

Worksheet 1 (SL): UrbanFresh Markets and Community Accountability

Topic: Stakeholders and Business Responsibility

Student name: _____ Class: _____ Date: _____

Level	SL
Recommended time	55 minutes
Total marks	40
Question mix	5 multiple choice, 3 short answer, 3 case questions, 1 extended response
Use	Original school-use IB-style worksheet; answer key and marking guidance included at the end.

Instructions

- Answer all questions.
- Use stakeholder terminology accurately and apply it to the case material where appropriate.
- For analysis and evaluation questions, compare stakeholder perspectives before reaching a judgment.
- Use the exhibits carefully and support recommendations with evidence.

Section A - Multiple choice

1. Which of the following is an internal stakeholder in UrbanFresh's Brookdale expansion? [1]
 - A. Local residents
 - B. Store supervisor
 - C. Planning authority
 - D. Small shop owners
2. Why are local residents stakeholders in the Brookdale project? [1]
 - A. They own shares in all supermarket chains
 - B. They are responsible for managing the store
 - C. The project may affect traffic, noise, and local amenities
 - D. They always receive dividends from new stores
3. Which action best shows accountability to external stakeholders? [1]
 - A. Keeping expansion plans secret until construction starts
 - B. Discussing only profit targets with investors
 - C. Reducing consultation because it takes time
 - D. Publishing consultation outcomes and reporting on follow-up actions
4. Why might investors and local residents disagree about the new store? [1]
 - A. Investors focus on returns, while residents may prioritize local character and congestion
 - B. Residents are all employees of UrbanFresh

- C. Investors never consider long-term growth
 - D. Residents are legally required to support expansion
5. Which responsibility would UrbanFresh expect from a local supplier? [1]
- A. To decide UrbanFresh's pricing strategy
 - B. To appoint the store manager
 - C. To deliver agreed quality and quantity on time
 - D. To represent the local council

Section B - Short answer

6. Distinguish between internal and external stakeholders using UrbanFresh examples. [3]

7. Explain one likely conflict between UrbanFresh investors and employee representatives at the new store. [4]

8. Explain one advantage to UrbanFresh of giving shelf space to regional products from local suppliers. [4]

Section C - Data response / case study

Case study: UrbanFresh in Brookdale

UrbanFresh plans to open a 2,400 m² supermarket in Brookdale, a suburban district where many families currently travel to another town for a weekly shop. Management says the project could improve convenience and generate strong first-year revenue.

However, several stakeholder groups have raised concerns. Small shop owners fear losing customers, while residents living near the site worry about weekend traffic. In response, UrbanFresh changed the car-park layout, promised local hiring where possible, and reserved shelf space for regional suppliers.

Exhibit 1: Brookdale stakeholder survey

Survey item	Result
Residents supporting the store if traffic measures are included	74%
Residents worried about more congestion	52%
Parents supporting apprenticeships for local youth	67%
Shoppers wanting regional products stocked	61%

Exhibit 2: Launch commitments

Commitment	Planned figure
Parking redesign cost	\$180,000
Share of local-supplier products at opening	15%
Target local-supplier share by end of year 2	25%
Apprenticeship places in year 1	18
Target operating margin	6%

9. Identify two external stakeholders in the Brookdale expansion and state one concern of each. [4]

10. Explain how the parking redesign may help UrbanFresh balance stakeholder interests. [4]

11. Evaluate whether UrbanFresh should proceed with the Brookdale store in its revised form. [6]

Section D - Extended response

12. To what extent should supermarket chains be accountable to communities as well as investors when expanding? [10]

Use the planning grid below before writing your full response.

Possible thesis / position	
Stakeholder 1 evidence	
Stakeholder 2 or 3 evidence	
Final judgment	

Then present a balanced, case-aware argument that ends with a supported judgment.

Answer Key and Marking Guidance

Reward any other reasonable answer that uses stakeholder terminology, applies the scenario where relevant, and offers a supported judgment for evaluation questions.

Section A answers

Q	Answer	Why
1	B	The store supervisor works inside the business; the other groups are external stakeholders.
2	C	Residents are affected by the store's decisions even though they are outside the business.
3	D	Accountability involves transparent communication and visible follow-up.
4	A	Different stakeholder groups often have different priorities and measures of success.
5	C	Suppliers have obligations to provide the contracted goods or services reliably.

