

Teaching Pack
A03 Analysis
People in business

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

Cambridge O Level
Business 7081

For examination from 2027



© Cambridge University Press & Assessment 2025 v1

Cambridge International Education is part of Cambridge University Press & Assessment. Cambridge University Press & Assessment is a department of the University of Cambridge.

Cambridge University Press & Assessment retains the copyright on all its publications. Registered centres are permitted to copy material from this booklet for their own internal use. However, we cannot give permission to centres to photocopy any material that is acknowledged to a third party even for internal use within a centre.

Contents

Introduction	4
AO3: Analysis	5
AO lesson: Applying business knowledge.....	6
Skill development lesson: People in business.....	8
Independent lesson: Case study	9
Worksheets and answers	10

Icons used in this pack:



Assessment Objective (AO) lesson



Skill development lesson



Independent lesson

Introduction

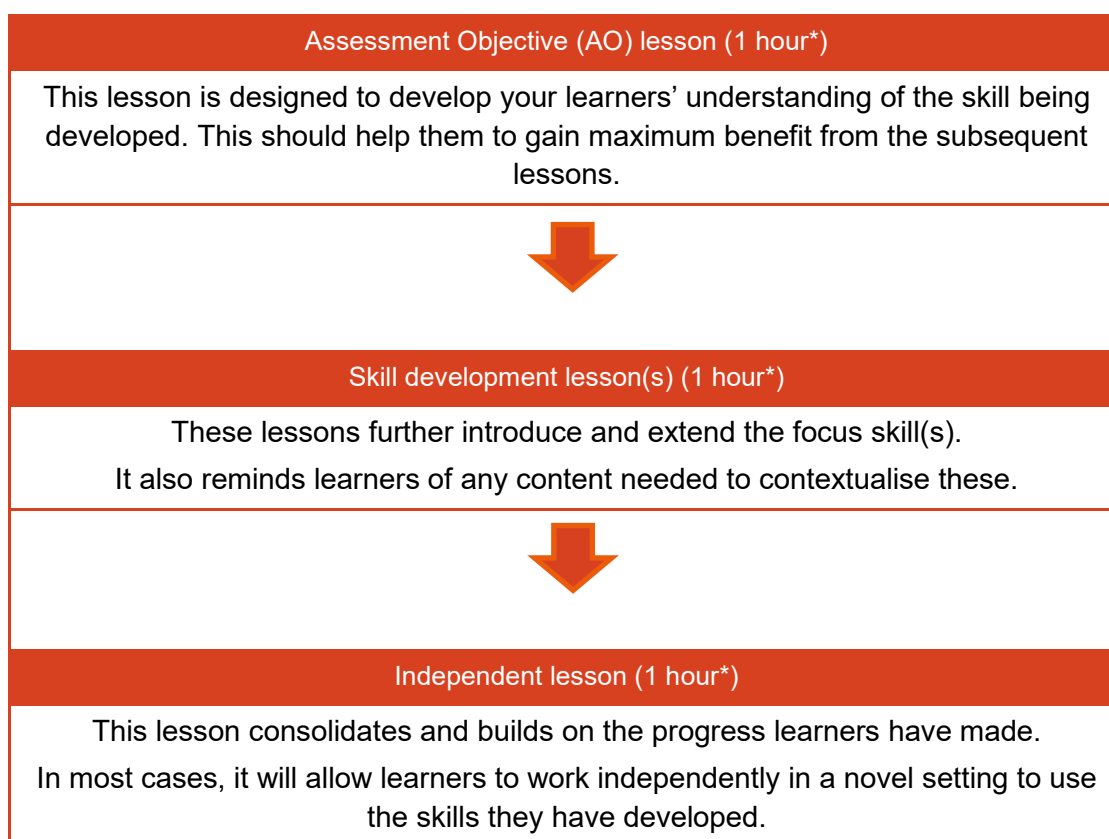
This pack will help you to develop your learners' higher order thinking skills as defined by AO2 in the course syllabus.

Important note

Our *Teaching 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 *Teaching Packs*. Each pack is based on one assessment objective which is contextualised within one area of the syllabus. The packs can be used in any order to suit your teaching sequence.

The structure is as follows:



** the timings are a guide only; you may need to adapt the lessons to suit your circumstances.*

In this pack you will find the lesson plans, worksheets for learners and teacher resource sheets you will need to successfully complete the lessons.

AO3: Analysis

This *Teaching Pack* focuses on AO3 Analysis – select, organise and interpret business data and information in written, numerical and graphical forms. Analyse business information.

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

2.4 Motivating employees
2.2 Organisation and management
2.1 Human Resource Management (HRM)

The lessons cover the following skills, adapted from **AO3: Analysis** (see syllabus for assessment objectives):

- Select, organise and interpret business data and information in written, numerical and graphical forms.
- Analyse business information.

Please note that analysis and evaluation will feature in some activities, but these skills are focused in more depth in other *Teaching Packs* and *Scenario Packs*.

Prior knowledge

Knowledge from the following syllabus topics is useful for the activities that follow:

2 People in business

Teacher notes

The suggested activities are to help engage your learners as they develop the skill of analysing information from a range of business scenarios and contexts.

Learners can find distinguishing between evidence and opinion difficult. For example, the data on staff productivity compared to how hard staff think they are working. Another example would be how staff felt a recent training course improved their skills versus how their output had changed according to data. Learners need to be able to take their business knowledge and use it to analyse the context of different businesses and business scenarios.

Learners need to focus on how to use the business knowledge they have in given situations. The Assessment Objective (AO) lesson, skill development lesson and the independent lesson activities will help them practice this.



AO lesson: Applying business knowledge

Resources

Worksheet A, Worksheet B, Worksheet C and Worksheet D

Learning objectives

By the end of the lesson:

all learners should be able to draft an answer to a given question using the skill of analysis

most learners should be able to write a full answer to a given question using analysis

some learners will be able to write a full answer to a given question, using analysis and without support materials

Timings	Activity
 15 min	Starter Introduce learners to the requirements of AO3. The whole focus of this lesson will be for them to understand what we mean by analysis. You may want to cover points such as: • In the exam, you are often provided with some information about the business the question is focused on. For example, you might be told the type of business, its future plans, how many employees there are etc. • To ensure you are analysing the business information, you will need to determine whether the information is an opinion or is evidence. • You will also need to put the information in a rational order and be able to interpret data from a written form, numerical or graphical form • You will need to use the information given, when answering questions to help demonstrate that you are analysing the business information. All of the activities in this lesson should help learners to develop their skills of analysis. Using Worksheet A, learners should complete the activity to match the explanation to the way a business uses data. Ask learners what they think can be done with data to make it useful for a business.
 15 min	Main lesson To help them to distinguish between evidence and opinion, learners should complete the first activity on Worksheet B. This requires them to read the short passages and identify which elements are opinion and which are evidence. You can go through this with your learners using the answers for Worksheet B. There are further exercises based on the analysis of data for learners to work through. This can be peer or self-assessed using the answers.
 10 min	Learners should use Worksheet C to analyse information from narrative forms using the given text.

