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|  | **Enderoth**  Cambridge TEC (Certificate/Diploma) in Business  **Unit 03 – Business Decisions** | Student Name:­­­­ **Grade Awarded by:**  **Date Awarded: \_\_\_\_\_\_\_\_\_\_** Grade: PASS/MERIT/DISTINCTION |

##### Unit 03 - Assignment Checklist - DD-MM-2017

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| **TASKS** | **ACTIVITIES** | **STUDENT** | | **STAFF** |
| **LO1 - Understand Factors to be Taken Into Account when Making Business Decisions** | | | | |
| **Task 1.1** | For your school, give three examples of each level of information, and for each define what the information involves, who makes the decisions, when the decisions should be carried through. |  |  | |
| **Task 1.2** | Different decisions require different priorities to be given to each criterion. Using the scenario sections 2 and 3, and the titles under internal and external, create a report on how the decisions made by the school can be affected by externalities. |  |  | |
| **Task 1.3** | Using the scenario, describe the information types used in this document including the meaning, strengths, weaknesses and examples of each type of information. |  |  | |
| **Task 1.4** | Using the scenario, describe three pieces of used information used and describe how the validity of the information should be considered in terms of Detail, Intended Use, Quality, Bias, Relevance, Complexity, Currency and Reliability. |  |  | |
| **Task 1.5** | Using the scenario, describe how the Purpose, Benefits and Importance of the internal and external and Media influences can have on the decision the school has to take in terms of Bugetting, Choices and Staff. |  |  | |
| **Task 1.6** | Using the scenario, describe how the other externalities can influence the decision making process within the school on the scenario issues. |  |  | |
| **LO2 - Be able to use Financial Data to inform business decisions** | | | | |
| **Task 2.1** | 1. Why might sales revenue have fallen in 2012? What could Clinton Cards have done to increase sales revenue during this time? 2. Apart from falling revenue, for what other reason(s) may Clinton Cards have made a loss in the previous six months? 3. Clinton Cards had been operating at a loss for some time. Why is it not possible for a business to survive when it is not making a profit? |  |  | |
| **Task 2.2** | Calculate both gross and net profit margins for 2011 and 2012. |  |  | |
| **Task 2.3** | The following is an extract from Hummingbird Bakery’s statement of comprehensive income for the year ending 30th June 2013. Extracts £  Revenue 5 536 614  Cost of sales (950 406)  Gross profit 4 586 208  Other operating expenses (4 612 839)  (Loss)/Profit for the year (26 631)  Calculate Hummingbird Bakery’s gross profit margin. Show your working. |  |  | |
| **Task 2.4** | Enders Computing Ltd – Profitability  Using the 2014 accounting information above for Enders Computing Ltd. calculate:  Return on Capital Employed  Gross Profit Margin  Net profit margin  Refer to your results and the case studies on previous slides. Do you feel that the company performed better in 2014 than 2015? Give reasons for your answer. |  |  | |
| **Task 2.5** | Using the case study above:  Do you think the management of End Roth Hotels should be satisfies with the profitability of the company? Justify your answer. [2]  Explain why comparing these ratio results with other hotel companies would be useful for End Roth Hotels management. [2]  Do you think that End Roth hotel’s bank and creditors should be satisfied with the liquidity of the company. Justify your answer. [4]  Suggest and explain two ways in which the management of End Roth Hotels could increase the profitability of the company. Which way would you recommend and why? [6]  Suggest and explain two ways in which the management of End Roth Hotels could increase the liquidity of the company. Which way would you choose and why? [6] |  |  | |
| **Task 2.6** | Using the scenario, describe the how the Business performance Data stages on the BPM could be integrated into the school’s policy with reference to the current staffing and student retention problem. |  |  | |
| **Task 2.7** | Using the school budget, analyse whether the school is in profit, capable of moving towards profit or making a loss. Give 4 pieces of evidence within tour answer. |  |  | |
| **Task 2.8** | Using Enderoth School as the example, how can the school lower the break even level of output (student numbers) without compromising the budget or student welfare. |  |  | |
| **Task 2.9** | Using your school as an example define contribution cost, state 5 specific ways the school has done this and the kudos to profit result of this. |  |  | |
| **Task 2.10** | Calculate the break-even revenue, the current profit at 22,000 output, the unit contribution, the total contribution and the total profit. |  |  | |
| **Task 2.11** | Answer the following questions based on the scenario.   * 1. No receipts for credit sales are shown for January and February. Why is this?   2. Why are the forecasts for salaries, and rent and rates, the same each month?   3. Calculate what the closing balance would have been in each month if the owner had not paid in capital at the start of the business.   4. Are these figures likely to be accurate? Explain your answer.   5. What is the purpose of a cash flow forecast?   6. At no stage of this cash flow forecast does the closing bank balance 'go into the red' therefore overdraft facilities were not needed. Was this wise? Discuss.   7. Complete the cash flow forecast for the remaining 3 months of the year, taking into account the trends shown. There is no 'correct' solution but you must justify your figures |  |  | |
