

LadyA Management Limited (LAM): Paper 1 – Case Study questions

For **level 1** questions, you could be asked to *define* any of the key terms, which appear on the key terms list, and are in the Business and Management guide, e.g.

Define a:

- sole trader
- focus group

Alternatively, you may be asked to *outline (identify or describe)* one advantage and one disadvantage (or one strength and weakness) of a business approach. Such as:

- *Outline* one advantage and one disadvantage of offshoring
- *Identify* one advantage and one disadvantage of batch production
- *Outline* one strength and one weakness internal recruitment

For **level 2** questions, you may also be asked to *distinguish between* terms on the key terms list, such as:

Distinguish between:

- primary and secondary market research
- revenue and expenses
- fixed and variable costs

For a level 2 question, such as *distinguish between*, you will be required to illustrate the points you make using relevant examples from the case study.

TOPIC 1: BUSINESS ORGANIZATION AND ENVIRONMENT

Nature of business activity

Core

- Describe the various business functions in *LAM* and explain their roles in the successful operation of the business.

Types of organization

Core

- Distinguish between organisations in the private and public sector

- Explain the reasons why Mr Carroccio (or *LadyA*) decided to set up a business
- Explain the process Mr Carroccio (or *LadyA*) had to go through to start up his (her) business
- Explain the reasons why Mr Carroccio's bank wanted to see his cash flow forecast before deciding whether to offer him a bank loan
- Analyse the problems Mr Carroccio (or *LadyA*) faced when setting up his (her) business
- Distinguish between sole traders and private limited companies and identify their key features
- Evaluate whether operating as a private limited company was the most appropriate form of ownership for *LadyA* as her business grew
- Analyse how the separation of ownership and control will benefit *LadyA* (e.g. the impact of limited liability)
- Analyse the extent to which ownership and control differed in *LAM* after its reorganisation in 2011
- Compare and contrast the objectives of non-profit and profit making organisations with reference to Mrs Carroccio's search for employment
- Analyse the impact and actions of non-profit organizations, such as charities tackling issues related to homelessness and trafficking of children

Organisational objectives

Core

- Explain the purpose of a mission statement for non-profit organisations, such as charities.
- Analyse the role of a mission statement in setting objectives for non-profit organisations, such as charities.
- Distinguish between objectives, strategies and tactics and how they interrelate with reference to the business operations of *LAM*.

HL

- Evaluate the need for *LAM* to change its objectives in response to changes in the external environment.

Stakeholders

Core

- Explain the interests of the internal and external stakeholders of *LAM* and possible areas of conflict between them

HL

- Evaluate possible ways to overcome stakeholder conflict if *LadyA* decided to rebrand herself and lower her media profile for three years (option 3 - line 153)

External environment

Core

- Prepare a PESTLE/PEST analysis for *LAM* and use it to explain the impact of the external environment on the firm
- Examine the impact of technological change on the music industry
- Using a PESTLE analysis, examine the impact of the external environment on the operations and profitability of *LadyA Management Limited (LAM)*.
- Explain two opportunities and two threats created by the demographic shift occurring in US and how these may impact on decision making within *LAM*

HL

- Evaluate the impact of a change in any of the PESTLE/PEST factors on *LAM*'s objectives and strategy

Organizational planning tools

Core

- Analyse the importance of the information in a business plan to different stakeholders

- Apply a formal decision making framework to support *LadyA's* choice of strategic option identified by Kersey and Joyce.
- Prepare a SWOT analysis for *LAM* and use this to analyse its present position

HL

- Apply formal decision making processes and planning tools (for example, a fishbone), to support *LadyA's* choice of strategic option identified by *Kersey and Joyce*.
- Construct a decision tree showing all three strategic options available to *LadyA* and use this to analyse the advantages and disadvantages of each option.

Growth and evolution

Core

- Examine the advantages offered by economies of scale if *LAM* decided to develop more products for sale in global markets
- Evaluate the relative merits of small and large scale organisations and recommend an appropriate scale of operation for *LAM* into the future
- Explain the differences between internal and external growth available to *LAM*
- Evaluate joint ventures, strategic alliances, mergers and takeovers as methods of achieving growth for *LAM* over the next few years
- Analyse the advantages and disadvantages of a franchise for both franchisor and franchisee and evaluate the use of franchising as a growth strategy for *LAM*.

