

Week 7

IGCSE Business Studies

Homework bundle for this week

本周作业合集

exercises.lol

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IGCSE Business Studies

Name: _____ Score: _____

1. A well-motivated workforce is likely to have:
 - ☐ higher productivity and lower staff turnover
 - ☐ lower productivity
 - ☐ more absences
 - ☐ worse quality
2. The span of control is:
 - ☐ the number of subordinates a manager directly oversees
 - ☐ the number of products a firm makes
 - ☐ the firm's total revenue
 - ☐ the chain of command
3. Recruitment is the process of:
 - ☐ attracting applicants for a job
 - ☐ choosing the best applicant
 - ☐ training new staff
 - ☐ paying wages
4. Two-way communication is usually more effective because it:
 - ☐ allows feedback from the receiver
 - ☐ is always cheaper
 - ☐ needs no listener
 - ☐ uses no technology
5. In Maslow's hierarchy, which need must be met first?
 - ☐ physiological (basic) needs
 - ☐ esteem needs
 - ☐ self-actualisation
 - ☐ social needs
6. Which are financial methods of motivation? (Select all that apply.)
 - ☐ bonus
 - ☐ commission

☐ piece rate

☐ praise

Tick every correct option.

7. Which are barriers to communication? (Select all that apply.)

☐ too many levels of hierarchy

☐ jargon

☐ information overload

☐ clear, brief messages

Tick every correct option.

8. Job enrichment is a non-financial method of motivation.

☐ True ☐ False

9. A manager who delegates a task is still responsible for the result.

☐ True ☐ False

10. External recruitment can bring new skills and ideas into a business.

☐ True ☐ False

IGCSE Business Studies

1. **higher productivity and lower staff turnover**

Motivation raises productivity and retention.

2. **the number of subordinates a manager directly oversees**

Span of control = direct subordinates per manager.

3. **attracting applicants for a job**

Recruitment attracts applicants; selection then chooses.

4. **allows feedback from the receiver**

Feedback confirms the message was understood.

5. **physiological (basic) needs**

Basic needs come first in the hierarchy.

6. **bonus; commission; piece rate**

Praise is non-financial; the others are financial.

7. **too many levels of hierarchy; jargon; information overload**

Clear messages help; the others are barriers.

8. **True**

It motivates by making work more rewarding, not by pay.

9. **True**

Authority is delegated; responsibility is not.

10. **True**

Hiring from outside introduces fresh expertise.

2.1 Motivating employees

Name: _____ Class: _____ Date: _____

Total: 20 marks

KEY WORDS employees 员工 • motivation 激励 • job rotation 工作轮换 • wage 工资 • job enrichment 工作丰富化

Objective

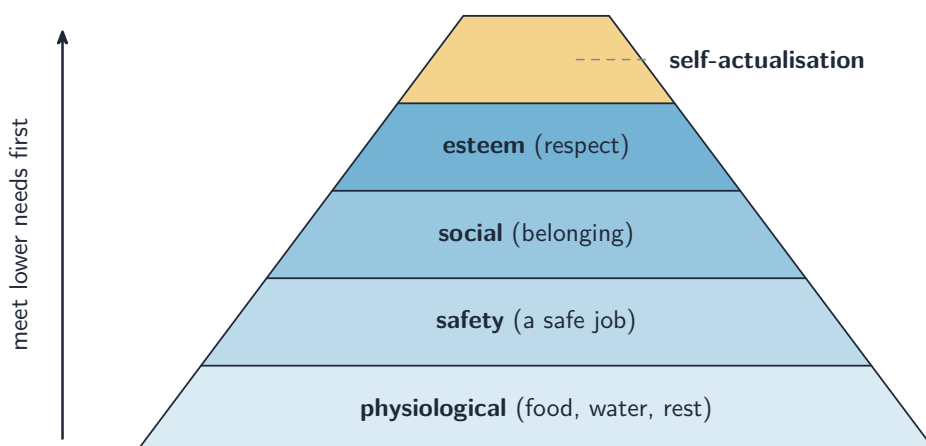
Build the skills to answer exam questions on **motivating employees** 激励员工 — why motivation matters, the theories (**Taylor, Maslow, Herzberg** 泰勒、马斯洛、赫茨伯格), and **financial and non-financial** 经济与非经济 methods of motivation.

