






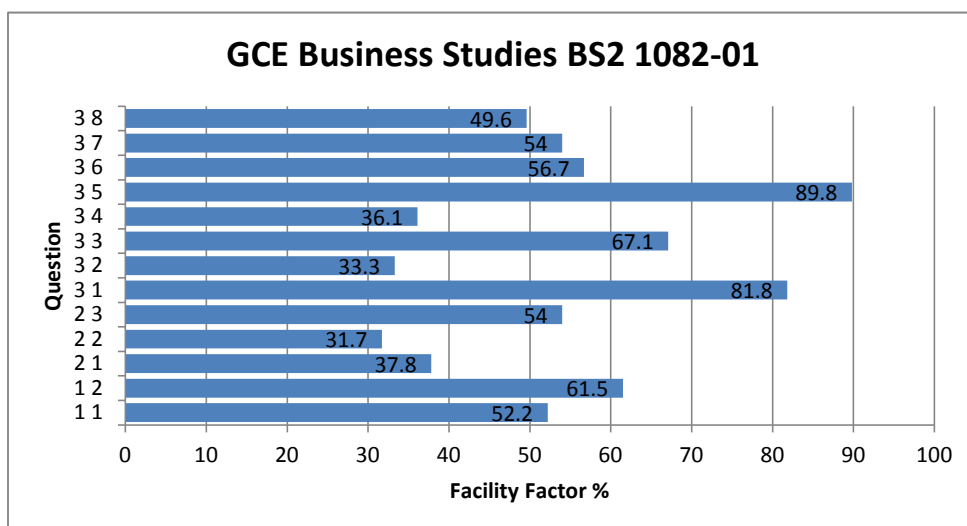


GCE Business Studies BS2 1082-01

All Candidates' performance across questions

						
Question Title	N	Mean	S D	Max Mark	FF	Attempt %
1 1	3619	3.1	1.3	6	52.2	99.6
1 2	3622	3.7	1.5	6	61.5	99.7
2 1	3607	0.8	0.8	2	37.8	99.3
2 2	3578	1.9	1.7	6	31.7	98.5
2 3	3541	4.3	1.8	8	54	97.5
3 1	3600	3.3	1.1	4	81.8	99.1
3 2	3568	1.3	1	4	33.3	98.2
3 3	3570	4	1.6	6	67.1	98.3
3 4	3591	0.7	0.8	2	36.1	98.9
3 5	3486	1.8	0.6	2	89.8	96
3 6	3456	2.3	1.3	4	56.7	95.2
3 7	3549	4.3	1.7	8	54	97.7
3 8	3519	5.9	2.8	12	49.6	96.9



2. PepsiCo – lots of people and lots of brands

PepsiCo UK & Ireland (PUK) employs over 5000 people across 13 locations. These locations include the Quaker Oats mill at Cupar in Scotland and a world-leading potato crisp manufacturing plant in Leicester. In addition it operates the Copella apple juice plant at Boxford in Suffolk, as well as a number of other manufacturing, distribution and administration sites. **Workforce planning** is essential for an organisation of this size and is key to its operational efficiency. Managing such a large number of employees presents PepsiCo's Human Resources department with a considerable challenge when ensuring that the right people are employed in the organisation.

PepsiCo core brands are Walkers, Quaker, Tropicana and Pepsi – but the business also includes a wide range of other products in its huge product portfolio including, Snack a Jacks, Sunbites and Copella. Walkers Crisps alone have very many flavours, as illustrated in the box below.

Current flavours offered by Walkers:

- BBQ Rib (Black) **WITHDRAWN March 2013**
- Cheese & Onion (Blue)
- Pickled Onion (Pale Green)
- Prawn Cocktail (Pink)
- Ready Salted (Red)
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Steak & Onion and BBQ Rib have been withdrawn due to low sales (from Walkers Crisps Facebook page).

Source: Adapted from <http://www.pepsico.co.uk/our-company>

2	2
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Why is *workforce planning* so important to large organisations such as PepsiCo?

