

Skyline High School
IB Business and Management SL
Internal Assessment
Due Date: Friday, March 13, 2020

Timeline (dates are subject to change, except for due date):

Date	Assignment
1/16/2020	Introduce IBBM SL IA including "Framing Your Question" document and Starbucks example.
2/04/2020 & 2/05/2020	Begin to research source documents.
2/14/2020	Bring in five PRINTED & HIGHLIGHTED source documents utilizing the methodology outlined below.
3/09/2020	Bring in draft for SL peer edit. Each student will bring in a copy of their IA (including all source documents highlighted) and a blank rubric for your peer editor to fill out.
3/13/2020	Final due with scoring rubric attached for teacher to fill out.

SL Written Commentary

Background

Your IA is a written commentary. You will need to demonstrate the application of business management tools, techniques and theories to a **real** business issue or problem.

Internal Assessment Business Techniques/Tools/Theory (examples)

Syllabus Topic	Business Tool/Theory
Topic 1: Business organization and environment	SWOT (internal strengths and weaknesses + PESTLE PESTLE (external environmental factors)
Topic 2: Human Resources	Motivation theories: Herzberg, McGregor, Maslow, Taylor Leadership Styles: autocratic, democratic, laissez-faire, situational leadership
Topic 3: Accounts and finance	Investment Appraisal Ratio Analysis Sources of Finance Cash Flow Financial Statements
Topic 4: Marketing	PESTLE (external environmental factors) Product Life Cycle (different stages in a products life) Marketing Mix (will change with life cycle) Ansoff's Matrix (product and market growth strategies) Boston Matrix (product portfolio analysis) Product Positioning Maps (customer perception) Pricing Policies
Topic 5: Operations management	Production methods (job, batch, flow, cell) Break Even Analysis Quality Control (QC vs. QA, TQM) Stock Control (just in time, just in case)

You must select a **real organization** for this, not a fictional one, and the issue or decision under investigation must also be real.

The Commentary

You must produce a commentary with a title presented as a **question**. Your commentary must refer directly to a single business organization, but you may consider industry-wide issues that impact on that organization.

Your commentary must be based on **secondary data**, selected for its suitability, depth and breadth.

Your commentary must not exceed more than **1,500 words**. A word count must be included as part of the commentary.

Your commentary will include tables and graphs. The supporting documents and supplementary information such as diagrams, figures, tables or data and references are not included in the 1,500 words.

The commentary requires analysis and evaluation of the business issue/problem. Judgements should be made throughout the commentary, but are essential within the conclusion.

You must attach **five** supporting documents from which the majority of the information for the commentary has been obtained. Any additional sources, such as books, journals, DVDs/videos, etc. must be referenced, but will NOT be accepted as supporting documents.

You can present a SWOT in the appendix and then you could reference it in the text of the body. This is because it is NOT about where the SWOT is, but more about how it is used and applied. EVERYTHING IN THE SWOT MUST BE REFERENCED. A SWOT is an aggregating tool to **facilitate analysis**, it is not an analysis itself.

SELECTING YOUR QUESTION

Your question should be interesting to you and lend itself to being evaluated from a variety of perspectives to arrive at an ultimate judgement or opinion.

Example:

<i>Should Starbucks continue to roll out their concept to sell beer and wine in the early afternoon/evening?</i>
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The commentary could then examine business concepts such as

- economies of scale
- target markets
- profitability
- training
- marketing mix
- external environment
- Etc.

When choosing your title, consider the following:

We think "How should..." is better than "How can..." since the former requires you to justify (critically) your answer, whereas the latter tends to lead to descriptive answers.

Information in tables is not included in word counts *providing it is concise* (for example, like sets of numbers, lists of counties, etc.).

SELECTING YOUR SUPPORTING DOCUMENTS

The selection of your documents is very important. To achieve the highest level of each assessment criterion, it is strongly recommended that the supporting documents present a range of ideas and views.

Your supporting documents have to be up-to date. They have to be written a maximum of three years before the submission of your written commentary (**April 2016 to current**).

You must select your own supporting documents. Teachers are not allowed to provide these for you. It is also recommended that you do not use the same supporting documents as other students in the school.