AO lesson: *continued*

Timings	Activity
	Learners should use information from Worksheet B to help them draft an answer to an exam style question on Worksheet D. They should be able to build an answer using AO3 skills of distinguishing evidence from opinion, interpreting data and using data to support their written response.
	Plenary Choose three or four learners to read out their answers and ask the class to comment on how well they feel the information has been analysed. Show the possible answer so learners can self or peer-assess their work. They should then spend some time making any necessary corrections.

Skill development lesson: People in business



Resources

Worksheet E, Worksheet F and Worksheet G

Learning objectives

By the end of the lesson:

all learners should be able to explain the role of leaders and managers, interpret organisational charts and explain the term redundancy

most learners should be able to analyse business information on redundancies and interpret organisational charts

some learners will be able to make recommendations in a given scenario, using the exam skill of analysis to support their recommendation

Timings	Activity
 10 min	Starter Give learners Worksheet E and explain that this activity is to check and recap their knowledge and understanding of elements of Section 2.1 of the syllabus. Your learners should select the correct answer to each question. They could mark their own answers or each other's. They can use the quiz to identify areas that they need to develop.
 20 min	Main lesson Hand out Worksheet F to help recap organisational charts. Learners should draw an organisational chart from the information given. Take learners through the rest of Worksheet F , allowing them time to complete the questions and check their answers.
 20 min	Using Worksheet G read through the Hardcastle Engineering Ltd case study together then get learners to complete the questions. The answers are shown at the end of this pack.
 10 min	Plenary To complete the lesson use the true / false questions shown below. Encourage learners to vote in some way for their answer. There is no need for them to write this down. 1. Distinguishing between evidence and opinion means judging whether a statement is based on something that can be proven or not (true) 2. Opinions are statements using statistics or facts that can be proven (false) 3. A CEO is below a manager in an organisational chart (false) 4. Redundancy means there is no longer a business need for a role (true) 5. A taller organisational chart has many layers (true)

Independent lesson: Case study



Resources

Worksheet H, Worksheet I and Worksheet J

Learning objectives

By the end of the lesson:

all learners should be able to analyse some data from a case study

most learners should be able to analyse the data in order to support a recommendation

some learners will be able to analyse all of the data support a complex recommendation

Timings	Activity
 10 min	Starter Read the case study together on Worksheet H and make sure that your learners are able to understand all of the data presented to them.
 20 min  20 min	Main lesson Once learners are happy with the information in the case study they should answer the questions on Worksheet I . They can use the answers to peer or self-assess their work. Hand out Worksheet J to help learners to answer the following question: Where do you think the CEO of Plastic Products plc should make redundancies? They will need to justify their answers and use the data to support their responses.
 10 min	Plenary Ask learners to feedback their answers on Worksheet J . Try to engage the whole class by building up a final set of answers on the board by taking points from each of them. You could use the suggested answers to help draw out content for the responses.

Worksheets and answers

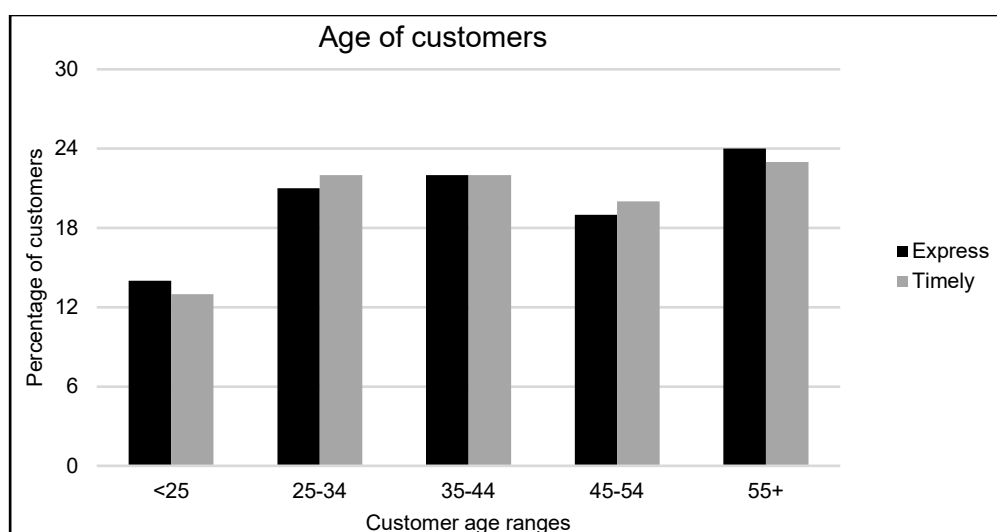
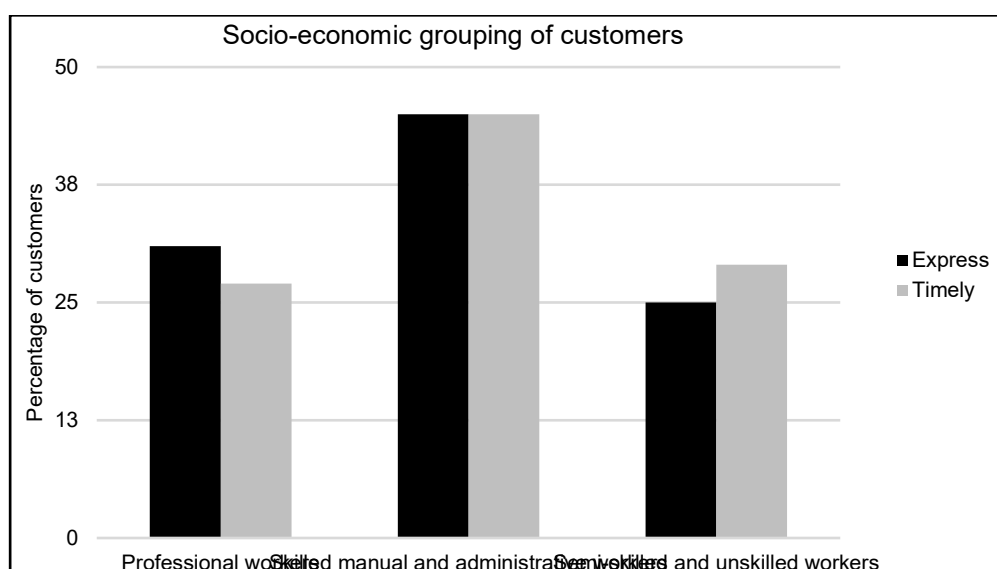
	Worksheets	Answers
For use in <i>assessment objective lesson</i>:		
A: Analysis examples	11 – 12	33
B: Evidence and opinion	13 – 15	34 – 36
C: Analysing information	16	37
D: Building an answer	17 – 18	38
For use in <i>skill development lesson</i>:		
E: Quiz	19 – 20	39 – 40
F: People in business	21 – 23	41 – 42
G: Hardcastle Engineering Ltd	23 – 24	44
For use in <i>independent lesson</i>:		
H: Case study	25 – 28	–
I: Case study analysis	29 – 30	44
J: Making recommendations	31 – 32	45

Worksheet A: Analysis examples



1. Look at the data on the markets of the two businesses shown below.

Express	Over two thirds of households have shopped at Express in the last year.
Timely	Around two thirds of households have shopped at Timely over the last year.
Express Timely	Over 40% of households have shopped in both Express and Timely



Worksheet A: continued



What similarities and differences can you see between *Express* and *Timely*?