[6]

2 2

Workforce planning is important to large organisations such as pepsiCo as it will ensure they have the right skilled staff ~~to maintain them~~ to achieve higher productivity. It also reduces the chances of employing people which are not right for the job. It allows them to be more organised especially as they have such a large number of employees. It can identify any training needs within the workforce and train them so they are able to job rotate. It can save money if they already identified they have right skills in the business rather than recruiting new staff.



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2 2 Workforce planning is important to large organisations such as PepsiCo because it helps plan future workers and what department they are needed in, for example marketing or finance and also when they are needed for example temporary, fixed, part time or full time.

Also it helps them know how many workers they need and what qualifications and experiences/roles they need to be able to achieve the labour targets.

This would then help the employer(s) with the recruitment and selection process so so it wouldn't be so time consuming because they know what they're looking for.

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Work force planning is important to large organisations such as Pepsi Co, because as they are operating in so many different areas, employing ~~the~~ so many people, they



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Need to ensure that they have the appropriate amount of staff with the appropriate level of skills in order to function efficiently.

In order to ensure the workers have the right level of skills for the job ~~that~~ they will have to do skills audits on their staff and decide if any training is needed and if they need to hire new staff. If the ~~correct~~ appropriate level of skills is not present in the workforce then the overall quality of the products may suffer leading to the loss of reputation for business and consequently the loss of customers. Workforce planning will address this and ensure that pepsiCo does not suffer from the consequences of inadequately trained staff or ~~in~~ efficient numbers of staff.

Also for a business like pepsiCo costs are already very high. Therefore it is important they ensure that they do not have too many staff working for them which will lead to unnecessary labour costs. ~~A~~ By a ^{work} workforce plan they will be able to see exactly what workers they need and don't need and then either look to recruit more staff or lose staff through natural wastage, voluntary redundancy or as a last resort compulsory redundancy.

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Evaluate the usefulness of the Boston Matrix to large businesses such as PepsiCo when attempting to manage their extensive product portfolios. [8]

2 3

Boston matrix is a useful tool for businesses to identify which products are successful and which of their products are not. It identifies products with low or high market share and low or high market growth.

In a large business there is usually a large product range which may be hard to keep track of. Especially hard to identify which products are worth keeping.

Firstly there is the star product which has high market share and fast market growth. They are usually at the maturity stage of the product life cycle. For example PepsiCo may have a Star flavour of Walkers crisps which are reasonably new and popular making the business money.

The Boston matrix also allows businesses to identify which product is making the most money. This would be the cash cow with Low market share but high market growth. They have usually been around for a while but are still a ~~re~~ highly demanded product. An example of this may be Walkers cheese and onion crisps which are constantly successful and making money therefore PepsiCo keep these in the product portfolio.

Finally there are the products that ~~are~~ don't progress well in a business as they have low market share and low market growth. These are known as the dog and raise the question to businesses if they should be kept in the product portfolio or not. Some businesses keep them as it allows them to have an upper hand over competitors and boast about their complete product range. Other companies ~~such as~~ ~~as~~ ~~Reps~~ simply get rid of the product as they see no

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2 3 The Boston Matrix is a method of categorising a businesses product ~~into~~ portfolio into four sections, Star, cash cow, dog and problem child. ~~They~~ This means a business such as PepsiCo could evaluate ~~the market~~ and compare the market share and the market growth, so they could look at ~~the~~ how their products are doing in the market.



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For example if ~~they~~ one of the products has high market share and high market growth, the product is a star, and they know it is doing well in the market. This means ^{and invest money} they can decide to focus on this product and ensure it continues to do well as it will make large profit margins.

If the product has high market share but low market growth then PepsiCo would know that it is a cash cow because they still are making money from the product so they should continue making it, but not invest a lot of money as the market is not growing.

If the product ~~is~~ has low market share but high ~~the~~ market growth then it is a problem child as their product is not doing as well as others in the market. This means they may decide to invest money into improving this product as it is still a growing market.

If the product has low market share and low market growth then the product ~~is~~ is a dog this may lead PepsiCo to decide to discontinue the product as they would not be making as much money as the others.