HL

- Explain the value of the Ansoff matrix as a decision making tool and apply the tool to support *LadyA's* choice of strategic option identified by Kersey and Joyce
- Construct an Ansoff's matrix to classify *LadyA's* strategic options and explain its value as a decision-making tool
- Evaluate internal and external growth strategies as methods of expanding *LAM's* business
- Examine how Porter's generic strategies may provide a framework for *LAM* in building competitive advantage for the *LadyA* brand and product range

Change and management of change

HL

- Explain the causes of change and factors causing resistance to change
- Examine the dynamic nature of *LAM*'s external environment and the importance of driving and restraining forces if *LadyA* chose to expand her product range and market internationally
- Examine the dynamic nature of *LAM*'s external environment and the importance of driving and restraining forces to changing its product range
- Evaluate different strategies for reducing the impact of change and resistance to strategic changes available to *LAM*'s in the coming years

Globalization

Core

- Discuss reasons for the growth of *LAM* in response to increasing globalisation
- Evaluate the potential impact of *LAM* on the countries where it decides to manufacture and distribute

TOPIC 2: HUMAN RESOURCES

Human resource planning

Core

- Identify the constraints and opportunities for *LadyA* created by demographic change in the U.S.
- Evaluate strategies for developing *LAM*'s human resources
- Describe methods of recruitment and training available to *LAM*
- Discuss advantages and disadvantages of different methods of recruitment available to *LAM*
- Discuss advantages and disadvantages of different methods of training available to *LAM*

HL

- Examine how recruitment, appraisal, training and redundancies will enable *LAM* to achieve its workforce planning targets
- Analyse reasons for changing work patterns and practices and the consequences for *LAM* and its employees of such changes
- Apply Handy's Shamrock to explain *LAM*'s employment practices and analyse the advantages and disadvantages of this organisational structure
- Apply Handy Shamrocks organisational model to the organisational structure of *LadyA*

Organizational structure

Core

- Construct an organisation chart for *LAM* after its reorganisation in 2011 and describe the nature of its organisation
- Analyse two advantages and two disadvantages of *LadyA* delegating some business functions
- Analyse the effects of reorganisation in 2011 on *LAM*'s operations and efficiency
- Identify why firms, Like *LAM* need to organise employees in particular ways

HL

- Explain how changing *LAM*'s organisational structure may affect employee's motivation, communication and performance
- Discuss the factors influencing the degree of centralisation and decentralisation within *LAM*
- Analyse the reasons behind, and the effects of, moving some of *LAM*'s human resource functions to external organisations located overseas
- Evaluate whether *LAM* would benefit from outsourcing or offshoring its human resource functions

Communication

Core

- Compare the ways in which communications take place in *LAM* and analyse the effects of communication failures as *LadyA's* business grew
- Evaluate potential measures to improve communication inside *LAM*
- Discuss the effect of new technologies on the effectiveness of communication between *LAM* and its stakeholders

Leadership and management

Core

- Examine the impact of the *LadyA's* inconsistent leadership style as her business expanded in the early 2000s.
- Evaluate the effectiveness of the leadership styles used by *LadyA* over the years and the implications for *LAM's* operations and efficiency.

HL

- Apply the theories of writers such as Likert, Fiedler, Blake and Mouton and Tannenbaum and Schmidt to analyse the success or failure of *LadyA's* leadership
- Using examples from the case study and the theories of writers, such as Fayol, Handy and Drucker, explain the key functions of the Managing Director of *LAM*

Motivation

Core

- Apply Maslow's content theory of motivation to *LAM*
- Using Maslow's Hierarchy of Needs analyse the conflict between *LadyA* and her parent's needs?
- Apply McGregor's content theory of motivation to *LAM*
- Analyse the intrinsic and extrinsic needs that will help satisfy and motivate *LAM's* employees
- Analyse the range of financial and non-financial rewards that *LAM* can use to motivate its workforce.
- Evaluate alternative financial reward packages that *LAM* could offer its employees and the impact of these on job satisfaction, motivation and productivity
- Explain how non-financial rewards can affect job satisfaction, motivation and productivity within *LAM*

