



**BUSINESS AND MANAGEMENT  
STANDARD LEVEL  
PAPER 1**

Monday 17 November 2003 (afternoon)

1 hour 30 minutes

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**INSTRUCTIONS TO CANDIDATES**

- Do not turn over this page until instructed to do so.
- Read the case study carefully and then answer all the questions.

*Answer all the questions*

1. (a) Describe George Swale’s present span of control and assess whether this is appropriate to his function. [4 marks]
- (b) Discuss how *Rainbow Club Ltd’s* staffing and organization structures could be altered to reflect Joe’s decreasing administrative role and the club’s increasing international focus. [8 marks]
2. (a) Nancy Swale wants to discover whether suitable overseas markets exist for the *Rainbow Raider’s* merchandise and media output. Advise Nancy on the market research she should undertake with reference to methods and suitability. [8 marks]
- (b) *Rainbow Club Ltd* wants to market and distribute its products and media broadcasts overseas. Analyse how the use of new technologies can assist the marketing and distribution processes. [6 marks]
3. (a) Define a “joint venture”, and discuss the advantages and disadvantages of using joint ventures to expand *Rainbow Club Ltd*. [4 marks]
- (b) Describe how Joe Swale’s present leadership style has contributed to conflicts within *Rainbow Club Ltd* and evaluate how the use of different leadership styles and approaches might help resolve or minimize conflict. [10 marks]
4. (a) Prepare a SWOT analysis for *Rainbow Club Ltd*. [8 marks]
- (b) Using your SWOT analysis, assess the medium term options (options A and B) available to *Rainbow Club Ltd* and discuss whether the club should proceed with either of the options. [12 marks]
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