Similarities

.....

.....

.....

.....

.....

Differences

.....

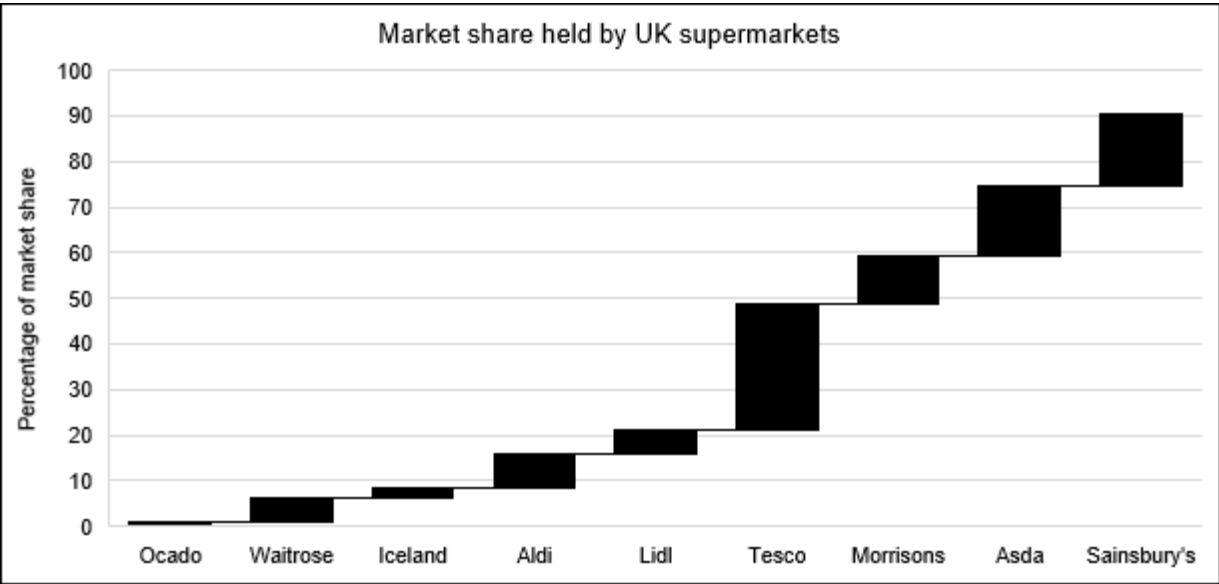
.....

.....

.....

.....

2. Using the graph below, order the UK supermarkets by their market share.



Least market share

Highest market share

--	--	--	--	--	--	--	--	--

Worksheet B: Evidence and opinion



1. Identify what is opinion and what is evidence in the summaries below:

Major aircraft manufacturer to axe almost 500 jobs!
Unions say large scale redundancies at aircraft maker exceed their worst fears

Bosses at the French plant, whose head office is based in Canada, say that 486 jobs will go in the first quarter of 2025. Due to recent tariffs from the USA, the business says it needs to reduce costs and improve efficiency if it is to remain internationally competitive. Wings for the C model aircraft are made at the French factory. Unions say it is a terrible blow for the morale of the French workforce and will lower efficiency as workers fear for the future of the business.

Opinion

Evidence

Worksheet B: *continued*



Struggling US supermarkets seeks refuge in merger

Consumer groups and unions say there will be a negative impact on consumer choice and jobs

Bosses of two of the biggest supermarket chains in the US, Fresh'n Tasty and Food4u, say that the greater use of online grocery shopping has affected their profitability. They plan to merge to gain market share and achieve economies of scale. "This merger is good news for consumers as the new business can make significant cost savings" said Fresh'n Tasty Boss Mike Jones.

Consumer groups are concerned that there will be store closures once the businesses merge as many of them are in close proximity. Union chief Diana Pounds states "Look at the example of Albuquerque New Mexico, there is a Fresh'n Tasty half a mile away from a large Food4u. We believe after the merger one of these stores will close, leading to redundancies."

At present there are 579 Fresh'n Tasty stores across the western states of the USA while there are 129 Food4u stores, mostly in Southern California. Food4u CEO Janine Findler states "Statistics show that the population in California is 38.79 million, with the largest city being Los Angeles at 4 million people. It makes sense for us to concentrate on growing the business in this area."

Opinion

.....

.....

.....

.....

.....

.....

Evidence

.....

.....

.....

.....

.....

.....

Worksheet B: *continued*



2. Use the data in the table to order the information in the spaces below.

Supermarket	Stores	Market share	Employees
Fresh'n Tasty	579	5.8	89,750
Food4u	129	2.9	23,000
Super Foods	900	17.5	182,000
Anderson's	2,382	24.6	250,000
Savemart	4,500	33.5	546,750
Jo's Club	768	8.6	175,000
Health Food Haven	494	4.7	91,000
Meierson's	127	2.3	28,000

a. Order the supermarkets by market share

Lowest market share

Highest market share

--	--	--	--	--	--	--	--

b. Order the supermarkets by the average number of staff per store

Lowest

Highest

--	--	--	--	--	--	--	--

Worksheet C: Analysing information



US Retail worker statistics

Retail sales workers help customers find products they want and process customers' payments. There are two types of retail sales worker: retail salespersons, who sell retail merchandise, such as clothing, furniture, and automobiles; and parts salespersons, who sell spare and replacement parts and equipment, especially car parts. Most retail sales workers work in clean, well-lit stores. Many sales workers work evenings and weekends. About one in three retail salespersons worked part time in 2024.

Typically, there are no formal education requirements for retail sales workers in the US. Most receive on-the-job training, which usually lasts a few days to a few months. The median hourly wage for parts salespersons was \$14.13 in May 2025, which works out to \$23,370 per year, whereas in May 2024 the median wage was \$10.80 and the yearly income was \$22,680.

Overall employment of retail sales workers is projected to grow two percent from 2026 to 2036, slower than the average for all occupations. Despite the low projected employment growth there should still be plenty of job opportunities over the next ten years since many workers leave this occupation each year.

- 1. What proportion of retail sales workers are part time?
.....
- 2. How much more per hour did a retail worker earn in 2025 compared to 2024? Show your working.
.....
.....
.....
.....
.....
.....
- 3. What is the percentage change in retail workers' annual income between 2025 and 2024? Show your working.
.....
.....
.....
.....
.....
.....

Worksheet D: Building an answer



Analyse the impact of the proposed merger between Fresh'n Tasty and Food4u on employees and consumers.

Step 1 – Identify what the question is asking

.....

.....

.....

.....

.....

.....



Step 2 – Show your analysis

.....

.....

.....

.....

.....

.....



Worksheet D: *continued*



Step 3 – The content of your answer

.....

.....

.....

.....

.....

.....



Step 4 – Your answer to the question

.....

.....

.....

.....

.....

.....