You must be able to:

- explain the benefits of a motivated workforce
- outline Taylor, Maslow and Herzberg
- compare financial and non-financial methods of motivation

1 Worked examples

■ Motivating workers



Motivated workers are more productive and leave less often

- **Benefits:** higher **productivity** 生产率, lower **absenteeism** 缺勤, lower **labour turnover** 员工流动率.
- **Taylor:** pay motivates (piece rate). **Maslow:** a **hierarchy of needs** 需求层次. **Herzberg:** **hygiene factors** 保健因素 vs **motivators** 激励因素.
- **Financial:** wage, **piece rate** 计件工资, **commission** 佣金, **bonus** 奖金. **Non-financial:** **job enrichment** 工作丰富化, **job rotation** 工作轮换, teamworking,

promotion.

Answer shapes: K + App + An + Ev (a justified judgement, for “do you think” questions).

2 Practice

2.1 Define the term *motivation*. [2]

2.2 Identify two benefits to a business of a well-motivated workforce. [2]

2.3 State the difference between a *financial* and a *non-financial* method of motivation. [2]

3 Exam-style questions

3.1 Identify two financial methods of motivation. [2]

3.2 Explain two non-financial methods a business could use to motivate workers. [6]

3.3 Do you think paying workers more is the best way to motivate them? Justify your

answer.

[6]

Solutions

IGCSE Business answers are marked by **level of response**: award **K** knowledge, **App** application, **An** analysis and **Ev** a justified judgement.

2.1 the drive or willingness that makes a person want to work hard (2 for a clear definition; 1 for a partial idea).

2.2 any two of: higher productivity; lower absenteeism; lower labour turnover (1 + 1).

2.3 a financial method rewards workers with money (wage, bonus); a non-financial method motivates without extra money (job enrichment, teamwork) (2 for a clear difference; 1 for a partial idea).

3.1 any two of: wage; time rate; piece rate; salary; commission; bonus; profit sharing; fringe benefits (1 + 1).

3.2 [6] For **each** of two methods: K 1 + An up to 2 — e.g. *job enrichment*: more challenging tasks → workers feel valued and achieve more → higher motivation. *Teamworking*: workers support each other → they feel part of a group → lower absence. Maximum 3 each.

3.3 [6] Both sides + judgement. **For pay**: it meets basic and safety needs (Maslow) and works well for low-paid or piece-rate work (Taylor). **Against**: Herzberg says pay only prevents unhappiness — recognition, responsibility and interesting work motivate more, and pay rises cost the firm. **Judgement (Ev)**: 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.

4 ZPR is a business in the tertiary sector. It has 1 restaurant which has 20 employees. The Human Resources Manager is preparing a job description as ZPR needs 2 new chefs. He said: ‘I need to advertise the job vacancies externally. ZPR will use a range of financial rewards as it can be difficult to recruit employees.’ The manager knows there are many factors for a business to consider when deciding who to recruit.

(a) Define ‘tertiary sector’.

[2]

(b) Define ‘job description’.

[2]

(c) Identify **four** financial rewards a business could use.

Reward 1:

Reward 2:

Reward 3:

Reward 4:

[4]

(d) Explain **two** ways ZPR could use to advertise its job vacancies externally.

Way 1:

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Explanation:

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Way 2:

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Explanation:

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..... [6]

(e) Explain **two** factors a business should consider when deciding who to recruit. Which factor is likely to be the most important for a tertiary sector business? Justify your answer.

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..... [6]

1 Amir and Carla are business partners. They own a luxury hotel which operates in a niche market. The business has a short hierarchical structure. Amir and Carla use Herzberg’s theory of motivation to keep their 5 employees well motivated. Amir and Carla are considering opening another hotel in a different city. They will need to identify a suitable source of finance if they decide to expand. Secondary market research can be used to help a business decide whether it should expand.

(a) Identify **two** motivators from Herzberg’s theory of motivation.

Motivator 1:

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Motivator 2:

..... [2]

(b) Identify **two** features of a short hierarchical structure.

Feature 1:

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Feature 2:

..... [2]

(c) Outline **two** advantages to Amir and Carla of operating in a niche market.

Advantage 1:

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Advantage 2:

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..... [4]

(d) Explain **two** sources of finance Amir and Carla could use if they decide to expand.