HL

- Apply Mayo's content theory of motivation to *LAM*
- Apply McClelland's content theory of motivation to *LAM*
- Apply the theories of writers such as Vroom and Adams to *LAM* and analyse the effects of thought processes and expectations on employee's motivation
- Evaluate possible methods of non-financial rewards available to *LAM* and explain their potential effect on job satisfaction, motivation and productivity

Organizational and corporate culture

HL

- Describe different corporate cultures and analyse how the present culture within *LAM* affects employee motivation

Employer and employee relations

HL

- Identify potential sources of conflict between the staff and the management of *LAM* and evaluate approaches to conflict resolution

Crisis management and contingency planning

HL

- Evaluate the costs and benefits of contingency planning by *LAM*
- Discuss how far it is possible to plan for a crisis at *LAM* should its plans for expansion not be successful

TOPIC 3: ACCOUNTS AND FINANCE

Sources of finance

Core

- Evaluate the advantages and disadvantages of internal and external sources of finance as *LAM* seeks to move into international markets
- Evaluate the appropriateness of *LAM* seeking external sources of finance for expansion into new global markets

Investment appraisal

Core

- Calculate the payback period if *LAM* chooses to build its own manufacturing plant in the U.S. and use your calculations to analyse the benefits of such an investment
- Calculate the ARR if *LAM* chooses to build its own manufacturing plant in the U.S. and use your calculations to analyse the benefits of such an investment

HL

- Calculate the NPV if *LAM* chooses to build its own manufacturing plant in the U.S. and use your calculations to analyse the benefits of such an investment

Working capital

Core

- Define working capital
- Explain the working capital cycle
- Prepare a cash-flow forecast for *LAM* following its decision to outsource manufacturing of its product lines to Brazil (or *alternative*)
- Evaluate strategies for dealing with potential liquidity problems caused by *LAM*'s payment terms with its Malaysian production partner

Budgeting

HL

- Explain the importance of budgeting for *LAM*
- Analyse the role of budgets and variances in *LAM*'s strategic planning

Final accounts

Core

- Construct a Profit and Loss and Balance Sheet for *LAM* for the year ending 31st and amend accounts using information from the case and additional information provided
- Evaluate the importance of final accounts to each of *LAM*'s stakeholder groups

HL

- Explain the meaning and value to *LAM* of its intangible assets
- Explain the difficulties associated with valuing *LAM*'s goodwill, copyrights and brand name

Ratio analysis

Core

- Calculate *LAM*'s gross profit margin (GPM), net profit margin (NPM) and return on capital employed (ROCE) for the last two years, and use these ratios to analyse and comment on *LAM*'s profitability and efficiency and changes over time
- Calculate *LAM*'s current ratio, acid test ratio and gearing ratio for the last two years and use these to analyse and comment on *LAM*'s liquidity position and changes over time

HL

- Evaluate possible financial and other strategies to improve the *LAM*'s profitability and efficiency
- Evaluate possible financial and other strategies to improve the *LAM*'s liquidity position

TOPIC 4: MARKETING

The role of marketing

Core

- Examine the characteristics of the perfume and cosmetics market
- Calculate *LAM*'s market share from the sales data given for the 2014 perfume and cosmetic market
- Analyse the marketing techniques of charitable organisations and compare these to profit making organisations, like *LAM*
- Describe the elements of a marketing plan

HL

- Explain societal marketing and analyse whether *LAM* would benefit from adopting such an approach in the future

Marketing planning

Core

- Discuss the effectiveness of a *LAM*'s present marketing mix in achieving its marketing objectives
- Construct an appropriate marketing mix for *LAM* if *LadyA* decides to develop more products under the *LadyA* brand and develop a global market (option 2)
- Examine how appropriate the existing marketing objectives are in achieving the new goals of *LAM* if *LadyA* decides to rebrand herself (option 3)
- Analyse the role of market research in developing a marketing mix for *LAM* if *LadyA* decides to move into the South American market (option 1)

