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## AS & A LEVEL BUSINESS Topic Worksheets & Case Studies For AQA & Edexcel Specifications

Brooke Shoes (Resistance to Change)

Specification Topic: Change Management: Resistance to Change

Case Study: All Change at Brooke Shoes

Brooke Shoemakers was established in 1910 by four brothers, Henry, George, Albert and Jasper Brooke. Today, five generations and more than 100 years later, the Brooke association with fine, handmade shoes lives on and the business is still family owned, run by fifth generation Brooke, Andrew.

Brooke specialise in the production of handmade brogues, using only the very highest quality materials with each pair of brogues taking around 10 weeks to make. The process involves 135 skilled craftsmen, many of which have been with the business for over 20 years. Brooke produce five different styles of brogues, but all of them are produced in exactly the same way using traditional shoe making methods. The shoemakers at Brooke pride themselves on the fact that every pair of shoes is unique and individual to the person who wears them.

Andrew Brooke, whilst being a traditionalist, has suggested to his senior managers that the way the business produces some of their shoes needs to change. Brooke often struggle to meet demand which has resulted in the failure to meet delivery targets. This has resulted in some key customers failing to place new orders, instead choosing shoe suppliers who they say are 'more reliable'. The cost of producing a Brooke pair of brogues is also incredibly high and Brooke are suffering from increased competition in the marketplace, often losing out to manufacturers who can produce high quality shoes at a fraction of the cost of a pair of Brooke's.

Andrew wants to change the way that three styles of brogue are produced, introducing more modern production techniques into the business. Andrew has argued that Brooke should invest in more technology in order to increase labour productivity as well as implement some elements of lean production and quality assurance. This would require a significant change in culture for the business with staff needing extensive training and also increased empowerment with the shoemakers taking on increased responsibility.

Andrew has yet to address the employees directly about the change, although rumours are rife within the business and employees have indicated to senior managers that they would resist any change. Three of the longest serving members of staff have been particular vocal in their opposition. Mirzale within the business has dipped considerably and productivity has decreased. Abousteihan has also started to mix with many staff unhappy at what Andrew may have in mind for the future of the business.

Exam-style questions

1. Analyse the reasons why employees at Brooke might be resistant to change (12 marks)
2. Evaluate the best way for Brooke to overcome resistance to change within the business (20 marks)

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Topic: Production and efficiency

Q3	Analysing – find the business term using the clue provided underneath
3.1	SANDHIE DUNCE Increased productivity leads to reduction in staffing required
3.2	KIM NUI Worker organisation that might demand higher pay for productivity rises
3.3	VITAMIN TOSI Increased rewards for workers might encourage this
3.4	SCIENTIST EYE MOP The business can sell its product more successfully against rivals

Q4	Give 2 reasons why:
4.1	A business would want to increase its productivity level
4.2	A business may have problems trying to increase productivity
4.3	Some firms may not be too concerned about increasing their productivity levels

Q5	Match the method of production to each statement		
1	Each team take responsibility for their own part of the production process	A	JOB
2	Continuous production of Mars bars	B	BATCH
3	A 3D printed model of your face and body	C	FLOW
4	A textile firm making 12000 metres of specialised fabric for Ministry of Defence uniform	D	CELL

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Perfect Paper (Leadership)

Specification topic: Leadership

Case Study: Perfect Paper plc

In the last few years, the paper industry has declined by over 4% due to the increasing presence of electronic alternatives. An email is now far more common than a letter or a memo. Many paper companies are struggling to adjust or face the possibility of closure. One such business is Perfect Paper plc. Based in Scotland, the firm is a large company with over 450 employees across two sites.

Jayne Cates manages the company's only sales team, made up of 25 members of staff, most of whom have over ten years' experience at the company. Jayne started at Perfect Paper over 15 years ago. As a very successful sales person, Jayne was readily promoted to team leader and, last year was promoted to managing the whole of the sales staff. In her interview for the position, Jayne said she viewed herself as a democratic leader and this is how she felt she began her time in post.

Recently, Jayne received criticism from more senior managers about the decline in sales in the last year. Though the company is still profitable, the decline in sales is not a trend anyone wants to see continue. The sales figures are shown below:

	Last year	This year
Sales revenue	£27m	£26.5m
Number of reams of paper sold	15,500,000	15,000,000

Jayne was told that sales needed to increase by at least 2% within six months. After receiving this challenge in the break room, the newest sales person, Mark, suggested an idea that Jayne thought could work. As a result, she gathered her most senior sales staff and told them that sales volumes needed to increase. She told them Mark's idea, and wanted their feedback.

Jayne explained how Mark said the business needed to have more of a 'face' in areas of the country where sales were low such as London and Manchester. Jayne and Mark believed that relying on telephone calls and emails were no longer sufficient in providing excellent customer service and thought members of staff should visit current and potential clients in person.

The senior sales staff were sceptical about the scope for success this idea had. One commented on the cost of the initiative. Another was worried about how the extra travelling would go down with some members of the team with young children. Jayne listened to these ideas but her mind was made up. She called a meeting with the whole sales staff that afternoon and explained that the change would be introduced from next month. Jayne made clear that employees would be paid well for time spent away from the office. She explained that it was this or redundancies, and she was sure they would be willing to give this a go.

Jayne also planned to monitor staff more closely, increasing the use of targets and bonuses. After their reaction to her first idea, she decided to delay sharing this new initiative with them.

Exam-style questions

1. Assess whether Jayne is a democratic leader. (10 marks)
2. Evaluate whether Jayne moving away from a democratic leadership style will increase sales volumes. (20 marks)

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