Worksheet E: Quiz

Select the correct answer for each question

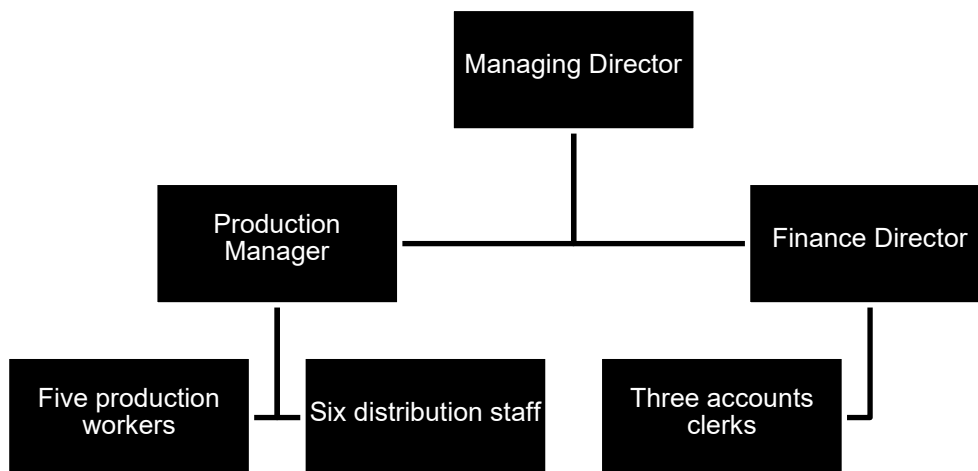
1 Which one of these is the most accurate definition of the term motivation?

- ☐ the reason or reasons that make people want to do something
- ☐ how a business gets employees who want a job
- ☐ the reasons business gets rid of employees it no longer needs

2 Which of the following is financial method of motivation?

- ☐ an award
- ☐ a good working environment
- ☐ a bonus

3 Using the organisational chart below, what is the span of control of the production manager?



- ☐ three accounts clerks
- ☐ five production workers
- ☐ eleven workers and staff

4 What is the best definition of the term chain of command?

- ☐ the number of workers who report directly to a line manager
- ☐ the workers that a line manager is responsible for
- ☐ the way in which authority and instructions are passed down through an organisation

5 Which of the following is a function of management?

- ☐ commanding
- ☐ procuring
- ☐ selling

Worksheet E: *continued*



6 Which answer best describes piece rate?

- ☐ payment for reaching a target
- ☐ payment per unit sold
- ☐ payment per unit produced

7 Which of the following is often a key benefit of a flatter organisational structure?

- ☐ lower costs
- ☐ higher authority
- ☐ lower recruitment

8 Which type of leader is likely to make the following statement?

'Decision making should be a joint venture between management, senior leaders and staff to ensure that targets are realistic and all employees feel part of the process.'

- ☐ autocratic
- ☐ laissez-faire
- ☐ democratic

9 Which of the following would be a benefit of delayering?

- ☐ recruitment costs are lowered
- ☐ fixed costs are lowered
- ☐ marketing costs are lowered

10 Which of the following factors is most likely to result in redundancies?

- ☐ a competitor goes out of business
- ☐ takeover of a competitor
- ☐ increase in economic growth

Worksheet F: People in business

An organisational chart is a diagram showing how the business is structured into levels of hierarchy.

Draw the organisational chart for a business which has the following employees:

- a Chief Executive Officer (CEO)
- a Marketing Manager who reports to the CEO and supervises the marketing workers
- a Production Manager who reports to the CEO and supervises the production workers
- three marketing workers who report to the Marketing Manager
- six sales people who report to the Marketing Manager
- ten production workers who are subordinates of the Production Manager

Organisational chart



Worksheet F: *continued*



What is a tall organisational structure?

.....

.....

.....

What is the span of control of the three production supervisors?

.....

.....

.....

What does the term delegation mean?

.....

.....

.....

What does the term redundant mean?

.....

.....

.....

What does the term span of control mean?

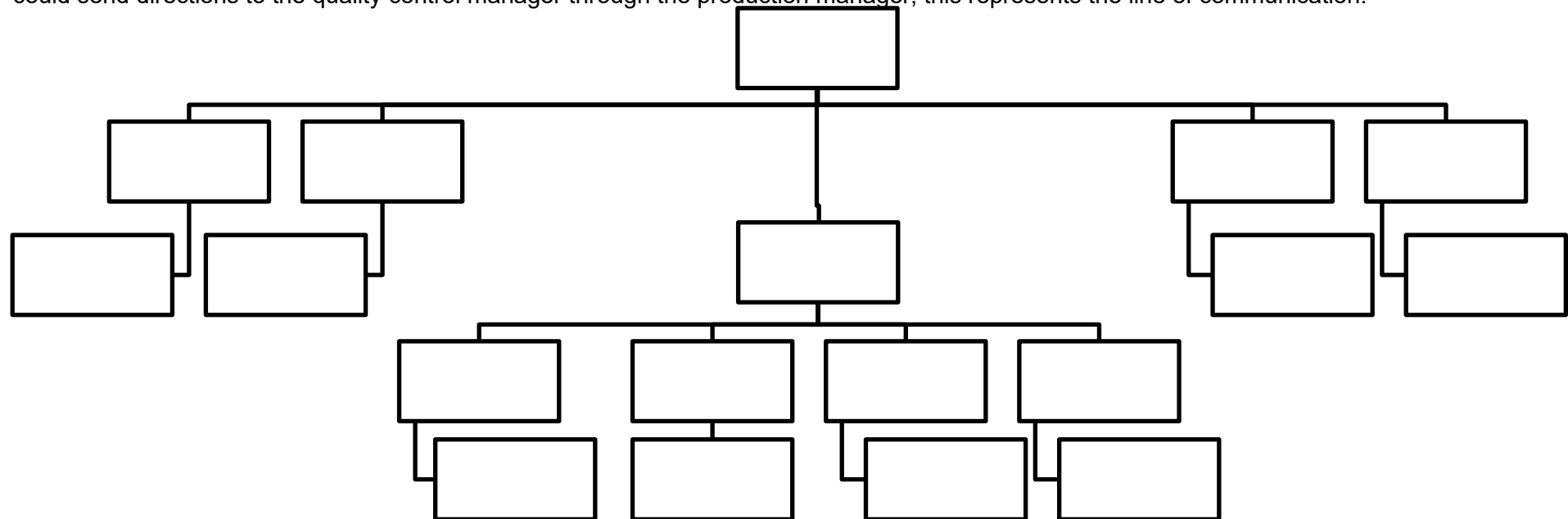
.....

.....

.....

Hardcastle Engineering Ltd makes precision engineering components for cars. The departments in the business are organised by function, for example the purchasing department is responsible for buying in the materials needed to make the components whereas the sales department are responsible for generating revenue.

There is a chain of command with those at the top of the hierarchy being able to send instructions to those lower down in the hierarchy. The managing director of Hardcastle Engineering Ltd has more authority than the production manager who is in a lower layer. The managing director could send directions to the quality control manager through the production manager; this represents the line of communication.





Worksheet G: *continued*

Who is at the top of the hierarchy?

.....

Who is the line manager for the sales representatives?

.....

Who are the subordinates of the Finance Director?

.....

What is the span of control of the Production Manager?

.....

How many layers are there in the organisation?

.....

To whom would the Production Manager delegate responsibility for the stocks of raw materials?