- Evaluate the value of primary and secondary research methods in deciding between the three strategic options identified by *Kersey & Joyce*.
- Analyse the usefulness of market segmentation and consumer profiles, if *LadyA* decides to develop more products under the *LadyA* brand and develop a global market (option 2)
- Construct a position map for *LadyA* perfumes and cosmetics from the market information in the extension materials
- Discuss how *LadyA* can differentiate herself and her product range from her competitors
- Select one of the strategic options identified by *Kersey & Joyce* and, design and apply this marketing strategy to the chosen option

HL

- Discuss the effectiveness of a selected marketing mix in achieving strategic objectives
- Using the case study and the additional information provided, apply Porter's five forces model to classify and analyse competitive pressures in the South American market
- Develop and evaluate strategies designed to change customer perceptions of *LadyA* to prepare her for the role of ambassador for a selected charity.

Product

Core

- Classify *LAM* products by line, range and mix
- Analyse the relationship between the product life cycle and the marketing mix, and determine appropriate extension strategies for the *LadyA* brand name and image
- Analyse potential strategies that could be used to extend the product life cycle of a *LadyA*
- Analyse the relationship between *LadyA*'s product life cycle, profit and cash flow
- Apply the BCG matrix to *LadyA*'s product range
- Discuss the importance and role of branding to *LAM*

HL

- Use the BCG matrix to analyse *LAM*'s future strategic direction if *LadyA* decides to develop more products under the *LadyA* brand and develop a global market (option 2)

- Distinguish between different types of branding available to *LAM* and analyse the role of branding in a global market
- Analyse the role of family branding as a global growth strategy

Price

Core

- Analyse the effectiveness of different pricing strategies as *LadyA* expands her business

HL

- Analyse the relationship between price elasticity for *LadyA* perfumes and cosmetics and sales revenue

Promotion

Core

- Distinguish between the different types of promotion available to *LAM* if *LadyA* decides to develop more products under the *LadyA* brand and develop a global market (option 2)
- Analyse above-the-line and below-the-line promotional tools available to *LAM* to support the *LadyA* range of products and discuss their effectiveness for each of the options identified by *Kersey & Joyce*

Place (distribution)

Core

- Discuss the effectiveness of different types of distribution channels if *LadyA* decides to develop more products under the *LadyA* brand and develop a global market (option 2)

HL

- Evaluate the effectiveness of different types of distributions channels, including producers, wholesalers, agents and retailers, if *LadyA* decides to develop more products under the *LadyA* brand and develop a global market (option 2)
- Examine how *LAM* can increase the efficiency of the supply chain for *LadyA* perfumes and cosmetics

International marketing

Core

- Evaluate the opportunities and threats if *LadyA* decides to expand her product range and enter into international markets
- Analyse the cultural, legal, political, social and economic issues, if *LadyA* decides to expand her product range and enter into international markets

E-commerce

Core

- Analyse the effect of e-commerce on the marketing mix for *LadyA* products, if *LadyA* decides to expand her product range and enter into international markets
- Discuss the costs and benefits of e-commerce to *LAM* and its customers

TOPIC 5: OPERATIONS MANAGEMENT

Production methods

Core

- Describe the features and applications of job, batch and flow production

- Compare the features and applications of job, batch and flow production

HL

- Analyse the implications for marketing, human resource management and finance that arise from changing *LAM*'s production system from batch to flow production
- Analyse the most appropriate method of production, if *LadyA* decides to develop more products under the *LadyA* brand and develop a global market (option 2)

Costs and revenues

Core

- Define, explain and give examples of fixed, variable and semi-variable costs incurred from producing *LadyA* perfumes and cosmetics
- Explain the meaning of revenue and comment on possible sources of revenue for *LadyA* if she decides to rebrand herself and associates with charitable causes (option 3)
- Explain and calculate the contribution to fixed costs

HL

- Analyse the value of identifying cost and profit centres within *LAM*
- Analyse the role of contribution analysis in determining the viability of each of the product sold by *LAM*

Break-even analysis

Core

- Use graphical and quantitative methods to calculate the break-even quantity, profit and margin of safety for a new *LadyA* lingerie product line