Source 1:

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Explanation:

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Source 2:

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Explanation:

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..... [6]

(e) Do you think secondary market research is the most appropriate type of market research for a business to use when deciding whether it should expand? Justify your answer.

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1 RSL manufactures paint using flow production. Last year it produced 10 million litres of paint. RSL has 6 managers and 80 employees working in its factory. The managers use different leadership styles. RSL uses email and telephone calls as its methods of internal communication. The Operations Manager wants to understand why some manufacturing businesses are relocating their operations to other countries.

(a) Identify **two** benefits to a business of using flow production.

Benefit 1:

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Benefit 2:

..... [2]

(b) Identify **two** reasons why people work.

Reason 1:

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Reason 2:

..... [2]

(c) Outline **one** advantage of RSL using each of the following methods of internal communication.

Email:

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Telephone calls:

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..... [4]

(d) Explain **two** leadership styles RSL’s managers might use.

Leadership style 1:

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Explanation:

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Leadership style 2:

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Explanation:

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..... [6]

(e) Explain **two** factors a manufacturing business should consider when relocating its operations to another country. Which factor is likely to be the most important? Justify your answer.

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..... [6]

4 RHN is a clothing retailer. It has 50 shops and 290 employees. All RHN’s employees are provided with training. Commission is used as one method of financial reward. The business often uses internal recruitment when there is a job vacancy. Last year RHN made a profit of \$1.5 million. The Managing Director, as an internal user of accounts, has been analysing RHN’s statement of financial position.

(a) Define ‘commission’.

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[2]

(b) Identify **two** external users of accounts.

External user 1:

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External user 2:

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[2]

(c) Identify **four** ways the information in a statement of financial position can be used.

Way 1:

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Way 2:

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Way 3:

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Way 4:

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[4]

(d) Explain **two** possible reasons why providing training for its employees is important to RHN.

Reason 1:

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Explanation:

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Reason 2:

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Explanation:

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..... [6]

(e) Do you think the advantages for a business of using internal recruitment are greater than the disadvantages? Justify your answer.

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..... [6]

1 FBM is a boat building business. It has 100 skilled employees. The Operations Director is concerned that FBM holds a high level of inventory. She is also concerned that the business is starting to experience diseconomies of scale. The Finance Director has been asked to analyse FBM’s cost and output data. An extract is shown in Table 1.1.

Table 1.1

Extract from FBM’s cost and output data	
Variable costs per unit	\$5000
Fixed costs per year	\$600 000
Number of boats made each year	300

- (a) Define ‘diseconomies of scale’.

[2]
- (b) Identify **two** ways a business can use cost data to help make decisions.

Way 1:

Way 2:

[2]
- (c) Identify **four** fixed costs a business might have.

Fixed cost 1:

Fixed cost 2:

Fixed cost 3:

Fixed cost 4:

[4]

(d) Explain **one** advantage and **one** disadvantage to FBM of holding a high level of inventory.

Advantage:

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Explanation:

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Disadvantage:

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Explanation:

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..... [6]

(e) Do you think customers have a more important role in the success of a business than its employees? Justify your answer.

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..... [6]

2.2 Organisation and management

Name: _____ Class: _____ Date: _____

Total: 20 marks

KEY WORDS leadership style 领导风格 • management 管理 • functions of management 管理职能
• planning 计划 • autocratic 专制型

Objective

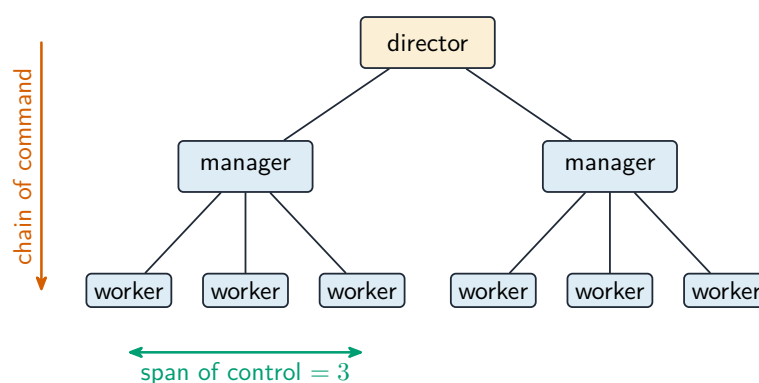
Build the skills to answer exam questions on **organisation and management** 组织与管理 — the **organisational chart** 组织结构图 (hierarchy, chain of command, span of control 层级、指挥链、管理幅度), the **functions of management** 管理职能, and **leadership styles** 领导风格.