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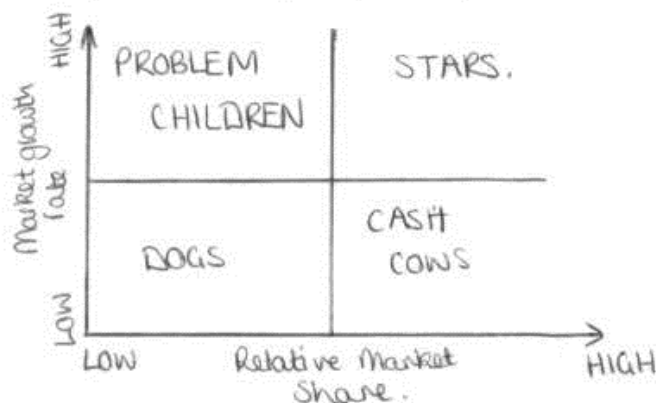
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The Boston Matrix is a 4 x 4 grid/matrix, which is a tool for classifying products. It is used ~~for~~ to analyse and balance product portfolios for businesses such as PepsiCo.



The grid shows products based on their relative market share against the rate of growth of the market. The Boston matrix allows firms such as PepsiCo to identify products which are ~~children, dogs, or~~ cash cows, Dogs,



Problem children and Stars.

Cash cows are the most desirable products as they have relatively high market share, in a slow growing market. They ~~have~~ are normally profitable with not much promotion required. They can be used to support other products by 'milking' cash from them.

Stars may be supported by cash cows. Stars have a relatively high market share in a fast growing market. They must be protected from competitors by / with effective promotions. Cash flow may be negative or zero due to these high costs. However, businesses support ~~stars~~ Stars as they may become the cash cows of ~~them~~ the future, which provides stability for the firm. For example, Tomato Ketchup crisps may be an example of a rising star.

Problem children are possibly the most difficult to manage as they have low market share in a fast growing market, so they do have potential but are likely to need costly support. They may become Stars.

Dogs are the least desirable and are normally withdrawn. ~~This~~ This is the case with BBQ Rib and Steak & Onion Crips. However, depending on the balance of other products, some firms may choose to keep Dogs as they can still produce small profits.

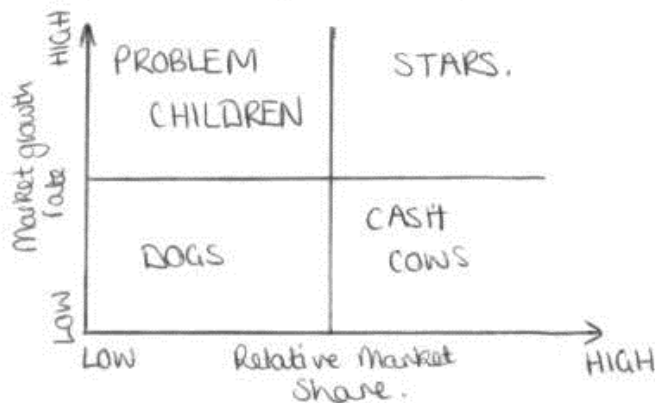
Boston Matrix is useful to businesses as it makes firms aware of the products and what the balance between them is. It also helps to indicate what support products may or may not need. ~~But~~ However, the Boston Matrix may not take into account rapid changes in demand or the economy which may change the balance of their product portfolio.

It is also basic as it shows no other factors, ~~such~~ such as the marketing mixes of the products and product life cycles.



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23: 8



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Discuss the view that a *democratic leadership style*, in whatever size or type of business, is always likely to be the most effective in achieving success. [12]

38

Democratic leadership style is when the leader consults with subordinates before making a decision. There are advantages such as workers feeling more motivated and valued ~~and~~ as they are involved in the decision making process. Greater motivation can increase productivity for firms which can increase profitability. Authority is often delegated to staff which is once again motivating. It also takes some of the strain of decision making off managers which can avoid stress. Democratic leaders must be good communicators and persuasive which are beneficial characteristics to a



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Answer

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firm. However, democratic leadership can take a long time when making decisions which may affect efficiency. Also, it is often not suitable within a large unskilled workforce. Autocratic leadership is more suitable in such a case.