.....

Who would be involved in the line of communication between the Managing Director and the Stock Control Manager?

.....

The HR manager delegates responsibility for advertising jobs and dealing with application forms to a subordinate. Which of the following statements are benefits that would result from delegating in this way?

- ☐ The subordinate may work harder because they feel that they have been given a specific area of responsibility
- ☐ The subordinate may feel that the Human Resource Manager is taking advantage of them
- ☐ The Human Resource Manager may feel that they are losing responsibility and may not get as much pay
- ☐ The HR Manager may have more time to oversee the work of all the team members instead of having to focus on detailed tasks
- ☐ The subordinate may improve their management skills and this could lead to a future promotion
- ☐ The work will be done by a specialist and the quality should be good

Worksheet H: Case study

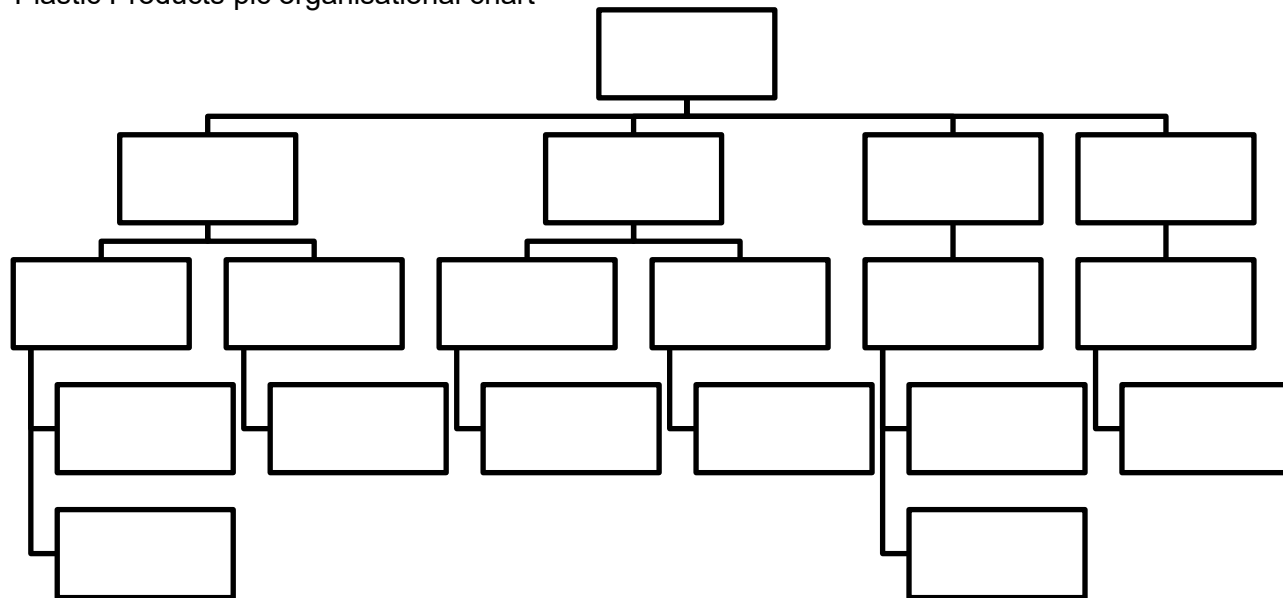


Scenario

Plastic Products plc is a business that manufactures plastic bags and packaging materials for online and high street retailers. Due to increased concerns over the environmental impact of plastic waste they have seen sales drop by 75% and have moved from being in profit in 2024 to making a loss in 2025.

In order to make cost savings while they try to move to manufacturing packaging and bags made of more environmentally friendly materials, Managing Director Carl Peterson has taken the tough decision to make some redundancies in the business. “At Plastic Products plc we believe that we can streamline the organisation, rebrand ourselves as more environmentally friendly and return to profit in the short term by investing in alternative packaging materials. We appreciate that there will be some concern amongst our employees as we seek to drive down costs through a rationalisation programme, but would like to assure them that we will be working with them to find the best solution. Through creating a flatter organisational structure, we believe will be motivating employees through greater delegation and responsibility.”

Plastic Products plc organisational chart



Worksheet H: *continued*



Report showing staffing information at Plastic Products plc

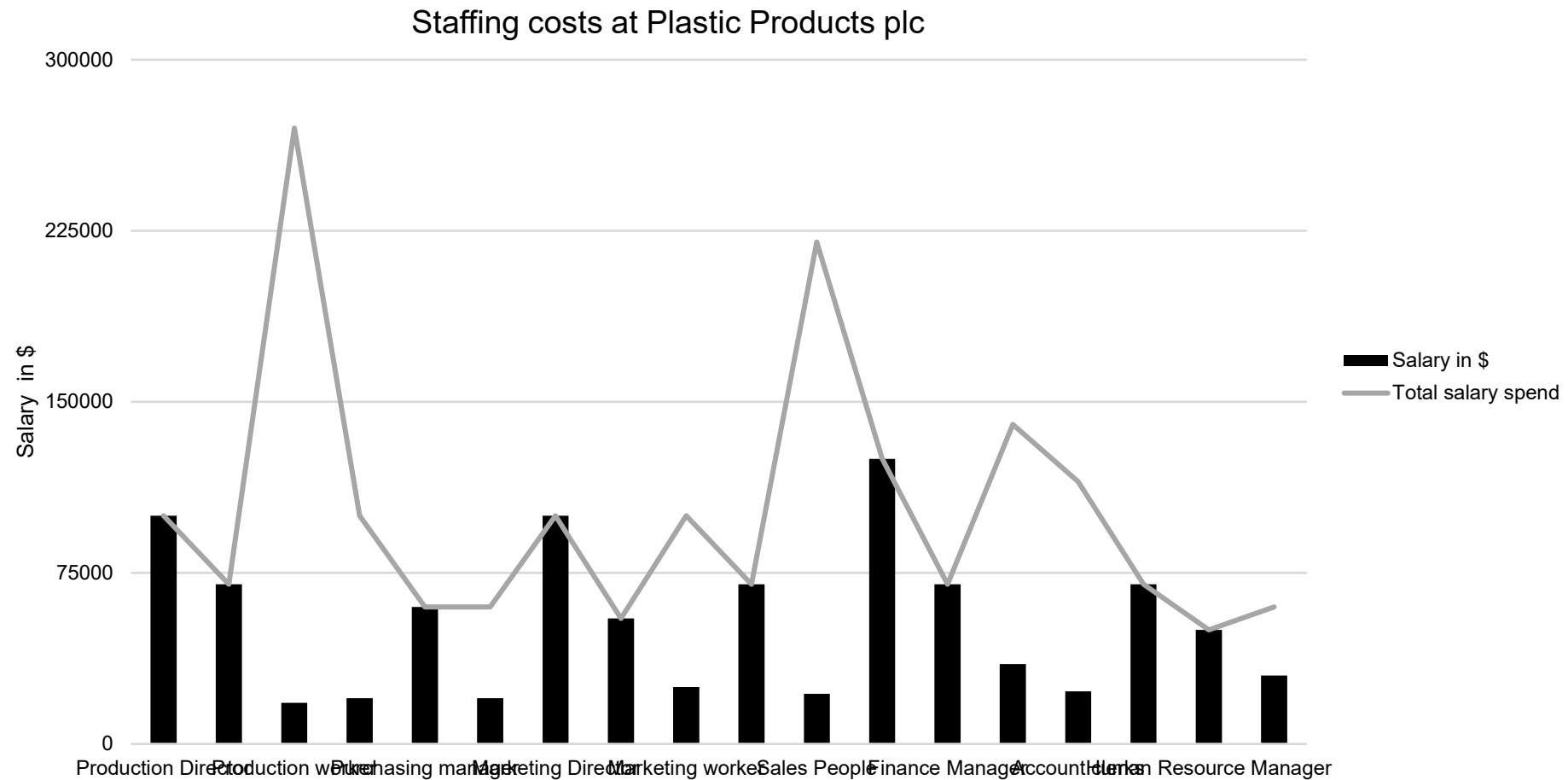
Job title	Salary in \$	Job role
Production Director	100,000	Planning the production and quality systems needed to ensure the business makes the right quantity of products at the right time for the right cost to the business.
Production Manager	70,000	Ensuring the right quantity and quality of products are made on schedule.
Production Worker	18,000	Responsible for the day-to-day manufacture of packing and bags.
Quality Assurance Worker	20,000	Responsible for day-to-day quality assurance of production.
Purchasing Manager	60,000	Buying the equipment, goods and services needed by the business.
Purchasing Clerk	20,000	Carry out the day-to-day order processing to ensure the business has the correct equipment, goods and services needed.
Marketing Director	100,000	Planning the overall strategy for promotional activities to communicate the message of brand to customers and ensure sales targets are set and achieved.
Marketing Manager	55,000	Plan how to promote products and the brand and oversee all marketing activity.
Marketing Worker	25,000	Carry out the day-to-day marketing activities to promote the products and brand.
Sales Manager	70,000	Organise, coach and lead teams of sales people to work towards agreed sales targets.