Examples of secondary research sources (performed by someone other than student) of information for your commentary:

- Articles from the local, national or international press
- Academic publications
- Market research surveys
- Financial reports
- Business accounts
- Business plans
- Mission statements
- Web-based surveys
- Extracts from the company websites
- Government and other statistics

THE FOLLOWING IS AN EXTRACT FROM THE IBO WEBSITE...

Written commentary—overview

The following is a suggested structure for your IA written commentary:

1. Title (in the form of a question)
2. Introduction (including a description of methodology)
3. Findings (based on the supporting documents)
4. Analysis of the findings
5. Conclusion(s)
6. Bibliography and references
7. Appendices: supporting documents

The internal assessment for SL is a written commentary that answers a question based on a problem or issue of a single business organization. The problem or issue must be related to the business and management SL syllabus. While the problem or issue must be chosen in relation to a specific organization, it may affect a number of organizations or the industry as a whole. However, the focus of the commentary is the individual organization.

The written commentary enables SL students to demonstrate the application of business and management tools, techniques and theories to a real business issue or problem. Students must select a real and contemporary issue or problem, not a fictional one, facing a single business organization.

- The title of the written commentary must be phrased in the form of a question.
- The commentary can be based on primary and/or secondary sources.
- The commentary requires analysis and evaluation of the issue or problem, and the student must form judgments, and incorporate them into the commentary in light of the question posed in the title.
- The maximum number of words for the written commentary is 1,500 words.
- Students must provide a declaration of authenticity on the coversheet of the written commentary.

WRITTEN COMMENTARY — details

Title	The title question must be clear and focused, allowing the student to answer it by carrying out a limited amount of research, supported by chosen documents. If sufficient sources are not available for the research to be carried out, the question should be replaced.
Introduction	A brief and focused introduction should explain the purpose of the commentary and the methodology used to investigate the problem or issue. Business tools, techniques and theory should be included to present the commentary in appropriate business format and to support the analysis and the judgments with relevant business concepts and theory.
Findings	<p>In order to write the commentary the student should refer to secondary sources and may collect primary sources depending on the issue or problem investigated. These sources provide a vast and varied amount of information for the student to analyse and answer the question.</p> <p>Three to five of these sources have to be selected and presented as supporting documents for the commentary. They should be included in the appendices, with the relevant sections highlighted by the student.</p> <p>Although it is mandatory to include three to five sources as supporting documents, this does not mean that the investigation should be limited to these documents. Any sources consulted by the student but not chosen as supporting documents should be referenced in the body of the commentary and included in the bibliography.</p>
Analysis of the findings	The above findings have to be analysed in the light of the title question, taking into account business theory and using, as far as possible, business tools and techniques. This analysis could be included as a separate section, or it could be included together with the findings (findings and analysis). The different supporting documents should be analysed in such a manner that their relevance to the question is clearly established. The analysis should also show how the supporting documents relate to each other.
Conclusion	The title question must be answered, based on the analysis of the findings and, in particular, on the analysis of the supporting documents. The conclusion should not introduce ideas or judgments that have not been discussed in previous sections of the commentary. It is good practice to include those aspects of the question that have not been fully answered in the commentary or that might need further analysis or investigation to be judged more effectively.
Bibliography and references	<p>The commentary should contain correctly presented references and a bibliography. Only books and web pages actually consulted should be included. The access dates to the web pages consulted should be specified. If the student refers to sources of any type, these should be referenced through the use of footnotes.</p> <p>http://xmltwo.ibo.org/publications/DP/Group3/d_3_busmt_tsm_0709_1_e/Guidance_ManageIA_04_en.html</p>
Appendices: supporting documents	The appendices should only include the three to five supporting documents, chosen by the students as the structuring documents for the commentary. The chosen documents have to be included in their complete form, although relevant parts to the investigation have to be clearly highlighted.

METHODOLOGY (for your planning purposes only; not turned in to IB)

Create Question (Best to start with "Should, Will, Could, To what extent, etc"): Should Starbucks continue to roll out their concept to sell beer and wine in the early afternoon/evening?