Section B guidance

6. Distinguish between internal and external stakeholders using UrbanFresh examples. [3]

- Internal stakeholders are within the organization, such as managers or employees opening the new store.
- External stakeholders are outside the organization but affected by the decision, such as residents, local suppliers, or the council.
- A clear distinction is direct involvement in operations versus being outside the formal company structure.

Marking guidance: Award 1 mark for a correct internal point, 1 mark for a correct external point, and 1 mark for a clear distinction or relevant example.

7. Explain one likely conflict between UrbanFresh investors and employee representatives at the new store. [4]

- Investors may prefer tight cost control and rapid profitability.
- Employee representatives may prefer higher staffing levels, more training, or stronger job security.
- The conflict arises because spending more on staff can reduce short-term profit even if it improves service in the long term.

Marking guidance: Award marks for identifying both stakeholder interests, explaining the conflict, and applying it to UrbanFresh.

8. Explain one advantage to UrbanFresh of giving shelf space to regional products from local suppliers. [4]

- It may strengthen relationships with external stakeholders in Brookdale.
- Local sourcing can improve brand image and show responsiveness to community concerns.
- It may differentiate the store and attract shoppers who value regional products, helping sales and trust.

Marking guidance: Award marks for one explained advantage with clear application to the case.

Section C guidance

9. Identify two external stakeholders in the Brookdale expansion and state one concern of each. [4]

- Possible stakeholders include residents, small shop owners, local suppliers, or the planning authority.
- Residents may worry about congestion, noise, or safety.
- Small shop owners may fear lower sales; local suppliers may want fair access to shelf space; the council may focus on traffic or compliance.

Marking guidance: Award 1 mark for each relevant stakeholder and 1 mark for each linked concern.

10. Explain how the parking redesign may help UrbanFresh balance stakeholder interests. [4]

- The redesign addresses resident concerns about traffic flow and congestion.
- At the same time, it can make access easier for customers, protecting revenue and store convenience.
- This may reduce opposition and improve UrbanFresh's reputation for listening to the community.

Marking guidance: Award marks for a developed explanation that links at least two stakeholder groups.

11. Evaluate whether UrbanFresh should proceed with the Brookdale store in its revised form. [6]

- Reasons to proceed include strong survey support if mitigation measures are included, extra convenience for customers, local jobs, and the possibility of stronger community trust through apprenticeships and local sourcing.
- Reasons for caution include the cost of redesign, ongoing concern from small shops or residents, and pressure on margins if the store underperforms.
- A balanced judgment may conclude that UrbanFresh should proceed, but only with continued consultation and measurable commitments on traffic and local sourcing.

Marking guidance: Award up to 3 marks for supported arguments in favor, up to 2 marks for supported counterarguments, and 1 mark for a justified conclusion.

Section D guidance

12. To what extent should supermarket chains be accountable to communities as well as investors when expanding? **[10]**

- A strong response should argue that investors remain important because they provide capital and expect viable returns.
- It should also explain that communities are directly affected by traffic, local employment, supplier access, and environmental impacts, so accountability to them supports legitimacy and long-term performance.
- Better answers compare short-term profit pressure with longer-term trust, brand value, and smoother implementation.
- A substantiated judgment may conclude that expansion decisions should balance both groups, with profitability pursued in ways that are transparent and responsible to the local community.

Marking guidance: Use the 10-mark best-fit rubric. Reward balanced analysis, application to expansion decisions, and a clear final judgment.

Extended response best-fit rubric

Band	Best-fit descriptor
1-2	Limited knowledge of stakeholders or responsibility. Very little application. Assertions are largely unsupported.
3-4	Some relevant understanding and some application to the scenario or wider business context. Analysis is brief or one-sided.
5-6	Reasonable explanation of stakeholder interests and trade-offs with some balance. Judgment is present but not fully developed.
7-8	Good, case-applied analysis of multiple stakeholder perspectives. Evaluation is balanced and supported by evidence.
9-10	Excellent, well-structured response with strong application, clear short- and long-term trade-offs, and a substantiated final judgment.