**Evidence A IKEA – A Global Furniture Brand**

IKEA, the world’s largest furniture retailer, designs and sells ready to assemble furniture. For example, beds, chairs and desks. Its stores feature restaurants and food departments.



**Evidence B IKEA’s vision and business idea**

“To create a better everyday life for many people”, this is the IKEA vision. Our business idea is to offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.

For us, good design is the right combination of form, function, quality, sustainability and a low price. Our designers have to find the right balance of these elements.

It’s a unique challenge that keeps us innovative. What makes us unique is that our suppliers play a very important role. Early in the design phase, our designers work with teams of technicians, manufacturers and specialists – often on the factory floor.

We work hard to achieve quality at affordable prices through maximising value. We build long-term supplier relationships and invest in highly automated production to produce large volumes. We ensure that high volumes of IKEA products are available to customers in perfect condition, at the right time and at minimum cost. This is a challenge that requires detailed planning and flexibility. Our objective is to increase sales and focus on growth in Asia and Australia.

**Evidence C A little bit of Sweden in the UK**

Cathy Donnelly, IKEA’s Human Resources (HR) Operations Manager in the UK, says health and well-being for staff is key to IKEA’s success. Company policy is to have a 50/50 male female split in senior management. Three of the five members of IKEA UK’s top management team are women.

IKEA has a decentralised organisational structure operating throughout all of its stores worldwide. Many employees work part time or have other forms of flexible working. In one store two HR Managers job share. Staff can work set rotas so they can drop their children at school and work later or earlier shifts.

“As long as it works for the business, employees have the freedom to work flexibly,” says Cathy. One store manager in Manchester works flexible hours. “Her line manager is not interested in whether she starts at nine or 10 but in the store’s performance.”

IKEA stores often have long opening hours so flexible working fits well into this. IKEA has contracts where people work longer hours in busy periods such as September when the new catalogue is launched. They can then work fewer hours in less busy periods. This may allow them to spend more quality time with the family.

“We are keen to support women after maternity leave. The average IKEA customer is a 35-year-old female living with children. We need to have like-minded people working in our organisation and meeting these customers. It makes sense to attract and retain them.”

1. Evaluate the importance of flexible working to IKEA and its employees. (6)

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1. Virgin Trains has a system of consultation where managers encourage employees to be involved by challenging procedures and suggesting improvements.  
   (a) Consultation is most likely to lead to a long-term increase in (1)
2. It can provide more management positions
3. Managers will have more time to supervise each employee
4. The organisational structure will remain the same
5. It will be easier to control a greater number of employees (3)

Answer [ ]

(b) Explain why this answer is correct.

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**Evidence A Cola-Cola India turns 20**

The Coca-Cola drink was launched in Agra, India in 1993. Since then Coca-Cola India has grown rapidly, owning two of the country’s largest soft drinks brands – Thums Up and Sprite. Operations include over 7,000 Indian distributors and more than 2.2 million retailers.

Coca-Cola India has invested more than $2bn in its Indian operations and provides direct employment to   
more than 25,000 people and indirect employment to more than 1,500,000 people through its vast supply and distribution system.

Coca-Cola India is the country’s leading beverage company with an unmatched portfolio of beverages. These include Coca-Cola, Fanta Orange, Limca, Sprite, Thums Up, Burn, Kinley, Maaza, Minute Maid Pulpy Orange, Minute Maid Nimbu Fresh and the Georgia Gold range of teas and coffees and Vitingo.

Coca-Cola India is one of the largest domestic buyers of agricultural products such as sugar and mango pulp. The company’s business also positively impacts on industries such as glass, plastics, automobiles and banking.

**Evidence B Coca-Cola India – Responsible Marketing**

As part of our marketing, we have a Global Responsible Marketing Policy and we do not market any products directly to children under 12. This means we will not use advertising directly targeted at audiences that have more than 35% of children under 12. Our policy applies to all of our beverages and the media outlets we use. We are proud to be part of the ‘India Pledge’, which is a commitment to change food and beverage advertising to children under the age of 12 years in India.

**Evidence C New High-tech Bottling Plant**

To mark its 20 years in India, Coca-Cola India opened a new bottling plant at Chatta in Uttar Pradesh. With an investment of Rs 135 crore ($23m) the new high-tech plant will be Coca-Cola India’s 58th manufacturing plant in the country. The company’s latest technology will ensure no wastage of water and energy. It will produce 1,200 bottles per minute and will be capital intensive, providing employment to 225 people.

Venkatesh Kini, Deputy Business Unit President, Coca-Cola India, said, “Our   
investments in India are on track as we build scale, manufacturing capacity,   
distribution capability and a robust product portfolio to realise our business goals in India. By using quality management techniques, we share best practices and technological advancements with our suppliers, vendors and allied industries, which often leads to improvement in the overall standards of quality across industries.”

**Evidence D Coca-Cola India – A Great Place to Work**

We aspire to be a great place to work, where employees are given opportunities to develop their skills and expand their breadth of experience. With this in mind we have developed six special training programs for all employees at all levels of the hierarchy.

Pegasus is our leading training program which seeks to develop all-round top talent for future roles within Coca-Cola India. Catalyst is another training program for selected managerial staff, relatively high in the organisational hierarchy, preparing them for senior management positions.

In addition, our Coca-Cola University operates a six-month program which helps to source and train fresh young talent ahead of demand for our franchise bottlers. The program includes classroom learning, e-learning, mentoring, coaching, feedback and fieldwork.

1. (b) Assess two factors that might affect the productivity of Coca-Cola India’s new bottling plant.

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1. Virgin Trains has a system of consultation where managers encourage employees to be involved by challenging procedures and suggesting improvements.  
   (a) Consultation is most likely to lead to a long-term increase in (1)
2. It can provide more management positions
3. Managers will have more time to supervise each employee
4. The organisational structure will remain the same
5. It will be easier to control a greater number of employees (3)

Answer [ ]

(b) Explain why this answer is correct.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**(Total for Question 4 = 4 marks)**

1. Evaluate the importance of using financial and non-financial motivational techniques at MUFC to retain employees. (14)

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1. (a) IBM offers all of its graduate employees training and development programs, including a one-day induction course.  
   An induction course is most likely to involve (1)
2. evening classes at college
3. meeting new colleagues
4. a job rotation program
5. a staff appraisal meeting (3)

Answer [ ]

(b) Explain why this answer is correct.

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