You must be able to:

- read an organisational chart (chain of command, span of control)
- state the functions of management
- compare leadership styles (autocratic, democratic, laissez-faire)

1 Worked examples

■ Reading an organisation chart



A tall chart has a long chain of command; a wide span gives one manager many staff

- **Chain of command** 指挥链: the line orders pass down. **Span of control** 管理幅度: staff directly under one manager. **Delaying** 扁平化: removing a level.
- **Functions of management:** planning, organising, coordinating, commanding, controlling.
- **Leadership:** **autocratic** 专制型 (leader decides), **democratic** 民主型 (asks

staff), **laissez-faire** 放任型 (lets staff work freely).

Answer shapes: K + App + An + Ev (a justified judgement, for “do you think” questions).

2 Practice

2.1 Define the term *span of control*. [2]

2.2 Identify two functions of management. [2]

2.3 State the difference between an *autocratic* and a *democratic* leadership style. [2]

3 Exam-style questions

3.1 Identify two things an organisational chart shows. [2]

3.2 Explain two benefits to a business of delayering its organisational structure. [6]

3.3 Do you think an autocratic leadership style is always the best style for a manager?

Justify your answer.

[6]

Solutions

IGCSE Business answers are marked by **level of response**: award **K** knowledge, **App** application, **An** analysis and **Ev** a justified judgement.

2.1 the number of subordinates (workers) that one manager is directly in charge of (2 for a clear definition; 1 for a partial idea).

2.2 any two of: planning; organising; coordinating; commanding; controlling (1 + 1).

2.3 an autocratic leader decides alone and gives orders; a democratic leader asks staff for ideas before deciding (2 for a clear difference; 1 for a partial idea).

3.1 any two of: the hierarchy/levels; the chain of command; each manager's span of control; who reports to whom (1 + 1).

3.2 [6] For **each** of two benefits: K 1 + An up to 2 — e.g. *lower costs*: fewer managers → lower salary bill → higher profit. *Faster communication*: fewer levels → messages reach workers quickly and unchanged → faster decisions. Maximum 3 each.

3.3 [6] Both sides + judgement. **For autocratic**: fast, firm decisions — good in a crisis or with new, untrained staff. **Against**: it ignores staff ideas and can demotivate skilled workers, who may prefer a democratic style. **Judgement (Ev)**: no style is always best — autocratic suits a crisis, but democratic suits skilled staff; the right style depends on the situation and the workers.

3 SBL is a fast food restaurant which sells 900 chicken burgers each week. It has 14 employees. The owner, Vicki, provides her employees with training but does not currently use delegation. She is preparing a break-even chart to help calculate SBL’s margin of safety. A partially completed break-even chart is shown in Fig. 3.1. Vicki wants to know how an economic recession might affect her business.

