

Questions 1 -10

ENTER NUMBER OF QUESTION		DO NOT WRITE IN THIS MARGIN
1	<p>By linking executive pay to reaching carbon goals the managers whose pay is link will see try harder to reduce emissions than previous years. This means that Shell should have lower carbon emissions throughout their operations.</p>	
	<p>Shell was the first energy supermajor to link pay to carbon goals. This means that the shell may be seen as an innovator because of them being the first. This might result in them being able to attract more customers as they are seen as an innovator.</p>	
	<p>Some of the 1650 highly promoted employees may be upset at the change in how they are paid so could leave and work elsewhere. This means that shell would have to spend on recruitment, selection and training to fill their roles which may be costly.</p>	
	<p>Shell was pressured into this change by exp shareholders. This means that it is less likely that the shareholders are going to sell their shares and invest in a more</p>	

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	environmentally friendly organisation.	
	As Shell will've improved their reputation as a business that cares for for the environment. This means that they may be able to attract new investors that try to invest in businesses that are more modern in their approach to the environment.	

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	Drivers	Resistors	
	The use of electricity is forecasted to increase.	The large investment required (\$2b each year)	
	The gas market is oversupplied.	Electricity market is highly competitive.	
	Assets for change: - Shell has sources of renewable energy already.		
	Shell has been making large investments to support its move into the electricity market. However, from 2019 to 2020, Shell's profit for the year decreased so they are making a loss, suggesting it is a risky move as if they fail and lose the investment.		
	The electricity market is highly competitive. This means that Shell will have to deal with large, existing businesses and will have		

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	to try and steal customers from them.	
	The expected use of electricity is expected	
	to increase from 20% to 50%. This	
	means that businesses in the electricity sector	
	should see an increase in sales and Shell	
	will want to capitalise upon this increase.	
	The gas market is over supplied with gas.	
	This means that the selling price of gas	
	will decrease as companies compete for sales	
	which could reduce Shell's profits.	

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3	<p>Although Nigeria is a large oil exporter, 70% of people there live in poverty. This means that Shell is taking advantage of their Nigerian employees by paying less than they would someone in a developed country. Furthermore, the jobs provided by Shell may be low skilled labour, whilst management positions are held by employees that moved to Nigeria.</p>
	<p>Shell is producing oil in Nigeria which should improve the country's GDP. This is a measure of the country's economic performance and a high GDP may attract extra investment in Nigeria.</p>
	<p>Shell also exports oil to other countries from Nigeria and has been investing in Nigerian facilities, which should improve the country's balance of payments. This means that more money should be in the Nigerian economy which should lead to the people having a higher standard of living.</p>

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<p>In 2019, the Nigerian government and Shell had a dispute over taxes. This means that the government suspects Shell has been avoiding paying taxes, possibly through transfer pricing, which means that the Nigerian government has less to spend on public services.</p>	
<p>Shell has been accused of causing widespread pollution and environmental damage. This may mean that the polluted ground can not be used for other activities such as farming which may affect the people that live in these areas.</p>	
<p>Shell generates billions of dollars from oil in Nigeria and this revenue may be repatriated to the home country. This means that the country does not receive further investment from Shell so is less able to develop.</p>	
<p>Operational spills can be caused by insufficient investment in equipment and 18.7% of reported spills were operational spills. This suggests that Shell has not been investing, potentially.</p>	

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	<p>from Nigerian suppliers, the equipment they need. Buying from local areas would allow the supplier to grow, and then employees spend at local shops helping them grow - The multiplier effect. However, this can't happen without investment from Shell.</p>	
4	<p>To have diversity in the workforce, Shell is providing education programmes and training to employees. This training however, will be costly and time consuming to provide it to all employees.</p>	
	<p>When there is a diverse workforce, employees tend to feel included rather than isolated, shown by 71% of employees feel positive about inclusion at work. This should mean that there is improved employee relations and higher employee motivation.</p>	
	<p>However, attitudes to LGBT+ varies around the world and certain countries may not accept it. This means that those LGBT+ members may shell could be wasting resources in these</p>	

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	countries by trying to implement LGBT+ groups.	
	Shell became the first company in South Africa to establish an LGBT+ network. This may mean that Shell is better able to attract skilled workers, particularly members of the LGBT+, to their positions, which should increase the chance of finding the perfect person for the position.	
	Shell As Shell does not have diversity throughout all levels of management they may get a poor reputation from independent organisations, eg Gender Fair, which could result in the loss of customers.	
	With diversity of those making decisions, there should be an increase in creativity, as each individual will have different ideas and ways of thinking, improving decision making.	
	By having a diverse workforce, Shell should find it easier to expand overseas as Shell can draw on their employees knowledge of	

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	cultural nuances, making the expansion more likely to be successful.	
	What is funny in one culture may be offensive to other cultures. This may mean an increase in ^{formal} grievances and communication/ staff relations may suffer because of the jokes.	
5.	Shell uses learning technology to provide training to employees. This affects Shell's HR dept as they would've had to choose a select few to receive training but now it is more accessible for people to receive training.	
	Shell has digitalised the recruitment process so the applicants don't need to be met in person. This impacts the HR dept. as it is much easier to recruit someone for a job as all the applicants don't need to be seen and some may not pass online quizzes, etc.	

