

Scenario Pack

People in business

Cambridge IGCSE™ / IGCSE (9–1)
Business 0264 / 0774

Cambridge O Level
Business 7081

For examination from 2027



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Introduction

This pack will help you to encourage your learners to develop and use higher order thinking skills such as application, analysis, evaluation and justification.

Important note

Our *Scenario Packs* have been written by **classroom teachers** to help you deliver lessons which develop higher order thinking skills. Use these materials to supplement your teaching and engage your learners. You can also use them to help you create lesson plans for other parts of the syllabus.

This is one of a range of *Scenario Packs*.

Each pack draws on a range of assessment objectives so that learners can focus on using higher order thinking skills in novel situations. A range of media are used in the packs to give learners an immersive experience within which they can use their skills. The packs can be used in any order to suit your teaching sequence.

In this pack will find the lesson plan, worksheets for learners, video file and teacher resource sheets you will need. Please note that the lesson timings are for guidance, and you may need to adapt these to suit your circumstances.

Developing thinking skills

This *Scenario Pack* involves skills from all four assessment objectives, drawing mainly on subject knowledge from section 2 of the syllabus.

This activity has links to the following syllabus content (see syllabus for detail):

2.4.1 The importance of a well-motivated workforce
2.4.2 Methods of motivation

The lesson covers the following skills, adapted from assessment objectives AO2, AO3 and AO4 (see syllabus for assessment objectives):

- applying knowledge and understanding of facts
- select, organise and interpret business information in written, numerical and graphical forms
- make justified decisions, conclusions and make recommendations based on evidence.

Prior knowledge

Knowledge from the following syllabus topics is useful for this scenario.

1.4.1 Different types of business organisation
1.3.4 Why some businesses succeed and others fail
1.5.2 The role of stakeholder groups

Scenario lesson: People in business

Resources	PPT Interactive video Worksheet A, Worksheet B and Worksheet C
Learning objectives	By the end of the lesson: all learners should be able to explain the main methods businesses can use to motivate employees most learners should be able to explain the importance of a well-motivated workforce to a business some learners will be able to evaluate the usefulness of different methods of motivation in different business scenarios

