

Trimester assessment worksheet

# IB Business Management 2.2 | SL Worksheet 1

Authority, accountability, and delegation in growing organizations

Level	SL
Time	45 minutes
Total marks	40

Focus: authority | accountability | responsibility | delegation | decision-making

Name	Class	Date

## Instructions

- Answer all questions. Use business management terminology accurately.
- Apply your answers to the stimulus material whenever possible.
- For the extended response, make a balanced argument and reach a clear judgement.

## Section A | Multiple choice

Q1 [1] In business management, **delegation** refers to:

A	transferring the ownership of the company
B	passing decision-making authority to a subordinate
C	removing accountability from managers
D	adding more layers of hierarchy

Q2 [1] Which statement about **accountability** is correct?

A	It is always transferred fully to the subordinate
B	It refers to being answerable for outcomes
C	It only applies to shareholders
D	It is identical to authority

Q3 [1] A likely benefit of delegation in a hotel chain is:

A	slower customer service
B	more central control over all complaints
C	faster decisions at the point of customer contact
D	automatic removal of training needs

Q4 [1] In a growing business, delegation often becomes more necessary because:

A	the founder gains more time
B	operations become more complex
C	staff need fewer decisions
D	hierarchy disappears

## Section B | Short answer

**Q5** [2] Define **authority**.

**Q6** [4] Explain one reason a manager may delegate decisions to a front-desk supervisor in a hotel.

**Q7** [4] Explain why a founder remains accountable after delegating tasks to warehouse managers.

## Section C | Data response / case study - Case study: BrightCart Online

BrightCart began as a small online retailer run mainly by its founder. Over the last 18 months, sales have tripled and the business now operates a warehouse, a customer service team, and a small marketing department.

The founder still approves supplier negotiations, major refunds, and promotional campaigns. Warehouse supervisors say operations slow down when they must wait for approval from the founder. The founder is considering **greater delegation** of day-to-day decisions.

Indicator	Current situation
Orders per week	12 500
Average refund approval time	2.5 days
Warehouse supervisors	4
Customer satisfaction score	81%
Founder working hours per week	68

**Q8** [4] Explain one benefit BrightCart could gain from delegating refund decisions to customer service supervisors.

**Q9** [6] Analyze one advantage and one disadvantage of increasing delegation at BrightCart.

**Q10** [6] Analyze whether BrightCart's current decision-making approach is appropriate for a business of its size.

## Section D | Extended response

**Q11** [10] Discuss whether BrightCart should introduce wider delegation now, or wait until more formal systems are in place.

Planning hint: define the issue briefly, analyze benefits and drawbacks, then make a supported judgement or recommendation.

### Optional planning notes

Use this space to map out key arguments before writing.

## Answer key and marking guidance - IB Business Management 2.2 | SL Worksheet 1

Teacher guidance: accept any other relevant answer that uses correct business terminology. For higher-mark questions, reward contextual application, cause-and-effect reasoning, balance, and a supported judgement.

### Section A answers

Q	Answer	Rationale
1	B	Delegation means granting authority to others to make decisions or carry out tasks.
2	B	Accountability means being answerable for results, even when tasks are delegated.
3	C	Delegation allows local managers to solve issues quickly without waiting for head office.
4	B	As scale and complexity increase, one person cannot handle every decision efficiently.

### Section B answers

#### Q5 [2] Define authority.

- Authority is the formal right to make decisions and direct the work of others.

*Marking guidance:* 1 mark for the idea of decision-making power and 1 mark for linking it to directing others or formal rights.

#### Q6 [4] Explain one reason a manager may delegate decisions to a front-desk supervisor in a hotel.

- Delegation lets the supervisor solve routine guest issues immediately.
- This improves response speed and customer satisfaction.
- It also frees senior managers to focus on more strategic work.

*Marking guidance:* Up to 2 marks for identifying a valid reason such as faster decisions and up to 2 further marks for developed explanation.

#### Q7 [4] Explain why a founder remains accountable after delegating tasks to warehouse managers.

- Delegation transfers authority to act, but not final answerability for results.
- The founder still oversees the business area and must monitor performance.
- If mistakes occur, senior management is still responsible for outcomes.

*Marking guidance:* Reward accurate distinction between authority and accountability, with developed explanation.

### Section C answers

#### Q8 [4] Explain one benefit BrightCart could gain from delegating refund decisions to customer service supervisors.

- Refund requests could be handled faster because supervisors would not need founder approval for routine cases.
- Quicker solutions may improve customer satisfaction and reduce bottlenecks.
- This is important because BrightCart's current refund approval time is 2.5 days.

*Marking guidance:* Up to 2 marks for identifying a clear benefit such as faster service and up to 2 marks for contextual development.

#### Q9 [6] Analyze one advantage and one disadvantage of increasing delegation at BrightCart.

- Advantage: delegation could speed up operations and reduce pressure on the founder, making the business more scalable.
- Disadvantage: if supervisors are not trained well, inconsistent decisions could be made on refunds or supplier issues.

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- The effect therefore depends on staff capability and clear decision rules.

*Marking guidance:* Top answers analyze both efficiency gains and control risks in the context of growth.

**Q10 [6] Analyze whether BrightCart's current decision-making approach is appropriate for a business of its size.**

- The current approach may have suited the firm when it was small, but it appears less suitable now that orders have tripled.
- Central control may protect consistency, but it is also creating slower approvals and long founder working hours.
- As BrightCart grows, a more delegated structure is likely to become necessary.

*Marking guidance:* Reward analysis that links growth to the limits of centralized founder control.

**Section D answer**

**Q11 [10] Discuss whether BrightCart should introduce wider delegation now, or wait until more formal systems are in place.**

- Introducing delegation now could reduce delays, improve supervisor motivation, and free the founder for strategic work.
- Waiting for stronger systems may reduce the risk of poor decisions and protect consistency.
- The best approach may be staged delegation, starting with routine operational decisions supported by training and clear limits.
- A justified judgement should weigh speed and growth needs against control and capability.

*Marking guidance:* Strong answers will evaluate both timing options and justify a balanced judgement using the case.

Overall marking principle: reward accurate business terminology, use of case context, logical analysis, and a clear final judgement where evaluation is required.