Sales People	22,000	Sell products at the agreed level in order to generate revenue for the business.
Finance Manager	70,000	Organise and supervise the monitoring of income in an organisation as well as controlling the spending of the firm.
Accountant	35,000	Record the income and expenditure of the business on a day-to-day basis.
Account Clerks	23,000	Deal with the day-to-day transactions in a business.
Human Resource Director	70,000	Develop human resource plans such as recruitment, training and remuneration packages.
Human Resource Manager	50,000	Deliver and manage human resource plans.
Human Resource Staff	30,000	Hire employees, develop their careers and look after employee relations, benefits and welfare.

Worksheet H: *continued*



The graph below shows how much money is spent per role in the business and what this adds up to in departments where there is more than one person with each job.



Worksheet H: continued



The pie chart shows the percentage of each role as part of the whole salary spend by Plastic Products plc.



Worksheet I: Case study analysis



Using the information on Plastic Products plc on Worksheet H, complete the questions below.

Re-read the scenario containing information about Plastic Products plc.

1. Identify which parts are evidence and which are opinion.

Evidence:

.....

.....

.....

.....

.....

Opinion:

.....

.....

.....

.....

.....

Using the organisational chart, answer the following questions.

2. Who is responsible for leading the team of Sales People?

.....

3. Work out what the span of control of the Production Manager is.

.....

4. Who is the subordinate of the Human Resources Director?

.....

5. How many levels are there in the hierarchy of Plastic Products plc?

.....

Worksheet I: *continued*



Look at the graph showing staffing costs at Plastic Products plc.

6. Where is Plastic Products plc spending the most money on staffing?

.....

7. Which manager earns the least?

.....

Look at the pie chart showing the percentage different roles contribute to the total salary spend by Plastic Products plc.

8. What percentage of the total staffing costs do the sales people make up? Remember to refer to the organisational chart too.

.....

.....

.....

.....

9. What percentage of the total staffing costs are made up of Directors salaries?

.....

.....

.....

.....

10. What percentage of the total staffing costs are made up of the Managers salaries?

.....

.....

.....

.....

Worksheet J: Making recommendations



Task

Using the case study information on Plastic Products plc, recommend where the CEO should make staff redundant in order return the business to profitability.

Organising your ideas

The prompts below should help you to draw together key points from the materials that you can use to justify your final recommendations.

1. How can you use the report made by the HR department on job roles to help you decide where the redundancies should occur?

.....

.....

.....

.....

2. How can you use the organisational chart to help you make a recommendation?

.....

.....

.....

.....

3. How can you use the staffing costs bar chart to help you advise the CEO where redundancies could be made?

.....

.....

.....

.....

4. How can the pie chart showing staffing costs be used to help you decide where to cut staffing costs?

.....

.....

.....

Worksheet J: *continued*



Your final recommendations

Use the space below to make your final recommendations to the CEO of Plastic Products plc about where redundancies should be made. You need to fully justify your answer and use the data you have been given to support your points.

This image shows a full page of white paper with horizontal dashed lines, typical of primary-ruled notebook 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.

Worksheet A: Answers



1. What similarities and differences can you see between **Express** and **Timely**?

Similarities

Customers from the same socioeconomic groups visit each store.

The majority of the people who visit both stores are from skilled manual and administrative socioeconomic groups.

The age groups of households who visit each store is also similar with the 55+ category being the most frequent visitors to both stores.

Differences

Fewer professionals from professional socioeconomic groups visit Timely.

Fewer young people under the age of 25 visit Timely.

2. Using the graph below, order the UK supermarkets by their market share.

Least market share

Highest market share

<i>Ocado</i>	<i>Iceland</i>	<i>Waitrose</i>	<i>Lidl</i>	<i>Aldi</i>	<i>Morrisons</i>	<i>Asda</i>	<i>Sainsbury's</i>	<i>Tesco</i>
1.2%	2.1%	5.1%	5.4%	7.3%	10.5%	15.5%	15.9%	27.6%

Worksheet B: Answers



1. Identify what is opinion and what is evidence in the summaries below:

Major aircraft manufacturer to axe almost 500 jobs!

Unions say large scale redundancies at aircraft maker exceed their worst fears

Bosses at the French plant, whose head office is based in Canada, say that 486 jobs will go in the first quarter of 2025. Due to recent tariffs from the USA, the business says it needs to reduce costs and improve efficiency if it is to remain internationally competitive. Wings for the C model aircraft are made at the French factory. Unions say it is a terrible blow for the morale of the French workforce and will lower efficiency as workers fear for the future of the business.

Opinion

Unions say large scale redundancies at aircraft maker exceed their worst fears.

The business says it needs to reduce costs and improve efficiency if it is to remain internationally competitive.

Unions say it is a terrible blow for the morale of the French workforce and will lower efficiency as workers fear for the future of the business.

Evidence

Bosses at the French plant, whose head office is based in Canada, say that 486 jobs will go in the first quarter of 2025

Wings for the C model are made at the French factory.



Worksheet B: Answers, *continued*

Struggling US supermarkets seeks refuge in merger

Consumer groups and unions say there will be a negative impact on consumer choice and jobs

Bosses of two of the biggest supermarket chains in the US, Fresh'n Tasty and Food4u, say that the greater use of online grocery shopping has affected their profitability. They plan to merge to gain market share and achieve economies of scale. "This merger is good news for consumers as the new business can make significant cost savings" said Fresh'n Tasty Boss Mike Jones.