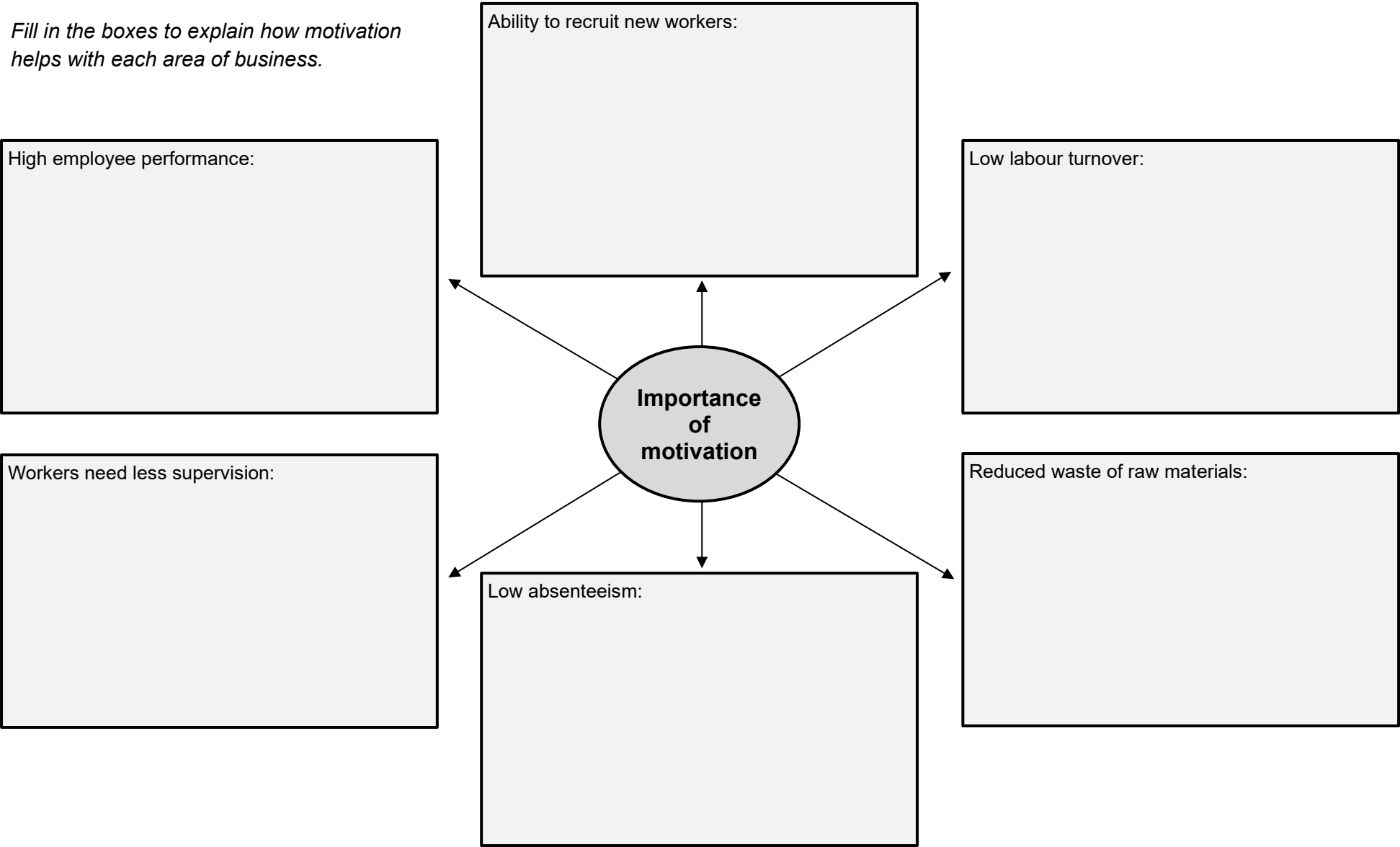
Timings	Activity
	Starter The starter activity is to help learners refresh their knowledge regarding the importance of motivation. Learners can work in pairs or on their own to fill in the sections on Worksheet A. You may want to print this sheet A3 to give learners more space to write in. Once learners have finished, you can use the slide on the PPT to go through the key points with them. Learners can add to their diagram if necessary.
	Main lesson Use the PPT to introduce learners to the activity and the background information on the business. Put learners into teams of six or teams of three (in teams of three each learner will assume two thinking roles). Before you start the video ensure that each learner knows what thinking role they have and that they have looked at Worksheet B to help them understand the sorts of questions and approaches they need to take when considering their responses. When the video pauses for each scenario, learners can use Worksheet C to record their decisions.
	Start the interactive video now. It has built in timings and learner instructions to structure the task.
	Plenary Which methods of motivation do we recommend? The class should vote on the methods TFP should use for each scenario. You can use Worksheet C: Answers to help structure this discussion and vote.

Worksheets and answers

	Worksheets	Answers
A: The importance of motivation	9	—
B: Thinking roles	10-11	—
C: Reporting findings	12-14	15-17

Worksheet A: The importance of motivation

Fill in the boxes to explain how motivation helps with each area of business.



Worksheet B: Thinking roles

Thinking role	How this role might think	Examples of questions / prompts for discussion in this role
Facts This role works with facts. They look at the information they have and see what they can learn from it, and ask what other information might be needed.	What information do we have about the issue, e.g. reports, feedback etc.? What does it tell us? What information do we lack? What information would we like to have? How are we going to get it?	What is causing the problem in this business? What is it like to work in this business? Why do people call in sick so much? Why is Sandra quitting?
Feelings This role looks at problems using emotion and instinct, and tries to understand how others might respond to decisions made. This is all about feelings and hunches and how others might react to decisions.	I just don't think that idea will work. I have a good feeling about doing it this way. I've got a hunch that demand for this product is about to fall.	I think they have a problem I think the employees don't enjoy the work I think the employees are not happy
Cautious This role spots potential problems with a decision or solution and tries to see why it might <i>not</i> work. It aims to highlight weak points in a decision or plan allowing time to eliminate them or counteract them.	What are the weak areas of our plan? What can be done to overcome the weaknesses of our plan? Will our idea meet the needs of our stakeholders?	What is the best way to resolve this? What has the business done so far to put employees off so this can be avoided?