HL

- Analyse the assumptions and limitations of break-even analysis
- Calculate required output level for a given target profit or level of revenue for a new *LadyA* lingerie product line

Quality assurance

Core

- Analyse the advantages and disadvantages for *LAM*'s Malaysian manufacturers if they moved from traditional quality control methods to total quality management (TQM)

HL

- Explain the role of Kaizen in quality improvement
- Evaluate different approaches that *LAM* could implement to improve quality control in its Malaysian factories

Location

Core

- Explain the causes, and potential consequences, of relocating production to a new manufacturing facility in the U.S. or to South America

HL

- Analyse the effects of globalisation on *LAM*'s location, if *LadyA* decides to develop more products under the *LadyA* brand and develop a global market (option 2)
- Analyse the impact of location on different areas of *LAM*'s business activity, such as marketing, production, finance and human resources

Innovation

HL

- Explain the role and importance of intellectual property rights for *LAM*

Production planning

Core

- Explain the difference between just-in-case and just-in-time stock control

HL

- Explain outsourcing and discuss the arguments for and against outsourcing for *LAM* compared to provision by *LAM* itself

Project management

HL

- Construct and interpret a network, identify the critical path, and calculate the free and total float
- Evaluate the value of a network to the *LAM* in the management of projects

TOPIC 6: STRATEGY

Possible learning outcomes for Topic 6: Strategy are broader, but a range of example questions are shown in the guide

Questions divided by level

Level 1

Core

- Describe the various business functions in *LAM*
- Identify the constraints and opportunities for *LadyA* created by demographic change in the U.S.
- Identify why firms, like *LAM* need to organise employees in particular ways
- Define working capital
- Describe the elements of a marketing plan
- Classify *LAM* products by line, range and mix
- Describe the features and applications of job, batch and flow production

Level 2

Core

- Distinguish between organisations in the private and public sector
- Distinguish between sole traders and private limited companies and identify their key features
- Explain the role of the various business functions in the successful operation of *LAM*
- Explain the reasons why Mr Carroccio (or *LadyA*) decided to set up a business
- Explain the process Mr Carroccio (or *LadyA*) had to go through to start up his (her) business
- Explain the reasons why Mr Carroccio's bank wanted to see his cash flow forecast before deciding whether to offer him a bank loan
- Compare and contrast the objectives of non-profit and profit making organisations with reference to Mrs Carroccio's search for employment
- Explain the purpose of a mission statement for non-profit organisations, such as charities.
- Distinguish between objectives, strategies and tactics and how they interrelate with reference to the business operations of *LAM*.
- Explain the interests of the internal and external stakeholders of *LAM* and possible areas of conflict between them
- Prepare a PESTLE/PEST analysis for *LAM* and use it to explain the impact of the external environment on the firm
- Explain two opportunities and two threats created by the demographic shift occurring in US and how these may impact on decision making within *LAM*

- Prepare a SWOT analysis for *LAM* and use this to analyse its present position
- Construct an organisation chart for *LAM* after its reorganisation in 2011 and describe the nature of its organisation
- Explain how non-financial rewards can affect job satisfaction, motivation and productivity within *LAM*
- Explain the working capital cycle
- Prepare a cash-flow forecast for *LAM* following its decision to outsource manufacturing of its product lines to Brazil (or *alternative*)
- Construct a Profit and Loss and Balance Sheet for *LAM* for the year ending 31st and amend accounts using information from the case and additional information provided
- Construct an appropriate marketing mix for *LAM* if *LadyA* decides to develop more products under the *LadyA* brand and develop a global market (option 2)
- Construct a position map for *LadyA* perfumes and cosmetics from the market information in the extension materials
- Distinguish between the different types of promotion available to *LAM* if *LadyA* decides to develop more products under the *LadyA* brand and develop a global market (option 2)
- Compare the features and applications of job, batch and flow production
- Define, explain and give examples of fixed, variable and semi-variable costs incurred from producing *LadyA* perfumes and cosmetics
- Explain the meaning of revenue and comment on possible sources of revenue for *LadyA* if she decides to rebrand herself and associates with charitable causes (option 3)
- Explain and calculate the contribution to fixed costs
- Use graphical and quantitative methods to calculate the break-even quantity, profit and margin of safety for a new *LadyA* lingerie product line
- Calculate required output level for a given target profit or level of revenue for a new *LadyA* lingerie product line
- Explain the causes, and potential consequences, of relocating production to a new manufacturing facility in the U.S. or to South America
- Explain the difference between just-in-case and just-in-time stock control

