketing evidence and the seven Ps: transfer review

Sample size can reduce some random uncertainty while preserving systematic exclusion. Customers may differ in income, tastes and access.

Sample the defined new target and test purchases at the proposed price before projecting sales.

## Operations and break-even: method

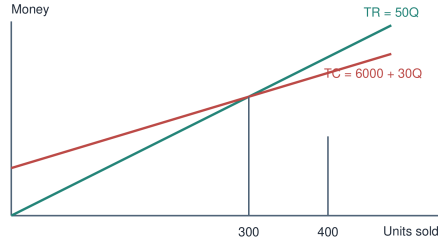
### Operations and break-even: method

Job production suits customized work; batch production groups similar jobs; flow production suits repeated standardized output. Location trades access, labour, transport and costs.

Break-even uses constant price and variable cost per unit, fixed costs and output sold.

# Operations and break-even decisions: source representation

Break-even under constant unit price and cost



Break-even: 300 units. Margin of safety at 400 units: 100.

Reused original source-lesson representation; values belong to that source example.

## Operations and break-even: worked case

### Operations and break-even: worked case

Task: fixed cost 4,800 units, price 40 units per item, variable cost 24 units per item, expected sales 360 items. Calculate break-even and margin of safety, then evaluate capacity of 280.

Identify the evidence before reading the model.

## Operations and break-even: reasoning

### Operations and break-even: reasoning

Contribution per item = price - variable cost =  $40 - 24 = 16$  units/item. Break-even quantity = fixed cost / contribution =  $4,800 / (16 \text{ units/item}) = 300$  items. Margin of safety = expected sales - break-even =  $360 - 300 = 60$  items. Capacity 280 is below break-even, so the assumed 360 sales are infeasible without changing capacity or costs.

HL may examine quality, contingency and information systems; claims require operational evidence.

## Operations and break-even: your transfer

### Operations and break-even: your transfer

Price falls from 40 to 36 while variable cost stays 24 and fixed cost stays 4,800.  
Recalculate break-even.

Pause and give an individual answer with reasons.

## Operations and break-even: transfer review

### Operations and break-even: transfer review

Contribution per item = price – variable cost =  $36 - 24 = 12$  currency units/item.

Break-even quantity = fixed cost / contribution =  $4,800 / 12 = 400$  items. At expected sales of 360, margin of safety =  $360 - 400 = -40$  items; the model predicts a shortfall.

Capacity and demand must be checked again.

## HL integrated action plan: method

### HL integrated action plan: method

Sequence a feasible plan rather than list tools. Join staffing, operations, marketing and finance to the social purpose; name review measures and failure triggers.

Keep the interpretation within the supplied evidence.

# Social-enterprise action planning: source representation

## **Original source / task evidence**

Task: a repair service has limited cash, volunteer turnover and unmet basic demand.  
Recommend a first phase and a conditional expansion.

Separate what is stated from the interpretation.  
HL integrated action plan

Original fictional task source; not an authentic selected work.

## HL integrated action plan: worked case

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Task: a repair service has limited cash, volunteer turnover and unmet basic demand.  
Recommend a first phase and a conditional expansion.

Identify the evidence before reading the model.

## HL integrated action plan: reasoning

### HL integrated action plan: reasoning

Establish trained cover for basic repairs and a cash reserve before offering optional work. Monitor completed repairs, repeat use, access, cash and volunteer retention. Trial optional work only within spare capacity; pause it if basic waiting time or cash risk breaches agreed limits.

A five-year promise without resources is not a plan.

## HL integrated action plan: your transfer

### HL integrated action plan: your transfer

Sales grow but low-income users stop attending. What evidence and revision should the HL plan include?

Pause and give an individual answer with reasons.

## HL integrated action plan: transfer review

### HL integrated action plan: transfer review

Revenue alone misses the access objective. Examine basic-service use, waiting times and approved user feedback across relevant groups. Revisit prices and capacity allocation with stakeholders, evaluate the cash consequences and set explicit access as well as financial review triggers.

Keep the interpretation within the supplied evidence.

## Check yourself

### Independent retrieval

An expansion raises expected profit but lengthens the cash cycle. What evidence and stakeholder trade-off must a recommendation address?

Write your reasoning before comparing it with the methods and limits taught in this lesson.