Autocratic leadership is when the manager does not consult subordinates or involve them in decision making.

Authority is also not delegated. Although decision making is often faster and more efficient, the style can be demoralising and demotivating to workers.

The manager may also become very stressed.

Other leadership styles include paternalistic and laissez faire.

Paternalistic is when the manager will consult subordinates, but there is rarely delegation of authority. This may be suitable for a medium, semi-skilled workforce.


Laissez faire is when the manager rarely makes decisions. This is usually only suitable for small skilled teams.

I feel that all leadership styles must be adapted and used to be a successful business

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A democratic leadership is where you get your employees involved in any decision making. This can be effective in achieving success because your employees would feel involved with everything, which would make them motivated in achieving targets that they helped set. Another advantage for this is that everyone knows what needs to be done. It is less stress on the employer because everyone can contribute an idea that the employer probably didn't think of, for example with miles guitars an apprentice thought about introducing ukuleles to increase their profit. The disadvantages to a democratic leadership is that it can take a long time to come to a final decision on something and if some people don't (or) agree it could cause a rift within the workforce and you might not be able to reach your targets. You might have to have several meetings to make sure everyone is includ^{ed} because some people could be ill or away on the day you hold a meeting and you need everybody's vote before making the final decision.



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3 8

I agree with the statement to an extent because the democratic leadership style states that leadership is best when employees are involved and empowered in the decisions being made through delegation.

The democratic leadership style is able to ~~benefit~~ use delegation as a tool in decision making. This means that employees are consulted about the decisions that a business is going to make and their views are taken into consideration. This benefits the business and helps it succeed as it ensures ~~the~~ all employees are able to input their experiences and expertise to produce the best possible ~~elect~~ decision possible.

Another reason why the democratic leadership style in some businesses of all size and type is likely to be most effective at achieving success is because employees are empowered. This ensures the success of the business as all employees would be far more motivated and would feel more respected and valued to the business. This in the long term would benefit ~~the~~ business both small and large in all types of businesses as motivation helps all business.



The democratic leadership is also able to benefit from a strong leader figure which is absent in other leadership styles such as the laissez faire leadership style. The democratic leadership style ^{style} ~~also~~ ensure all workers are guided and at the same time given independence and empowerment.

The democratic leadership style can also achieve success ~~to some~~ in all size of business and type of business as it does not take an authoritarian approach which demotivates some employees and produces dispute and lack of co-operation, particularly in business with highly independent skilled workers.

On the other hand the democratic leadership style may not be able to suit and ~~complement~~ achieve success in business ~~where~~ in which the employees need guidance. One example of this is ~~the~~ private army or security companies in which quick, decisive and ~~simple~~ impulse decisions need to be taken. In this case it would be better to have an autocratic leadership style.

It can also be said that the democratic leadership style may not be able to support business with highly skilled and unique employees ~~to~~ to achieve success. This is because the ~~absence~~ ~~of~~ involvement of a ~~leader~~ strong leadership figure may have negative implications on productivity and service of employees ~~the~~ and business in general. This can include ~~a~~ ~~private~~ highly skilled lawyers ~~or~~ or talented ~~musicians~~ musicians who may benefit more from a less hands on leadership style such as that of the laissez faire leadership style.

The democratic leadership style may also not be highly suitable for business such as large universities or education providers where a ~~to~~ "by the book" style would be best suited and in this case it can be argued that a bureaucratic leadership style is best.




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In conclusion I believe that in most cases the democratic
leadership style can help achieve success in all things
but in some cases it ~~may be~~ may be better to use
different leadership styles depending on situation.



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to the first line of your answer

Answer

In conclusion I believe that in most cases the democratic
leadership style can help achieve success in all things
but in some cases it ~~may be~~ may be better to use
different leadership styles depending on situation. 

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