HL

- Explain the differences between internal and external growth available to *LAM*
- Construct an Ansoff's matrix to classify *LadyA's* strategic options and explain its value as a decision-making tool
- Explain the value of the Ansoff matrix as a decision making tool and apply the tool to support *LadyA's* choice of strategic option identified by *Kersey and Joyce*
- Explain the causes of change and factors causing resistance to change
- Explain how changing *LAM's* organisational structure may affect employee's motivation, communication and performance

- Using examples from the case study and the theories of writers, such as Fayol, Handy and Drucker, explain the key functions of the Managing Director of *LAM*
- Explain the importance of budgeting for *LAM*
- Explain the meaning and value to *LAM* of its intangible assets
- Explain the difficulties associated with valuing *LAM*'s goodwill, copyrights and brand name
- Explain the role of Kaizen in quality improvement
- Calculate *LAM*'s market share from the sales data given for the 2014 perfume and cosmetic market
- Explain the role and importance of intellectual property rights for *LAM*
- Explain outsourcing and discuss the arguments for and against outsourcing for *LAM* compared to provision by *LAM* itself
- Construct and interpret a network, identify the critical path, and calculate the free and total float

Level 3

Core

- Analyse the problems Mr Carroccio (or *LadyA*) faced when setting up his (her) business
- Analyse how the separation of ownership and control will benefit *LadyA* (e.g. the impact of limited liability)
- Analyse the extent to which ownership and control differed in *LAM* after its reorganisation in 2011
- Analyse the role of a mission statement in setting objectives for non-profit organisations, such as charities.
- Analyse the impact and actions of non-profit organizations, such as charities tackling issues related to homelessness and trafficking of children
- Using a PESTLE analysis, examine the impact of the external environment on the operations and profitability of *LadyA Management Limited (LAM)*.
- Examine the impact of technological change on the music industry
- Analyse the importance of the information in a business plan to different stakeholders
- Apply a formal decision making framework to support *LadyA*'s choice of strategic option identified by Kersey and Joyce.
- Prepare a SWOT analysis for *LAM* and use this to analyse its present position
- Analyse two advantages and two disadvantages of *LadyA* delegating some business functions
- Analyse the effects of reorganisation in 2011 on *LAM*'s operations and efficiency
- Compare the ways in which communications take place in *LAM* and analyse the effects of communication failures as *LadyA*'s business grew
- Examine the impact of the *LadyA*'s inconsistent leadership style as her business expanded in the early 2000s.
- Apply Maslow's content theory of motivation to *LAM*