Break-even chart for SBL

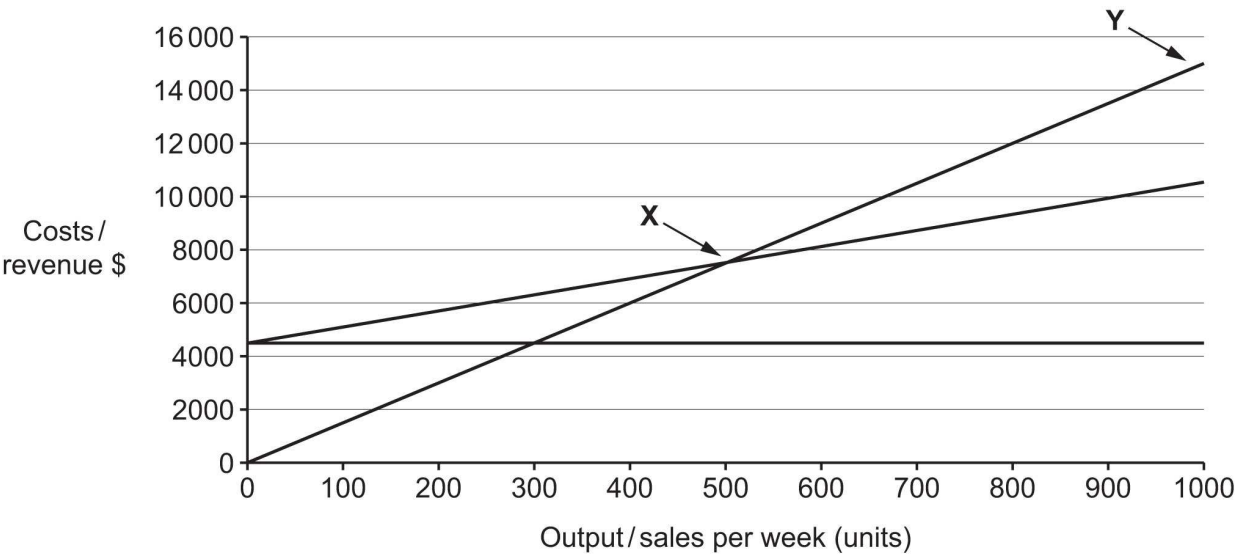


Fig. 3.1

(a) Identify X and Y.

X:
.....
Y:
..... [2]

(b) Define ‘margin of safety’.

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..... [2]

(c) Outline **two** advantages of Vicki delegating tasks to her employees.

Advantage 1:
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Advantage 2:
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[4]

(d) Explain **two** possible effects an economic recession might have on Vicki’s business.

Effect 1:
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Explanation:
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Effect 2:
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Explanation:
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[6]

(e) Explain **two** methods of training a business might use. Which is likely to be the best method for a service business to use? Justify your answer.

This image shows a full page of white paper with horizontal dashed lines, typical of primary school writing paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

[6]

2 (a) Explain **two** functions of management for Charly when she is operating her new business.

Function 1:
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Explanation:
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Function 2:
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Explanation:
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[8]

- (b) Using Appendix 2 and other information, consider the following **two** possible locations for CR’s new factory. Which location should Charly choose? Justify your answer.
- Location A
 - Location B

Location A:

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Location B:

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Recommendation:

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4 TLA is a large hotel with 200 rooms and 3000 employees. Many of these employees are members of a trade union. The Managing Director is planning to expand the business but is worried about possible diseconomies of scale as TLA grows. The Human Resources Director has been asked to recruit 2 new managers. She knows it is important that all managers use the most appropriate leadership style. All of TLA's new employees receive induction training.

(a) Identify **one** advantage and **one** disadvantage to employees of being members of a trade union.

Advantage:

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Disadvantage:

..... [2]

(b) Identify **one** benefit and **one** limitation of a business using induction training.

Benefit:

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Limitation:

..... [2]

(c) Outline **one** reason why each of the following stages of recruitment might be important for TLA:

Job description:

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Job advertisement:

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..... [4]

(d) Explain **two** possible diseconomies of scale as TLA grows.

Diseconomy of scale 1:

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Explanation:

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Diseconomy of scale 2:

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Explanation:

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..... [6]

(e) Do you think the advantages of managers using a democratic leadership style are greater than the disadvantages for a business? Justify your answer.

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..... [6]

2 (a) Explain **two** functions of management for CC’s new manager.

Function 1:

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Explanation:

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Function 2:

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Explanation:

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[8]

(b) Consider how a decrease in interest rates and an increase in taxes in country P could affect CC. Which is likely to have the biggest effect on CC’s profit? Justify your answer.

Decrease in interest rates:

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Increase in taxes:

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Conclusion:

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[12]

2 (a) Explain **two** effects of BB having a short chain of command.

Effect 1:

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Explanation:

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Effect 2:

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Explanation:

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[8]

(b) Consider the following **three** extension strategies BB could use for its best-selling product. Which strategy should BB use? Justify your answer.

- Adding new features
- Start selling in toy shops
- Television advertising campaign

Adding new features:

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Start selling in toy shops:

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Television advertising campaign:

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Recommendation:

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2.3 Recruitment, selection and training of employees

Name: _____ Class: _____ Date: _____

Total: 20 marks

KEY WORDS training 培训 • external 外部招聘 • recruitment 招聘 • internal 内部招聘 • dismissal 解雇

Objective

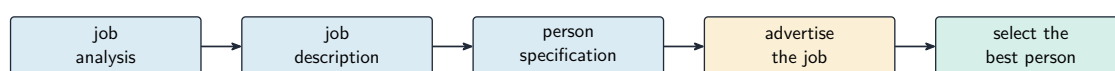
Build the skills to answer exam questions on **recruitment, selection and training** 招聘、选拔与培训 — the recruitment process, **internal and external** 内部与外部 recruitment, types of **training** 培训, and reducing the workforce.