Identify source document #1: *Serving Alcohol at Your Restaurant* <http://www.setupmyrestaurant.com/open-restaurant/restaurant-service/serving-alcohol.htm>

Outline findings: Connecting points to your question from the source, including which side they relate to and the appropriate tools, theories and techniques:

- a. (Both) Existing product and existing market (**Ansoff matrix**)
- b. (Both) New targets, confusion? (**Market segmentation and consumer profiles**)
- c. (Pro) High profit (**Final accounts**)
- d. (Pro) Marketing opportunities (specials, co-branding, etc) (**Above and below the line advertising**)
- e. (Con) Extra costs (ingredients, labor, capital equipment) (**DC, VC, FC, BEP**)
- f. (Con) Regulatory requirements (**PESTLE**)
- g. (Con) Training (**Training**)

<Article>

Considering such issue as serving alcohol in your restaurant is one of those things that comes with many pros and cons. Some family restaurants offer alcohol with the menu. Some people enjoy a glass of wine, a mixed drink, or a couple of beers before their meal or while they are eating. **And that's why, these persons may avoid dining at your restaurant because it isn't an option.**

We all don't like to wait while our course is cooking. For some people it is difficult to wait 15 or 20 minutes for a table to open up in a restaurant. This may be a reason why they will choose another restaurant. But you can use one strategy – to offer alcohol for your customers. Be sure, a high percentage of them will decide to enjoy a drink during that wait period instead of eating at a different location.

Most restaurant owners sell a large amount of alcohol and they are able to sell it for a **substantial profit** too. Moreover, many of them have come up with a **good solution** to slow times with alcohol too. They can also offer great specials on drinks and appetizers during the afternoon so that people will be enticed to drop in.

However, you may have **extra costs** if you want to offer alcohol. This is because you will have to purchase the supplies to make a variety of different drinks. Moreover, the machinery for mixing them and the glasses for serving them in are also needed. The only way that you are going to get your customers to want to pay for the drinks they order though is to make sure you have the best ingredients available. Purchase expensive alcohol. There should be bartenders at the restaurant that have plenty of experience making various types of drinks that your customers are going to request.

You should also keep in mind that **staff under 21** years of age can take the orders for the drinks, but they won't be able to deliver them to the customers. But this usually isn't too much of a problem unless you have the majority of your employees under the age of 21.

The problems may arise with obtaining a **license for your alcohol**. Remember that there are strict guidelines for obtaining a liquor license and it relies on the state. You will also have to make every person asking for alcohol is **verified as being legally old enough to drink**. Otherwise, it can lead to fines and even for shutting down your restaurant. The main task of your staff is to watch for signs for intoxicated individuals in the establishment. They mustn't serve them any more alcohol.

Having decided to serve alcohol in your restaurant, you have to make sure all people drinking alcohol in your establishment are old enough. And for this you have to check their ID. Make sure your staff stops serving alcohol to those that are visibly intoxicated and should not continue to drink.

Identify source documents: #2-5: Repeat steps as above.

Then, do the following, before beginning to write your first draft...

1. Write a bullet point outline of each section:

- a. Title page
- b. Write your Introduction: see rubric
- c. Write your Findings: see rubric
- d. Write your Analysis: see rubric
- e. Write your Conclusion: see rubric
- f. Bibliography and References
- g. Appendices (highlighted source documents, etc.)

2. Tips for outlining your Findings, Analysis and conclusion sections:

- Analyse your findings from your outlines to uncover syllabus topics to focus on
- Use your Connecting Points to develop a plan for your commentary
- Provide judgements throughout while recognizing major limitations.
- Use business language clearly and accurately while discussing both sides of an issue
- Provide your conclusion (**ultimate judgement or recommendation to the company**) with any limitations noted.
- Demonstrate connections to tools, techniques and theories you have selected for inclusion.
- Demonstrate appropriate selection of data from the supporting documents with appropriate and detailed analysis.
- There must be coherent integration of ideas to receive full points.

Useful links:

<https://ibbusinessmanagementtaft.weebly.com/internal-assessment.html>