- Using Maslow's Hierarchy of Needs analyse the conflict between *LadyA* and her parent's needs?
- Apply McGregor's content theory of motivation to *LAM*
- Analyse the intrinsic and extrinsic needs that will help satisfy and motivate *LAM's* employees
- Analyse the range of financial and non-financial rewards that *LAM* can use to motivate its workforce.
- Calculate the payback period if *LAM* chooses to build its own manufacturing plant in the U.S. and use your calculations to analyse the benefits of such an investment
- Calculate the ARR if *LAM* chooses to build its own manufacturing plant in the U.S. and use your calculations to analyse the benefits of such an investment
- Calculate *LAM's* gross profit margin (GPM), net profit margin (NPM) and return on capital employed (ROCE) for the last two years, and use these ratios to analyse and comment on *LAM's* profitability and efficiency and changes over time
- Calculate *LAM's* current ratio, acid test ratio and gearing ratio for the last two years and use these to analyse and comment on *LAM's* liquidity position and changes over time
- Analyse the marketing techniques of charitable organisations and compare these to profit making organisations, like *LAM*
- Explain societal marketing and analyse whether *LAM* would benefit from adopting such an approach in the future
- Examine how appropriate the existing marketing objectives are in achieving the new goals of *LAM* if *LadyA* decides to rebrand herself (option 3)
- Analyse the role of market research in developing a marketing mix for *LAM* if *LadyA* decides to move into the South American market (option 1)
- Analyse the usefulness of market segmentation and consumer profiles, if *LadyA* decides to develop more products under the *LadyA* brand and develop a global market (option 2)
- Select one of the strategic options identified by Kersey & Joyce and, design and apply this marketing strategy to the chosen option
- Analyse the relationship between the product life cycle and the marketing mix, and determine appropriate extension strategies for the *LadyA* brand name and image
- Analyse potential strategies that could be used to extend the product life cycle of a *LadyA*
- Analyse the relationship between *LadyA's* product life cycle, profit and cash flow
- Apply the BCG matrix to *LadyA's* product range
- Analyse the effectiveness of different pricing strategies as *LadyA* expands her business
- Analyse the cultural, legal, political, social and economic issues, if *LadyA* decides to expand her product range and enter into international markets
- Analyse the effect of e-commerce on the marketing mix for *LadyA* products, if *LadyA* decides to expand her product range and enter into international markets
- Analyse the advantages and disadvantages for *LAM's* Malaysian manufacturers if they moved from traditional quality control methods to total quality management (TQM)

- Apply formal decision making processes and planning tools (for example, a fishbone), to support *LadyA's* choice of strategic option identified by *Kersey and Joyce*.
- Construct a decision tree showing all three strategic options available to *LadyA* and use this to analyse the advantages and disadvantages of each option.
- Examine how Porter's generic strategies may provide a framework for *LAM* in building competitive advantage for the *LadyA* brand and product range
- Examine the dynamic nature of *LAM's* external environment and the importance of driving and restraining forces if *LadyA* chose to expand her product range and market internationally
- Examine the dynamic nature of *LAM's* external environment and the importance of driving and restraining forces to changing its product range
- Examine how recruitment, appraisal, training and redundancies will enable *LAM* to achieve its workforce planning targets
- Analyse reasons for changing work patterns and practices and the consequences for *LAM* and its employees of such changes
- Apply Handy's Shamrock to explain *LAM's* employment practices and analyse the advantages and disadvantages of this organisational structure
- Apply Handy Shamrocks organisational model to the organisational structure of *LadyA*
- Analyse the reasons behind, and the effects of, moving some of *LAM's* human resource functions to external organisations located overseas
- Apply the theories of writers such as Likert, Fiedler, Blake and Mouton and Tannenbaum and Schmidt to analyse the success or failure of *LadyA's* leadership
- Apply Mayo's content theory of motivation to *LAM*
- Apply McClelland's content theory of motivation to *LAM*
- Apply the theories of writers such as Vroom and Adams to *LAM* and analyse the effects of thought processes and expectations on employee's motivation
- Describe different corporate cultures and analyse how the present culture within *LAM* affects employee motivation
- Calculate the NPV if *LAM* chooses to build its own manufacturing plant in the U.S. and use your calculations to analyse the benefits of such an investment
- Analyse the role of budgets and variances in *LAM's* strategic planning
- Using the case study and the additional information provided apply Porter's five forces model to classify and analyse competitive pressures in the South American market
- Use the BCG matrix to analyse *LAM's* future strategic direction if *LadyA* decides to develop more products under the *LadyA* brand and develop a global market (option 2)
- Distinguish between different types of branding available to *LAM* and analyse the role of branding in a global market
- Analyse the role of family branding as a global growth strategy for *LAM*
- Analyse the relationship between price elasticity for *LadyA* perfumes and cosmetics and sales revenue

- Examine how *LAM* can increase the efficiency of the supply chain for *LadyA* perfumes and cosmetics
- Analyse the implications for marketing, human resource management and finance that arise from changing *LAM*'s production system from batch to flow production
- Analyse the most appropriate method of production, if *LadyA* decides to develop more products under the *LadyA* brand and develop a global market (option 2)
- Analyse the value of identifying cost and profit centres within *LAM*
- Analyse the role of contribution analysis in determining the viability of each of the product sold by *LAM*
- Analyse the assumptions and limitations of break-even analysis
- Analyse the effects of globalisation on *LAM*'s location, if *LadyA* decides to develop more products under the *LadyA* brand and develop a global market (option 2)
- Analyse the impact of location on different areas of *LAM*'s business activity, such as marketing, production, finance and human resources