You must be able to:

- describe the recruitment and selection process
- compare internal and external recruitment, and types of training
- distinguish redundancy from dismissal

1 Worked examples

■ Recruiting and training



Recruitment finds applicants; selection chooses the best

- **Documents:** **job description** 工作描述 (the duties) and **person specification** 人员规格 (the right person's skills).
- **Internal** 内部招聘: cheaper, faster, known — but no new ideas. **External** 外部招聘: new skills — but costlier, slower.
- **Training:** **induction** 入职培训, **on-the-job** 在职培训, **off-the-job** 脱产培训.
- **Redundancy** 裁员: the job is no longer needed. **Dismissal** 解雇: the worker is removed for a reason.

Answer shapes: K + App + An + Ev (a justified judgement, for “do you think” questions).

2 Practice

2.1 Define the term *recruitment*. [2]

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

2.3 State the difference between *redundancy* and *dismissal*. [2]

3 Exam-style questions

3.1 Identify two methods a business could use to select the best applicant. [2]

3.2 Explain two benefits to a business of training its workers. [6]

3.3 A business needs to fill an important job quickly. Do you think it should recruit internally rather than externally? Justify your answer. [6]

Solutions

IGCSE Business answers are marked by **level of response**: award **K** knowledge, **App** application, **An** analysis and **Ev** a justified judgement.

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

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

2.3 redundancy is when the job is no longer needed (not the worker's fault); dismissal is when a worker is removed for a reason such as poor work (2 for a clear difference; 1 for a partial idea).

3.1 any two of: application form; CV; interview; skills test (1 + 1).

3.2 [6] For **each** of two benefits: K 1 + An up to 2 — e.g. *higher productivity*: trained workers make fewer mistakes → less waste → lower costs. *Motivation*: training shows workers are valued → they stay longer → lower labour turnover. Maximum 3 each.

3.3 [6] Both sides + judgement. **For internal**: cheaper, faster, the person is already known, and it motivates other staff — useful when speed matters. **Against**: it brings in no new ideas and leaves another vacancy to fill. **Judgement (Ev)**: internal recruitment is good for filling a job quickly and cheaply, but if no suitable internal candidate exists, external recruitment is better — it depends on the skills available inside.

4 ZPR is a business in the tertiary sector. It has 1 restaurant which has 20 employees. The Human Resources Manager is preparing a job description as ZPR needs 2 new chefs. He said: ‘I need to advertise the job vacancies externally. ZPR will use a range of financial rewards as it can be difficult to recruit employees.’ The manager knows there are many factors for a business to consider when deciding who to recruit.

(a) Define ‘tertiary sector’.

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[2]

(b) Define ‘job description’.

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[2]

(c) Identify **four** financial rewards a business could use.

Reward 1:

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Reward 2:

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Reward 3:

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Reward 4:

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[4]

(d) Explain **two** ways ZPR could use to advertise its job vacancies externally.

Way 1:

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Explanation:

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Way 2:

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Explanation:

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..... [6]

(e) Explain **two** factors a business should consider when deciding who to recruit. Which factor is likely to be the most important for a tertiary sector business? Justify your answer.

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3 LFK is a coal-mining business. It has 135 employees who are all provided with training. After the dismissal of one of LFK’s employees there is a job vacancy for a new supervisor. External recruitment will be used. The Managing Director is preparing a cash flow forecast for LFK. An extract is shown in Table 3.1.

Table 3.1

Extract from LFK’s cash flow forecast July - September 2025 \$000			
	July	August	September
Cash inflow	600	400	730
Cash outflow	720	X	590
Net cash flow	(120)	(100)	140
Opening balance	40	(80)	(180)
Closing balance	(80)	(180)	Y

(a) Define ‘dismissal’.

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(b) Calculate the value of X and Y.

X:

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Y:

..... [2]

(c) Identify **four** reasons why a cash flow forecast might be useful to a business.

Reason 1:

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Reason 2:

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Reason 3:

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Reason 4:

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[4]

(d) Explain **two** advantages of LFK training its employees.