| **Task 2.12** | In terms of Enderoth School, and using the 10 points stated, write a report on how the school could improve its cash flow position. |  |  | |
| **Task 2.13** | Using the spreadsheet attached, create a report that includes examples, advantages and disadvantages of each NPV and ARR. Include the usefulness of investment appraisal methods and data. |  |  | |
| **LO3 - Understand how Human Resource Information informs Business Decisions** | | | | |
| **Task 3.1** | Using the Scenario, explain how using Workforce Planning could benefit the school when relocating staff, not that it needs to reduce staffing numbers due to the fall in student numbers. |  |  | |
| **Task 3.2** | Examine the Skills Audit attached, and create a report on whether you feel the audit methods are harsh or not in depth. Use examples from the Audit in the report. |  |  | |
| **Task 3.3** | What is the difference between on-the-job training and off-the-job training?  If training is costly is it worth spending thousands of pounds on specialist courses for staff?  What is the link between well motivated staff and low labour turnover? |  |  | |
| **Task 3.4** | Barclays appointed Antony Jenkins as Chief Executive Officer (CEO) in 2012. He had worked at Barclays since 1983. (a) The most likely reason for Barclays to use internal recruitment is (1)  less is known about candidates  there are more applicants to choose from  it can act as a motivation for staff  it is more expensive than external recruitment  (b) Explain why this answer is correct. (3) |  |  | |
| **Task 3.5** | (a) IBM offers all of its graduate employees training and development programmes, including a one-day induction course. An induction course is most likely to involve (1)  evening classes at college  B meeting new colleagues  C a job rotation programme  D a staff appraisal meeting  (b) Explain why this answer is correct. (3) |  |  | |
| **Task 3.6** | Calculate the Labour Turnover when Labour Hours per week is 750 and the Units Produced per week is 4500. |  |  | |
| **Task 3.7** | Why can this formula not be applied to a School. |  |  | |
| **Task 3.8** | Calculate the Labour Productivity when Total Output is £80,000 over 1500 hours. |  |  | |
| **Task 3.9** | Calculate the Labour Productivity when Total Output is £80,000 using 30 Employees. |  |  | |
| **Task 3.10** | Enderoth School wants to reduce the number of teachers and hot swop available teachers to cover Business and ICT. Describe the benefits of calculating measures of workforce performance on these teachers. Describe the impact a decision would have on these measures. |  |  | |
| **Task 3.11** | Hassam’s Bakery produces cakes for local restaurants and markets. The Bakery has steadily increased the number of workers it has employed. The owner, Hassam, thinks this has been good for the business as output has increased.  Do you agree with Hassam that more workers is responsible believing that business is good and for the increase in output? Use the information below to justify your answer.  Suggest how Hassam could increase the productivity of Hassam’s Bakery.  Can Hassam measure the output of his office workers? If so, how? |  |  | |
| **Task 3.12** | Enderoth School can see that the high staff turnover is damaging student morale. Using Interpreting Trends and Industrial Averages, describe the benefits of looking beyond the school for a solution to the problem of morale. |  |  | |
| **Task 3.13** | Describe in terms of the Enderoth School five different possible Causes, Effects and Solutions of Low Morale and Poor Workforce Performance. |  |  | |
| **LO4 - Understand how Marketing Information informs Business Decisions** | | | | |
| **Task 4.1** | Research and describe the strengths and weaknesses of different information types (text, data, charts and tables). |  |  | |
| **Task 4.2** | For Enderoth School, describe the validity and usefulness of data/information including research information about customers, competitors and the wider business environment. |  |  | |
| **Task 4.3** | Numbers at Enderoth School have changed from 2013 – 1020, 2014 – 1033, 2015 – 966, 2016 – 933. Using Excel or other, chart a Best Fit scenario for 2017 and 2018 and explain your results. |  |  | |
| **Task 4.4** | Based on your findings what advice would you give Toyota on how to manage their product mix?  When answering the above question, consider this: will Toyota have enough production capacity to carry out your recommendations? What will be the financial implications of your recommendations?  Are there any weaknesses in the Boston model? |  |  | |
| **Task 4.5** | In terms of Enderoth School, state the benefits and weakness of the Boston Matrix marketing decision-making tool in this scenario. |  |  | |
| **Task 4.6** | Describe using Porter 2 strategies applied to the Enderoth School Scenario, the benefits and weakness of each marketing decision-making tool. |  |  | |
| **Task 4.7** | Calculate the value of the DIY home improvement market in 2009.  Calculate the value of B&Q's market share in 2009.  "B&Q's profits will have fallen in 2009." Discuss the accuracy of this statement.  Explain why B&Q needed to look abroad to achieve company growth.  Discuss whether Lucy should be worried about the recent negative market growth for DIY home improvement products.  Discuss whether Lucy should insist that her shower head be sold in Chinese branches of B&Q. Find out |  |  | |