Level 4

Core

- Evaluate whether operating as a private limited company was the most appropriate form of ownership for *LadyA* as her business grew
- Evaluate the relative merits of small and large scale organisations and recommend an appropriate scale of operation for *LAM* into the future
- Evaluate joint ventures, strategic alliances, mergers and takeovers as methods of achieving growth for *LAM* over the next few years
- Evaluate the potential impact of *LAM* on the countries where it decides to manufacture and distribute
- Evaluate strategies for developing *LAM*'s human resources
- Discuss advantages and disadvantages of different methods of recruitment available to *LAM*
- Discuss advantages and disadvantages of different methods of training available to *LAM*
- Evaluate potential measures to improve communication inside *LAM*
- Discuss the effect of new technologies on the effectiveness of communication between *LAM* and its stakeholders
- Evaluate the effectiveness of the leadership styles used by *LadyA* over the years and the implications for *LAM*'s operations and efficiency.
- Evaluate alternative financial reward packages that *LAM* could offer its employees and the impact of these on job satisfaction, motivation and productivity
- Evaluate the advantages and disadvantages of internal and external sources of finance as *LAM* seeks to move into international markets
- Evaluate the appropriateness of *LAM* seeking external sources of finance for expansion into new global markets

- Evaluate strategies for dealing with potential liquidity problems caused by *LAM*'s payment terms with its Malaysian production partner
- Evaluate the importance of final accounts to each of *LAM*'s stakeholder groups
- Discuss the effectiveness of a *LAM*'s present marketing mix in achieving its marketing objectives
- Evaluate the value of primary and secondary research methods in deciding between the three strategic options identified by *Kersey & Joyce*.
- Discuss how *LadyA* can differentiate herself and her product range from her competitors
- Discuss the importance and role of branding to *LAM*
- Analyse above-the-line and below-the-line promotional tools available to *LAM* to support the *LadyA* range of products and discuss their effectiveness for each of the options identified by *Kersey & Joyce*
- Discuss the effectiveness of different types of distribution channels if *LadyA* decides to develop more products under the *LadyA* brand and develop a global market (option 2)
- Evaluate the opportunities and threats if *LadyA* decides to expand her product range and enter into international markets
- Discuss the costs and benefits of e-commerce to *LAM* and its customers

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- Evaluate the need for *LAM* to change its objectives in response to changes in the external environment
- Evaluate possible ways to overcome stakeholder conflict if *LadyA* decided to rebrand herself and lower her media profile for three years (option 3 - line 153)
- Evaluate internal and external growth strategies as methods of expanding *LAM*'s business
- Evaluate different strategies for reducing the impact of change and resistance to strategic changes available to *LAM*'s in the coming years
- Discuss the factors influencing the degree of centralisation and decentralisation within *LAM*
- Evaluate whether *LAM* would benefit from outsourcing or offshoring its human resource functions
- Evaluate possible methods of non-financial rewards available to *LAM* and explain their potential effect on job satisfaction, motivation and productivity
- Identify potential sources of conflict between the staff and the management of *LAM* and evaluate approaches to conflict resolution
- Evaluate the costs and benefits of contingency planning by *LAM*
- Discuss how far it is possible to plan for a crisis at *LAM* should its plans for expansion not be successful
- Evaluate possible financial and other strategies to improve the *LAM*'s profitability and efficiency

- Evaluate possible financial and other strategies to improve the *LAM*'s liquidity position
- Discuss the effectiveness of a selected marketing mix in achieving strategic objectives
- Develop and evaluate strategies designed to change customer perceptions of *LadyA* to prepare her for the role of ambassador for a selected charity.
- Evaluate different approaches that *LAM* could implement to improve quality control in its Malaysian factories
- Evaluate the value of a network to the *LAM* in the management of projects