Consumer groups are concerned that there will be store closures once the businesses merge as many of them are in close proximity. Union chief Diana Pounds states "Look at the example of Albuquerque New Mexico, there is a Fresh'n Tasty half a mile away from a large Food4u. We believe after the merger one of these stores will close, leading to redundancies."

At present there are 579 Fresh'n Tasty stores across the western states of the USA while there are 129 Food4u stores, mostly in Southern California. Food4u CEO Janine Findler states "Statistics show that the population in California is 38.79 million, with the largest city being Los Angeles at 4 million people. It makes sense for us to concentrate on growing the business in this area."

Opinion

Bosses of two of the biggest supermarket chains in the US, Fresh'n Tasty and Food4u, say that the greater use of online grocery shopping has affected their profitability.

They plan to merge to gain market share and achieve economies of scale.

Consumer groups are concerned that there will be store closures once the businesses merge as many of them are in close proximity.

"It makes sense for us to concentrate on growing the business in this area."

Evidence

There is a Fresh'n Tasty half a mile away from a large Food4u.

At present there are 579 Fresh'n Tasty stores across the western states of the USA, while there are 129 Food4u stores.

The population in California is 38.79 million, with the largest city being Los Angeles at 4 million people

Worksheet B: Answers, *continued*



2. Use the data in the table to order the information in the spaces below.

Supermarket	Stores	Market share	Employees
Fresh'n Tasty	579	5.8	89,750
Food4u	129	2.9	23,000
Super Foods	900	17.5	182,000
Anderson's	2,382	24.6	250,000
Savemart	4,500	33.5	546,750
Jo's Club	768	8.6	175,000
Health Food Haven	494	4.7	91,000
Meierson's	127	2.3	28,000

c. Order the supermarkets by market share

Lowest

Highest

Meierson's	Food4u	Health Food Haven	Fresh'n Tasty	Joe's Club	Superfoods	Anderson's	Savemart
------------	--------	-------------------	---------------	------------	------------	------------	----------

d. Order the supermarkets by the average number of staff per store

Lowest

Highest

Anderson's 105	Savemart 122	Fresh'n Tasty 155	Food4u 178	Health Food Haven 184	Superfoods 202	Meierson's 220	Joe's Club 228
-------------------	-----------------	----------------------	---------------	--------------------------	-------------------	-------------------	-------------------

Worksheet C: Answers



US Retail worker statistics

Retail sales workers help customers find products they want and process customers' payments. There are two types of retail sales worker: retail salespersons, who sell retail merchandise, such as clothing, furniture, and automobiles; and parts salespersons, who sell spare and replacement parts and equipment, especially car parts. Most retail sales workers work in clean, well-lit stores. Many sales workers work evenings and weekends. About one in three retail salespersons worked part time in 2016.

Typically, there are no formal education requirements for retail sales workers in the US. Most receive on-the-job training, which usually lasts a few days to a few months. The median hourly wage for parts salespersons was \$14.13 in May 2025, which works out to \$23,370 per year, whereas in May 2024 the median wage was \$10.80 and the yearly income was \$22,680.

Overall employment of retail sales workers is projected to grow two percent from 2026 to 2027, slower than the average for all occupations. Despite the low projected employment growth there should still be plenty of job opportunities over the next ten years since many workers leave this occupation each year.

1. What proportion of retail sales workers are part time?

One third

2. How much more per hour did a retail worker earn in 2025 compared to 2024? Show your working.

$$\$14.13 - \$10.80$$

$$= \$3.33 \text{ per hour more}$$

3. What is the percentage change in retail workers annual income between 2025 and 2024? Show your working.

$$\$23,370 - \$22,680 = 690$$

$$690 \div 22,680 \times 100$$

$$= 3\% \text{ increase}$$

Worksheet D: Answers



Analyse the impact of the proposed merger between Fresh'n Tasty and Food4u on employees and consumers.

Step 1 – Identify what the question is asking

The question is asking the learner to use data to identify the issues affecting employees resulting from the merger between the two organisations.

Step 2 – Show your analysis

In order to show analysis the learner must interpret and use data. Learners should indicate here which data they are going to use and how that is analysis. For example they may use analysis of a narrative form, and pick out the section which states that consumer groups are concerned that there will be fewer jobs in the future as there is likely to be store closures as two stores in Albuquerque New Mexico are very close together.

Step 3 – The content of your answer

This area is for learners to plan their answer in note form.

Step 4 – Your answer to the question

This area should contain a detailed answer in continuous prose.

An example might be:

Staff will be impacted negatively because there will be duplication of the same job roles.

There will not be a need for two finance directors so one of the finance directors from either Fresh'n Tasty or Food4u is likely to be made redundant. Evidence from the supermarket article states that in Albuquerque New Mexico there are two stores within half a mile of each other, which is very close. So it would make sense that if the newly merged business wanted to make cost savings they would close one of the stores and make the staff redundant.

Looking at the staff-to-store relationship data it would make sense to close the Food4u as they have 178 staff per store on average while Fresh'n Tasty have 155. This means the new business could potentially save $178 \times \$23,230$ which is \$4,134,940 per year.

Worksheet E: Answers



Select the correct answer for each question

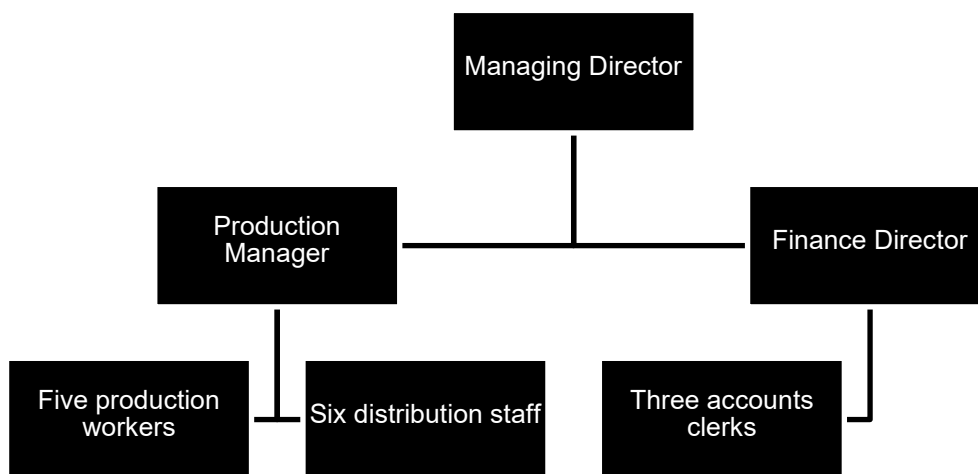
1 Which one of these is the most accurate definition of the term motivation?

- ☐ how a business gets employees to work harder

2 Which of the following is financial method of motivation?

- ☐ a bonus

3 Using the organisational chart below, what is the span of control of the Production Manager?



- ☐ eleven workers and staff

4 What is the best definition of the term chain of command?

- ☐ the way in which instructions and authority are passed through an organisation.