| **Task 4.8** | Choose a distribution channel for each of the following products. Explain your choice in each case,  Farm Tractor  Children’s clothes for export.  Tins of Peas.  Made-to-measure suits. |  |  | |
| **Task 4.9** | E&E manufacture footballs. The footballs are sold in sports shops throughout the world. The distribution channels E&E uses are to sell its footballs direct to retailers in some countries and through an agent in other countries.  What is meant by ‘distribution channel’? [2]  Identify two other examples of products which might be sold directly to retailers rather than using a wholesaler. [2]  Identify and explain two reasons why ‘place’ is an important part of the marketing mix for E&E. [4]  Identify and explain two benefits to E&E of using an agent to distribute its products. [6]  Do you think E&E would be better selling through a wholesaler? Justify your answer. [6] |  |  | |
| **Task 4.10** | Greenor is a retailer chain selling children’s clothes in its many small shops. It buys most of its products from wholesalers. Ramy, the owner, says ‘I think we should start to sell on the Internet’.  What is meant by a ‘Wholesaler’? [2]  Identify two disadvantages to Greenor of using a wholesaler. [2]  Identify and explain two benefits to Ramy of selling though several small shops rather than one large one. [4]  Identify and explain two factors which affect which distribution channel Greenor should use. [6]  Do you think Ramy is right to want to sell on the Internet? Justify your answer. [6] |  |  | |
| **Task 4.11** | Using a Pricing Strategy (Cost-Plus, Psychological, Competitive, Penetration or price Skimming) define how Enderoth School could re-market their courses to parents. |  |  | |
| **Task 4.12** | Using the Enderoth Scenario, create a proposal on what the school could do to improve its image using the headings identity, Image and Communication. |  |  | |
| **Task 4.13** | State the limitations to the school for its marketing campaign to get more Year 09 and 10 Students. Include the possible internal and external constraints on their campaign. |  |  | |
| **LO5 - Using Resource, Project and Change Management Information** | | | | |
| **Task 5.1** | The following is an inventory control chart for t-shirts in a small clothes shop.  (a) What is the reorder quantity of t-shirts? (b) Explain why this answer is correct (Show your working. |  |  | |
| **Task 5.2** | Explain why effective inventory control might be important to IKEA’s success. |  |  | |
| **Task 5.3** | Create a Gantt Chart in Excel to plan the next two years subject changes including dependencies, milestones and other provisions. |  |  | |
| **Task 5.4** | Using the Risk register attached, create a risk assessment for the Enderoth School on the development of their AS and A2 courses. |  |  | |
| **Task 5.5 –** | Watch the video and then identify several possible float times in the Enderoth Scenario. Describe what they are, identify how much time they have and how knowing the Float times can benefit a project. |  |  | |
| **Task 5.6 –** | Based on the Enderoth School scenario, describe with examples of the causes of change, who the resistors to change are and responses to change the school will make to ease the transition process.. |  |  | |
| **Task 5.7a** | Suggest 3 suitable contingencies that the school could have made to reduce the fall in numbers. Describe the problem, contingency and the level of risk the contingency might make. |  |  | |
| **LO6 - Be able to use information to Make and Justify Business Decisions** | | | | |
| **Task 6.1** | Research the benefits and limitations of doing an Internal Audit on your own school. What should be looked for, what is it not likely to show. |  |  | |
| **Task 6.2** | For Enderoth School create a 5 point Competitor and Stakeholder Analysis outlining the Strengths and Weaknesses of doing such an analysis. |  |  | |
| **Task 6.3** | For Enderoth School state the benefits and limitations of using the Ansoff Matrix as a tool during parents evening to help present the school’s change in curriculum development. |  |  | |
| **Task 6.4** | Introducing a new curriculum is considered a diversification strategy. Describe the risks of doing this in the current education market. |  |  | |
| **Task 6.5** | Who and what would it involve in the Enderoth Scenario to integrate the phased curriculum plan. |  |  | |
| **Task 6.6** | Think of 3 other possible Vertical Mergers that involve firms within Primary, Secondary and Tertiary fields. |  |  | |
| **Task 6.7** | Find 2 companies who Horizontal, Vertical and Conglomerate merged. |  |  | |
| **Task 6.8** | Research and write a report on what happened to Ben and Jerry’s or Bodyshop when they merged. |  |  | |
| **Task 6.9** | The Enderoth School has considered a merger with a 6th form school as a strategy to introduce a AS and A2 curriculum. State the benefits and drawbacks to the Enderoth School of this kind of Academy Merge. |  |  | |
| **Task 6.10** | Using all that you have gathered for this project and this structured approach, write a report on the implementation process of the change (excluding the possible merge). This should contain Gantt and diagrams drawn from previous tasks. |  |  | |
| **Task 6.11** | Write a business justification for the proposal based on evidence from supporting information provided by the previous task. Present this as a written report to you manager (teacher). |  |  | |