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	<p>Shell has invested in robots that sometimes work in dangerous facilities. This means that employees shouldn't be working in these areas now because of the robots so the HR dept deals with less injury injuries at work.</p>	
	<p>Shell subscribes to Yammer which helps keep employees connected. This should mean that more employees feel happier at work so the HR dept. deals with less issues about mental health.</p>	
	<p>Databases can be used to maintain records on current employees. This means that the HR dept. will find it easier to find information about an employee if it is necessary.</p>	
	<p>Shell employees can upload and view 'how to' videos. This means that employees are less likely to be stressed that they can't do something, so the HR dept. will have less employees asking for training with certain equipment and less employees will go to the HR dept. about being stressed at work.</p>	

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6	<p>Shell's Total Revenue fell from \$344,572m to \$180,543m. This shows a decrease in sales which could disadvantage shareholders as they might have to sell their Shell shares and invest elsewhere if revenue keeps dropping.</p>	
	<p>The Shell shareholders are getting ^{a smaller} 42% dividend per share as the ROEE went from 8.5% to -13.58%. This means that shareholders are getting less ^{money} money than 10% they invested so it is is not worth ^{them} investing in Shell.</p>	
	<p>From 2019 to 2020, Shell's profit for the year decreased from \$16,432m to \$(-21,534m). This suggests that Shell is not performing well so it is not a safe investment for the shareholders of Shell.</p>	
	<p>The purchases of Shell has also decreased from \$252,983m to \$117,093m. This means that Shell's lowered profits are not because Shell is doing large investments, but is almost downsizing, which puts Shell's</p>	

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	Shareholders at a disadvantage as it is unlikely to be a large increase in profit at anytime.	
7	The government could increase its spending on initiatives such as eat out to help out. This means that restaurants should see an increase in sales as people are encouraged to eat at restaurants.	
	The government can reduce corporation tax in a recession as this should mean that the businesses have more profit after tax which they can reinvest into improving the business and possibly increase employment through growing.	
	The government could reduce VAT as it would make certain goods cheaper. This means that the business could lower the selling price to encourage customers to buy more and that would increase sales and then increase profits. However, the business could keep the selling price the same which would increase the	

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	organisations profit per unit sold and be could get more profit that way.	
	The government could reduce income tax so employees have more disposable income. This should mean that they spend more in shops which allows the shops to grow and employ more people.	
	The government could lower interest rates as this would also ^{make} businesses to take a more likely to take out loans for survival or to expand as they would pay less interest back on the exp loan.	
	Furthermore, the general public is more likely to take out loans to buy things such as a house. This means that businesses should see an increase in sales.	
	Lower interest rates should mean that people paying mortgages not on a fixed rate have more money to spend at the end of each month. This means that sales should increase for businesses.	

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8	Theory X believes that all employees are inherently lazy and will shy from responsibility.	
	Theory X is a management style that is similar to classical management so like the principals of Taylor.	
	Theory X believes that employees are all motivated by money so offering bonuses linked to productivity will increase productivity.	
	Theory X believes that strict rules and punishments are required for employees to ensure they do what the organization wishes.	

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9	<p>There could be conflict over team roles in the team as team members may prefer doing other tasks that other members have.</p>	
	<p>There could be conflict between members from previous teams as where the conflicts have not been properly resolved.</p>	
	<p>There could be conflict between members as some members may not do enough work or their work to a high enough standard.</p>	
	<p>There could be conflict between members due to personality clashes and the members struggle to get along.</p>	
9b	<p>Managers could host team building days to help the team bond through activities. This should mean that employees get to know each other and like each other.</p>	

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	<p>Managers should try and solve disputes quickly so they do not escalate. This means that the team is not hindered later because of an argument that happened when the team formed.</p>	
	<p>The manager can give employees a clear, written description of what their duties are for their role in the team. This should mean that people should not get into arguments over tasks as everyone knows who should be doing what.</p>	
	<p>To get to the performing stage effectively, the manager should ensure that the team goes through each previous stage properly. This means that nothing from the previous stages should impact the team, and drag the team back into conflict.</p>	
	<p>The manager could set the team goals for them to achieve. This means that the employees/team members may be more motivated to achieve the goals so might</p>	

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	be less likely to get into conflict and stop the team from getting to the performing stage.	
	The manager could, as a last resort, remove any team member that is causing a lot of problems and is stopping the team from moving past the storming stage. This means that the team should be able to progress to the performing stage, as the person(s) stopping the team's progression has been removed.	

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10	Force Field Analysis (FFA)	
	<p>An FFA diagram shows the drivers (reasons for a change) and their relative strength. This means that the business organisation can develop a change strategy around the drivers which should make help decision making.</p>	
	<p>An FFA diagram shows resistors (reasons against a change) and their relative strength. This means that the decision maker can try to reduce resistors before the change happens which should make the decision to change more successful.</p>	
	<p>An FFA diagram shows the assets for change (things that help implement a change but not a reason to do so). This means that the organisation can take time to gather the resources that will help them before the change so should make the change more successful.</p>	

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	Using an FFA diagram allows the	
	business to take time to analyse the situation.	
	This ensures that a poor decision is not	
	reached because the decision was made too	
	hastily.	

A Gantt chart is a good visual aid as it is usually marked with a 'Today line' which can show if the business project is where they predicted they would be. If they are behind schedule corrective action can be taken to ensure the project finishes on time and is successful.

A Gantt chart shows when activities can overlap and multiple activities can be completed simultaneously. This means that the project can be planned to reduce the overall time the project lasts improving decision making.

A Gantt chart shows how long each activity should last and when it starts. This means that hired equipment can be hired for the minimum time, which should reduce costs, which is a sign of improved decision making.