Advantage 1:

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Explanation:

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Advantage 2:

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Explanation:

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[6]

(e) Do you think the advantages of external recruitment for a business are greater than the disadvantages? Justify your answer.

[illegible]

[6]

2 FLD is a furniture retailer. It has 460 shops and 20 000 employees. Internal recruitment is used when recruiting new shop managers. The Managing Director wants to know whether job rotation is the best method of motivation for a large business to use. The Finance Director is reviewing FLD’s income statement. An extract is shown in Table 2.1. She is concerned that FLD’s gross profit is decreasing.

Table 2.1

Extract from FLD’s income statement for year ending April 2025 (\$ million)	
Revenue	400
Gross profit	200
Expenses	60
Profit	140

(a) Define ‘profit’.

[2]

(b) Identify **two** expenses a business might have.

Expense 1:

Expense 2:

[2]

(c) Outline **two** possible reasons why FLD’s gross profit is decreasing.

Reason 1:

Reason 2:

[4]

(d) Explain **two** advantages to FLD of using internal recruitment when recruiting new managers.

Advantage 1:

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Explanation:

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Advantage 2:

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Explanation:

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..... [6]

(e) Do you think job rotation is the best method for a large business to use to motivate its employees? Justify your answer.

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4 RHN is a clothing retailer. It has 50 shops and 290 employees. All RHN’s employees are provided with training. Commission is used as one method of financial reward. The business often uses internal recruitment when there is a job vacancy. Last year RHN made a profit of \$1.5 million. The Managing Director, as an internal user of accounts, has been analysing RHN’s statement of financial position.

(a) Define ‘commission’.

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[2]

(b) Identify **two** external users of accounts.

External user 1:

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External user 2:

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[2]

(c) Identify **four** ways the information in a statement of financial position can be used.

Way 1:

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Way 2:

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Way 3:

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Way 4:

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[4]

(d) Explain **two** possible reasons why providing training for its employees is important to RHN.

Reason 1:

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Explanation:

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Reason 2:

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Explanation:

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..... [6]

(e) Do you think the advantages for a business of using internal recruitment are greater than the disadvantages? Justify your answer.

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2 ADN is a food retailer. It has 5 shops and 300 full-time employees. All ADN’s employees receive off-the-job training. ADN has a tall hierarchical structure. Managers have a narrow span of control and all use an autocratic leadership style. ADN’s directors are planning to expand the business and cannot decide whether it is better for a business to use internal growth or external growth.

(a) Define ‘span of control’.

[2]

(b) Define ‘autocratic leadership style’.

[2]

(c) Outline **two** benefits to ADN of having full-time employees.

Benefit 1:

Benefit 2:

[4]

(d) Explain **one** benefit and **one** limitation to ADN of using off-the-job training.

Benefit:

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Explanation:

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Limitation:

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Explanation:

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..... [6]

(e) Do you think it is better for a business to use internal growth or external growth when planning to expand? Justify your answer.

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2.4 Internal and external communication

Name: _____ Class: _____ Date: _____

Total: 20 marks

KEY WORDS communication 沟通 • external 外部沟通 • internal 内部沟通 • suppliers 供应商 • feedback 反馈

Objective

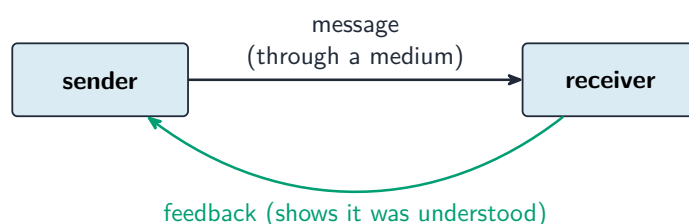
Build the skills to answer exam questions on **internal and external communication** 内部与外部沟通 — the **communication process** 沟通过程, **one-way and two-way** 单向与双向 communication, and **barriers** 障碍.

You must be able to:

- describe the communication process (sender, message, medium, receiver, feedback)
- distinguish one-way from two-way, and internal from external communication
- explain barriers to communication and how to reduce them

1 Worked examples

■ The communication process



Sender → message → medium → receiver → feedback

- **Two-way communication** 双向沟通 lets the receiver reply (feedback) — usually better than **one-way** 单向.
- **Internal** 内部沟通: inside the business. **External** 外部沟通: with customers/suppliers.
- **Barriers** 障碍: a long/unclear message, a poor medium, language differences, inattention.
- **Reduce them:** keep messages short and clear, choose the right medium, ask for feedback.

