1. Which task should Nimbus most clearly buy from outside rather than do itself?

   ☐ Serving customers in the shops

   ☐ Baking the daily bread

   ☐ Planning the day's bake

   ☐ The year-end accounts

2. A sole trader's shop closes owing £8,000 more than its assets are worth. Who must pay the £8,000?

   ☐ Nobody, because the shop has closed

   ☐ The shop's customers

   ☐ The owner, from personal savings or property

   ☐ The government

3. Which of these belongs to Nimbus's close-in environment rather than the wide one?

   ☐ A new food-labelling law

   ☐ The national interest rate

   ☐ The mill that supplies its flour

   ☐ A national shift towards eating less bread

4. Each month the Nimbus manager compares sales with the target and adjusts the plan. Which management function is this?

   ☐ Organise

   ☐ Plan

   ☐ Lead

   ☐ Control

5. Which part of Nimbus's model is about capturing value?

   ☐ Training staff to work any station

   ☐ Baking fresh every morning

   ☐ Opening a second shop

   ☐ Charging premium prices for its bread

6. A detailed five-year sales forecast removes the uncertainty about whether students will buy.

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7. Which of these are facts, ready to use as evidence? Select all that apply.

   ☐ Footfall averaged 1,100 a day, 1-14 March (our own count)

   ☐ 55% of customers bought again within a month (shop tills, March)

   ☐ Demand for artisan bread is growing

   ☐ The new shop will reach 420 loaves a day

   Tick every correct option.

8. Which of these are stakeholders of Nimbus Bakery? Select all that apply.

   ☐ A baker in another country with no link to Nimbus

   ☐ The bakery staff

   ☐ The mill that supplies its flour

   ☐ The local council that issues licences

   Tick every correct option.

9. Which statements are true of a limited company? Select all that apply.

   ☐ Shares can be sold to new owners

   ☐ The founder keeps sole control however many shares are sold

   ☐ The company must publish its accounts

   ☐ A shareholder's loss is capped at what they paid for their shares

   Tick every correct option.

10. Nimbus's choice of prices belongs in its PESTEL analysis under Economic.

    ☐ True ☐ False

1. **The year-end accounts**

   Accounts are needed once a year and call for expertise Nimbus does not use daily, so a contract is cheaper. Baking and serving are repeated, core work.

2. **The owner, from personal savings or property**

   A sole trader is not separate from the business, so the debt is the owner's own debt. That is unlimited liability.

3. **The mill that supplies its flour**

   Nimbus deals with the mill directly and can negotiate or switch. The other three affect every bakery at once and can only be adapted to.

4. **Control**

   Control compares results with the plan. What it finds feeds the next round of planning, which is why management is a loop.

5. **Charging premium prices for its bread**

   Capturing value is how money comes back to the firm. Fresh baking creates value; shops deliver it; training supports both.

6. **False**

   The forecast assumes the answer instead of finding it out. Only new information, such as a stall's real sales, reduces the uncertainty.

7. **Footfall averaged 1,100 a day, 1-14 March (our own count); 55% of customers bought again within a month (shop tills, March)**

   The first two give a source, a measure and a period. The third has none of these, and the fourth is a projection, so both are assumptions.

8. **The bakery staff; The mill that supplies its flour; The local council that issues licences**

   Staff and the mill are affected by Nimbus's choices, and the council affects what Nimbus may do. A baker with no link neither affects Nimbus nor is affected by it.

9. **Shares can be sold to new owners; The company must publish its accounts; A shareholder's loss is capped at what they paid for their shares**

   Limited liability, sellable shares and public accounts all come with a company. Selling shares hands votes, and so some control, to the new shareholders.

10. **False**

    Prices are a decision Nimbus makes, not a force outside it. PESTEL holds only factors the firm cannot control.

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