Worksheet B: *Continued*

Thinking role	How this role might think	Examples of questions / prompts for discussion in this role
Positive This role is about positivity and looks at the benefits of a decision or solution. They will want to think about the good points and the positive things. It helps to keep the team motivated when everything seems challenging and difficult.	What are the benefits? How can we make our idea work?	What would benefit the business? What would be good about this idea?
Creative This role develops creative solutions to problems. It is about coming up with creative ideas, alternative ideas and new ideas.	What is a way to do this? Is there a new way we could do this? What about approaching the issue from the opposite viewpoint? Are there any alternatives we haven't yet considered?	What methods of motivation could be used here? What will be the best method to use, how can we use it?
Planning This role manages the whole thinking process or activity. They keep check on time and control what is going on, managing the thinking roles to ensure all are used and the plan is followed.	Who has contributed? What does each role have to say about the situation? What do we have to do to complete the task? How long do we have to do this activity? Have we had a balanced discussion?	Ensuring everyone has a chance and that all other roles are fulfilled What have we decided on so far? What do we need to do next? What does [name of a role] think about this?

Worksheet C: Reporting findings

Scenario 1: New business		
1 in 3 new businesses fail in the first three years. As a new business TFP needs to keep careful control of its costs. In this situation how can they best motivate their staff?		
Possible solutions to improve motivation	<i>Training</i>	<i>Opportunities for team working</i>
	<i>Opportunities for promotion</i>	<i>Job rotation</i>
	<i>Bonuses</i>	<i>Commission or profit-sharing</i>
	<i>Changes to wages or salaries</i>	<i>Job enrichment</i>
Put your rejected solutions here and explain why you think they wouldn't help TFP at this point.		
Our group recommends that TFP use the following solution(s) to solve their problem of staff motivation		

Worksheet C: *Continued*

Scenario 2: Established, successful business

TFP has survived the challenging early years of a business and is successful. Their revenue is up and their costs are down. Profit is therefore an important element of this scenario. How can TFP successfully motivate their staff now?

Possible solutions to improve motivation	<i>Training</i>	<i>Opportunities for team working</i>
	<i>Opportunities for promotion</i>	<i>Job rotation</i>
	<i>Bonuses</i>	<i>Commission or profit-sharing</i>
	<i>Changes to wages or salaries</i>	<i>Job enrichment</i>

Put your rejected solutions here and explain why you think they wouldn't help TFP at this point

Our group recommends that TFP use the following solution(s) to solve their problem of staff motivation

Worksheet C: Continued

Scenario 3: Very large business		
TFP has grown to become a very large business. It is now suffering similar issues to many large employers. How can TFP successfully motivate their staff now?		
Possible solutions to improve motivation	<i>Training</i>	<i>Opportunities for team working</i>
	<i>Opportunities for promotion</i>	<i>Job rotation</i>
	<i>Bonuses</i>	<i>Commission or profit-sharing</i>
	<i>Changes to wages or salaries</i>	<i>Job enrichment</i>
Put your rejected solutions here and explain why you think they wouldn't help TFP at this point.		
Our group recommends that TFP use the following solution(s) to solve their problem of staff motivation		

Worksheet C: Answers

Scenario 1: New business

1 in 3 new businesses fail in the first three years. As a new business, TFP needs to keep careful control of its costs. In this situation, how can they best motivate their staff?