5 Which of the following is a function of management?

- ☐ commanding

Worksheet E: Answers, *continued*



6 Which answer best describes piece rate?

- ☐ payment per unit of output produced.

7 Which of the following is often a key benefit of a flatter organisational structure?

- ☐ lower costs – this is due to fewer managers who generally have higher salaries

8 Which type of leader is likely to make the following statement?

‘Decision making should be a joint venture between management, senior leaders and staff to ensure that targets are realistic and all employees feel part of the process.’

- ☐ democratic

9 Which of the following would be a benefit of delayering?

- ☐ fixed costs are lowered – this is because managers have higher salaries and if a layer of these are removed this save the business a lot of money.

10 Which of the following factors is most likely to result in redundancies?

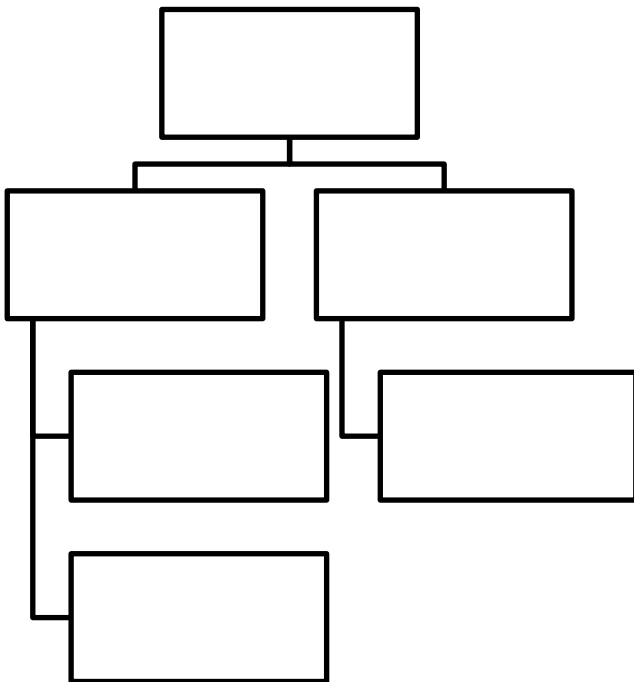
- ☐ takeover of a competitor – this is likely to create duplication of job roles which makes some staff from each company unnecessary.

Worksheet F: Answers

An organisational chart is a diagram showing how the business is structured into levels of hierarchy.

Draw the organisational chart for a business which has the following employees:

- a Chief Executive Officer (CEO)
- a Marketing Manager who reports to the CEO and supervises the marketing workers
- a Production Manager who reports to the CEO and supervises the production workers
- three marketing workers who report to the Marketing Manager
- six sales people who report to the Marketing Manager
- ten production workers who are subordinates of the Production Manager



Worksheet F: Answers, *continued*



What is a tall organisational structure?

An organisational chart showing the hierarchy where each level in the organisation has more authority than the one below.

What is the span of control of the three production supervisors?

13 – 10 Production Workers and three Quality Assurance Workers.

What does the term delegation mean?

Delegation is the act of giving another person responsibility for a specific task, for example the Operations Director may have given authority to the Production Managers to organise the Quality Assurance Workers for how the quality of production is monitored.

What does the term redundant mean?

Redundancy is when the position no longer exists so the worker's employment is terminated.

What does the term span of control mean?

Span of control is the number of subordinates for whom a manager is directly responsible.

Worksheet G: Answers



Who is at the top of the hierarchy?

Managing Director

Who is the line manager for the sales representatives?

Sales Manager

Who are the subordinates of the finance director?

Three Accounts Clerks

What is the span of control of the Production Manager?

*Four (Quality Control Manager, Stock Control Manager, Production Supervisor,
Distribution Manager)*

How many layers are there in the organisation?

Five

To whom would the Production Manager delegate responsibility for the stocks of raw materials?

Stock Control Manager

Who would be involved in the line of communication between the Managing Director and the Stock Control Manager?

Production Manager

The HR manager delegates responsibility for advertising jobs and dealing with application forms to a subordinate. Which of the following statements are benefits that would result from delegating in this way?

- ☐ The subordinate may work harder because they feel that they have been given a specific area of responsibility
- ☐ The HR Manager may have more time to oversee the work of all the team members instead of having to focus on detailed tasks
- ☐ The subordinate may improve their management skills and this could lead to a future promotion
- ☐ The work will be done by a specialist and the quality should be good

Worksheet I: Answers



1. Identify which parts are evidence and which are opinion.

Evidence:

They have seen sales drop by 75%

Have moved from being in profit in 2024 to making a loss in 2025.

Opinion:

Return to profit in the short term by investing in alternative

We will be motivating employees through greater delegation and responsibility

Using the organisational chart, answer the following questions.

2. Who is responsible for leading the team of Sales People?

Sales Manager

3. Work out what the span of the Production Manager is

20 (15 Production Workers, 5 Quality Assurance Workers)

4. Who is the subordinate of the Human Resources Director?

Human Resources Manager

5. How many levels are there in the hierarchy of Plastic Products plc?

Four

6. Where is Plastic Products plc spending the most money on staffing?

Production Workers

7. Which manager earns the least?

Human Resource Manager

8. What percentage of the total staffing costs do the sales people make up? Remember to refer to the organisational chart too.

30% of total staffing goes to the Sales People

9. What percentage of the total staffing costs are made up of Directors' salaries?

21%

10. What percentage of the total staffing costs are made up of the Managers' salaries?

21%

Worksheet J: Answers



1. How can you use the report made by the HR department on job roles to help you decide where the redundancies should occur?

The report explains the job roles of each member of staff so can be used to see where there is any duplication of role, for instance the Marketing director has responsibility for setting sales targets and so does the Marketing manager.

2. How can you use the organisational chart to help you make a recommendation?

The organisational chart shows the layers in the hierarchy which can help us see where there might be a layer that can be made redundant, for example the layer of managers or the layer of directors.

3. How can you use the staffing costs bar chart to help you advise the CEO where redundancies could be made?

The staffing costs bar chart helps us see that while the production staff are the highest overall staffing cost to the business, they are also needed to make the bags and packaging that generate revenue for the business so are needed. We can also see that there is a spike for every director meaning that they are expensive relative to other staffing costs.

4. How can the pie chart showing staffing costs be used to help you decide where to cut staffing costs?

The staffing costs pie chart helps us see that the directors make up 21% of the total staffing costs and the managers also make up 21% of the total staffing costs. This allows us to recommend that one of these layers in the hierarchy could be delayed.

Your final recommendations

Learners could recommend delayering the managers – this is the most likely scenario as they have less authority than the directors and make up 21% of staffing costs.

Learners could also recommend delaying the directors, though this is less likely as the directors are more senior in the hierarchy and would use their authority to protect their positions. They also have more decision-making power than the managers, so it would benefit the business to keep the experienced decision makers.

Cambridge International Education
The Triangle Building, Shaftesbury Road, Cambridge, CB2 8EA, United Kingdom
t: +44 1223 553554
e: info@cambridgeinternational.org www.cambridgeinternational.org

© Cambridge University Press & Assessment 2025 v1