Answer shapes: K + App + An + Ev (a justified judgement, for “do you think”)

questions).

2 Practice

2.1 State the five parts of the communication process. [2]

2.2 Define the term *communication barrier*. [2]

2.3 State the difference between *internal* and *external* communication. [2]

3 Exam-style questions

3.1 Identify two barriers to effective communication. [2]

3.2 Explain two benefits to a business of good communication. [6]

3.3 Do you think two-way communication is always better than one-way communication? Justify your answer. [6]

Solutions

IGCSE Business answers are marked by **level of response**: award **K** knowledge, **App** application, **An** analysis and **Ev** a justified judgement.

2.1 sender; message; medium; receiver; feedback (2 for all five; 1 for a partial list).

2.2 anything that stops a message getting through clearly from sender to receiver (2 for a clear definition; 1 for a partial idea).

2.3 internal communication is between people inside the business; external communication is between the business and outside people (customers, suppliers) (2 for a clear difference; 1 for a partial idea).

3.1 any two of: a long/unclear message; a poor medium; language differences; a receiver not paying attention (1 + 1).

3.2 [6] For **each** of two benefits: K 1 + An up to 2 — e.g. *fewer mistakes*: clear instructions mean workers know exactly what to do → less waste and rework. *Motivation*: workers who are kept informed feel valued → they work harder. Maximum 3 each.

3.3 [6] Both sides + judgement. **For two-way**: feedback checks the message was understood, so fewer mistakes, and workers feel involved. **Against**: it is slower, and for a simple instruction or a public notice, one-way is quicker and enough. **Judgement (Ev)**: two-way is better when understanding matters, but one-way is fine for simple, urgent messages — it depends on the message and how important feedback is.

4 (a) Explain **two** factors LB’s managers should consider when deciding which method of communication to use to inform its employees about the expansion plans.

Factor 1:
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Explanation:
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Factor 2:
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Explanation:
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[8]

(b) Using Appendix 3 and other information, consider the benefits and drawbacks for country Y of LB building its new factory there. Do you think the benefits for country Y are greater than the drawbacks? Justify your answer.

Benefits:

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Drawbacks:

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Conclusion:

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- 4 HYT is a travel business which sells holidays. One of its objectives is growth. Last year HYT completed a takeover of one of its competitors. External sources of finance were used to fund this growth. HYT now has 460 shops and 4000 employees. The Human Resources Director knows there are benefits and limitations for a business of having full-time employees. HYT's managers use ideas from Herzberg's motivational theory to keep employees motivated. Good internal communication is important for HYT.
- (a) Identify **two** objectives (other than growth) a business might have.
- Objective 1:
-
- Objective 2:
- [2]
- (b) Identify **two** advantages to a business of using external sources of finance.
- Advantage 1:
-
- Advantage 2:
- [2]
- (c) Using Herzberg's theory, state whether each of the following would be classed as a hygiene factor or as a motivator.
- Working conditions:
-
- Wages:
-
- Opportunities for promotion:
-
- Relationship with supervisor:
- [4]

(d) Explain **two** methods of internal communication HYT might use with its employees.

Method 1:

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Explanation:

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Method 2:

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Explanation:

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(e) Do you think the benefits to a business of having full-time employees are greater than the limitations? Justify your answer.

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1 RSL manufactures paint using flow production. Last year it produced 10 million litres of paint. RSL has 6 managers and 80 employees working in its factory. The managers use different leadership styles. RSL uses email and telephone calls as its methods of internal communication. The Operations Manager wants to understand why some manufacturing businesses are relocating their operations to other countries.

(a) Identify **two** benefits to a business of using flow production.

Benefit 1:

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Benefit 2:

..... [2]

(b) Identify **two** reasons why people work.

Reason 1:

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Reason 2:

..... [2]

(c) Outline **one** advantage of RSL using each of the following methods of internal communication.

Email:

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Telephone calls:

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..... [4]

(d) Explain **two** leadership styles RSL’s managers might use.

Leadership style 1:

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Explanation:

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Leadership style 2:

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Explanation:

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(e) Explain **two** factors a manufacturing business should consider when relocating its operations to another country. Which factor is likely to be the most important? Justify your answer.

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