Possible solutions to improve motivation	<i>Training</i> <i>Opportunities for promotion</i> <i>Bonuses</i> <i>Changes to wages or salaries</i>	<i>Opportunities for team working</i> <i>Job rotation</i> <i>Commission or profit-sharing</i> <i>Job enrichment</i>
Put your rejected solutions here and explain why you think they wouldn't help TFP at this point. Bonuses and profit sharing <i>These financial rewards are not suitable due to the financial position of the start up.</i> Commission <i>While it is true that TFP must generate sales to other businesses, it is mainly a manufacturing business so sales commission is not a strong answer.</i> Opportunities for promotion <i>There aren't very many roles and not a large hierarchy yet so there is not much scope for promotion.</i> Wage or salary changes <i>The owner specifically states that they are not in a strong financial position so offering a high wage or salary is not prudent, plus wages and salaries are hygiene factors not motivators.</i>		
Our group recommends that TFP use the following solution(s) to solve their problem of staff motivation	Team working <i>As it is a new business there is the chance for people to work together in teams to help build the business, it is often the case in new businesses that people have to fulfil many roles and this allows team working.</i> Training <i>Training the new workers will make them more efficient at their job, saving TFP money as well as helping the new workers feel valued. This should help to increase their motivation</i>	

Worksheet C: Answers, *continued*

Scenario 2: Established, successful business

TFP has survived the challenging early years of a business and is successful. Their revenue is up and their costs are down. Profit is therefore an important element of this scenario. How can TFP successfully motivate their staff now?

Possible solutions to improve motivation	Training Opportunities for promotion Bonuses Changes to wages or salaries	Opportunities for team working Job rotation Commission or profit-sharing Job enrichment
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Put your rejected solutions here and explain why you think they wouldn't help TFP at this point.

Commission

These financial rewards are still not suitable as TFP doesn't have a specific sales team who could earn commission.

Changes to wages or salaries and bonuses

Wages and salaries are still hygiene factors so are suitable to some extent but as they are hygiene factors they are not strong motivators.

job enrichment and job rotation

We don't have enough information to know if it is possible for job enrichment and job rotation to take place so these are not good suggestions.

Our group recommends that TFP use the following solution(s) to solve their problem of staff motivation	Profit sharing <i>Profit sharing would be motivating as TFP now has a strong enough financial position that some of the profit could be used, unlike in scenario 1 when all funds were needed to ensure the survival of the business. Staff would feel valued and would work harder to find ways of keeping costs down if they received a share of the profit.</i> opportunities for promotion and team working <i>Now that teams are bigger and would have a hierarchy, there is more scope for promotion. Teams will have supervisors and managers so the possibility of rising through the hierarchy would help workers stay motivated.</i> Training <i>Training the new workers will make them more efficient at their job. This would save TFP money as well as help new workers feel valued.</i>
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Worksheet C: Answers, *continued*

Scenario 3: Very large business

TFP has grown to become a very large business. It is now suffering similar issues to many large employers. How can TFP successfully motivate their staff now?

Possible solutions to improve motivation	<i>Training</i>	<i>Opportunities for team working</i>
	<i>Opportunities for promotion</i>	<i>Job rotation</i>
	<i>Bonuses</i>	<i>Commission or profit-sharing</i>
	<i>Changes to wages or salaries</i>	<i>Job enrichment</i>

Put your rejected solutions here and explain why you think they wouldn't help TFP at this point.

Commission

While it's true that the business must generate sales to other businesses, it is mainly a manufacturing business so sales commission is not a strong answer.

Changes to wages or salaries

Wages and salaries are hygiene factors not motivators, though they may help with recruiting the new workers needed

Our group recommends that TFP use the following solution(s) to solve their problem of staff motivation	<i>Job enrichment, job enlargement, training opportunities for promotion, team working, bonuses and profit sharing</i>
	<i>Now that the business is much larger there is more scope for job enrichment and job rotation to relieve the boredom of the production and warehouse staff. A mix of financial and non-financial rewards is more achievable with a much larger firm so a range of rewards is the best option.</i>

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