

Corvane Parcels: the people numbers, the causes of change, and which plan?

Student workbook | Pearson Edexcel A level Business (9BS0), Theme 3 | Original TBS three-lesson people-and-change case

Over three lessons you will advise the Managing Director of a small parcel delivery company. Lesson 1: calculate and interpret labour productivity, labour turnover, labour retention and absenteeism, and work out what they cost. Lesson 2: find the causes of change at the company and trace their effects. Lesson 3: compare three plans to improve the people figures, and write a recommendation of about 180 words.

Corvane Parcels Ltd, Norlake Logistics Group, Pellam Express and every person, figure and quote in this case are fictional. The area is invented. You need a calculator. This is original classroom practice, not an exam paper.

The business

Corvane Parcels Ltd delivers parcels for online retailers from two warehouses. Eastfield handles bulky items, such as furniture, from an older building with a busy loading yard. Quayside handles small parcels, such as clothes and books, from a newer building. Each operative sorts, loads and delivers parcels on local rounds. The Ashworth family founded the company 41 years ago. Three years ago it won a national online retailer's delivery contract and grew from 80 to 100 operatives. Dennis Lund is the staff representative. Colm Pritchard manages Eastfield warehouse and Sian Hartley manages Quayside warehouse.

Years in this case: Year 1 and Year 2 are the last two completed years, so all Year 1 and Year 2 figures are actual results. In January of Year 3 the Ashworth family sold 100% of Corvane to Norlake Logistics Group, which runs delivery companies in four regions. Year 3 figures are forecasts.

Free sample

Corvane Parcels: the people numbers, the causes of change, and which plan?

Contents of the full pack

Lesson 1: What do the people numbers say?

Lesson 2: Why is Corvane changing?

Lesson 3: Which plan should Corvane choose?

Student workbook and teacher guide, as PDF and as editable Word files.

The teacher guide has lesson plans, full worked answers and indicative guidance.

This sample is the cover and the first two pages of Lesson 1 of the student workbook. It contains no answers. The pages that follow are exactly as in the full pack.

Lesson 1: What do the people numbers say?

Case file reading (6 minutes): read pages 1 to 3 first. The definitions are on page 2 and the figures on page 3.

Starter (5 minutes): which measure?

Write the name of the measure each sentence describes: labour productivity, labour turnover, labour retention or absenteeism.

Sentence	Measure
1. The share of the days staff were contracted to work that were lost to absence.	
2. The number of leavers in the year as a percentage of the average number of staff.	
3. The output produced in the period divided by the number of workers.	
4. The share of staff employed at the start of the year who are still employed at the end.	

Calculate: a warehouse has 40 operatives on average and 6 leavers during the year. What is its labour turnover?

Task 1 (individual, 14 minutes): the four measures

Givens, Year 2. Eastfield: 60 operatives at the start, 50 at the end, 22 leavers (15 of them employed at the start), 2,970,000 parcels, 1,012 days lost. Quayside: 40 at the start, 40 at the end, 5 leavers (4 of them employed at the start), 2,640,000 parcels, 368 days lost. Each operative is contracted to work 230 days. The definitions are on page 2.

a. Complete the table.

Measure	Eastfield	Quayside
Average number of operatives		
Labour productivity (parcels per operative)		
Labour turnover (%)		
Labour retention (%)		
Days operatives were contracted to work		
Absenteeism (%)		

Working space:

b. Eastfield's labour turnover is 40.0%, but only 25.0% of the operatives it started the year with left (its retention is 75.0%). Explain the difference and say what it suggests about new operatives.