



Barker College

2013 TRIAL HIGHER SCHOOL CERTIFICATE

Business Studies

ANSWER SHEET

Staff Involved:

AM MONDAY 29TH JULY

- PAB
- MBJ
- RLL X 2
- RHM
- JMT

125 copies

Section I – Multiple Choice

Choose the best response and fill in the response oval completely

Start Here →

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| 1. | A | <input type="radio"/> | B | <input type="radio"/> | C | <input type="radio"/> | D | <input type="radio"/> | 11. | A | <input type="radio"/> | B | <input type="radio"/> | C | <input type="radio"/> | D | <input type="radio"/> |
| 2. | A | <input type="radio"/> | B | <input type="radio"/> | C | <input type="radio"/> | D | <input type="radio"/> | 12. | A | <input type="radio"/> | B | <input type="radio"/> | C | <input type="radio"/> | D | <input type="radio"/> |
| 3. | A | <input type="radio"/> | B | <input type="radio"/> | C | <input type="radio"/> | D | <input type="radio"/> | 13. | A | <input type="radio"/> | B | <input type="radio"/> | C | <input type="radio"/> | D | <input type="radio"/> |
| 4. | A | <input type="radio"/> | B | <input type="radio"/> | C | <input type="radio"/> | D | <input type="radio"/> | 14. | A | <input type="radio"/> | B | <input type="radio"/> | C | <input type="radio"/> | D | <input type="radio"/> |
| 5. | A | <input type="radio"/> | B | <input type="radio"/> | C | <input type="radio"/> | D | <input type="radio"/> | 15. | A | <input type="radio"/> | B | <input type="radio"/> | C | <input type="radio"/> | D | <input type="radio"/> |
| 6. | A | <input type="radio"/> | B | <input type="radio"/> | C | <input type="radio"/> | D | <input type="radio"/> | 16. | A | <input type="radio"/> | B | <input type="radio"/> | C | <input type="radio"/> | D | <input type="radio"/> |
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| 10. | A | <input type="radio"/> | B | <input type="radio"/> | C | <input type="radio"/> | D | <input type="radio"/> | 20. | A | <input type="radio"/> | B | <input type="radio"/> | C | <input type="radio"/> | D | <input type="radio"/> |

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- Working time – 3 hours
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Total marks – 100

Section I Pages 2 - 7

20 marks

- Attempt Questions 1–20
- Allow about 35 minutes for this section

Section II Pages 9 - 15

40 marks

- Attempt Questions 21–24
- Allow about 75 minutes for this section

Section III Page 17

20 marks

- Attempt Question 25
- Allow about 35 minutes for this section

Section IV Page 18

20 marks

- Attempt Question 26 **OR** Question 27
- Allow about 35 minutes for this section

Section I

20 marks

Attempt Questions 1 – 20

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Use the multiple-choice answer sheet.

Sample $2 + 4 =$ (A) 2 (B) 6 (C) 8 (D) 9

(A) (B) (C) (D)

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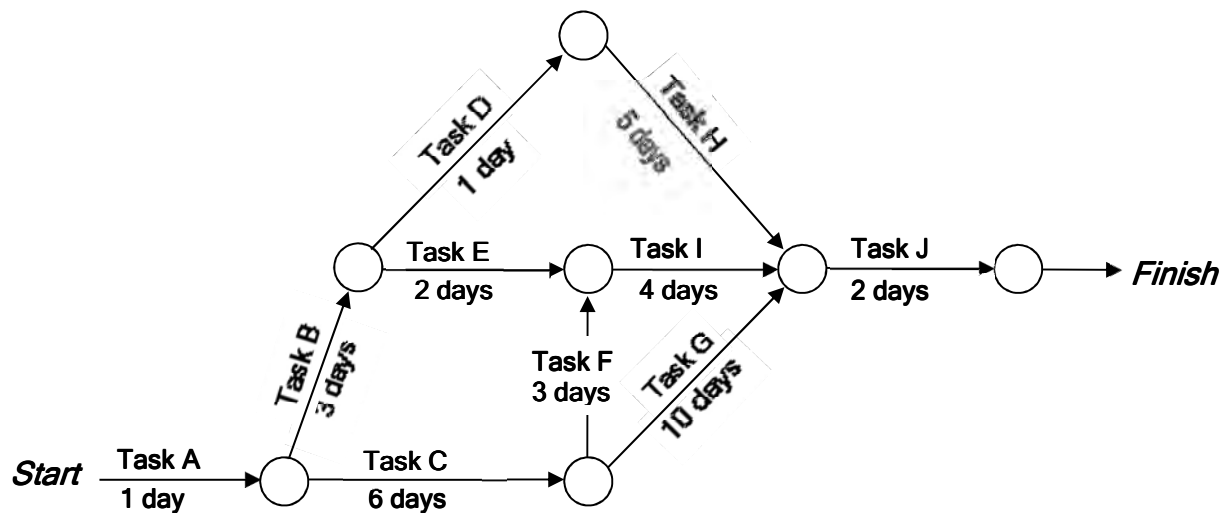
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 - (C) Financial needs, budgets, record systems, financial risks, financial controls.
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 - (B) Increased pollution as output grows.
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- (A) Australian Securities Investment Corporation.
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 - (C) Australian Prudential Regulation Authority.
 - (D) The Australian Stock Exchange.

20. The diagram below shows a critical path analysis for a project.



What is the minimum number of days needed to complete the project?

- (A) 37
- (B) 19
- (C) 12
- (D) 10

END OF SECTION I

BLANK PAGE

Section II

Student Number

40 marks

Attempt Questions 21–24

Allow about 75 minutes for this section

Answer in the spaces provided on the paper.

Question 21 (10 marks)

- (a) Outline the key difference between a good and a service. **1**

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- (b) Outline **THREE** elements of a promotion mix. **3**

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Question 21 continues on page 10

Question 21 (continued)

- (c) Justify using examples from real or hypothetical businesses, the importance of people, processes and physical evidence when marketing services.

6

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End of Question 21

Use the following information to answer Question 22

Question 22 (10 marks)

Financial data for T-Bone’s Cuts

Financial Objective	2011	2012	Industry average
Return on owners’ equity	0.9 : 1	0.1 : 1	0.1 : 1
Solvency ratio	1.4 : 1	1 : 1	1.2 : 1
Expense ratio	0.7 : 1	0.8 : 1	0.7 : 1
Current ratio	0.9 : 1	1.1 : 1	1 : 1

- (a) For 2012, identify the financial objective for which ‘T-Bone’s Cuts’ achieved a poorer result than the industry average. **1**

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- (b) Describe the liquidity of T-Bone’s Cuts. **2**

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- (c) Propose and justify a suitable type of debt finance for the new computer ‘T-Bone’s Cuts’ is considering purchasing. **3**

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Question 22 continues on page 12

Question 22 (continued)

- (d) The business needs to purchase a new non-current asset valued at \$75,000. Outline the advantages AND disadvantages of 'T-Bone's Cuts' using equity finance for the purchase.

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End of Question 22

Question 23 (10 marks)

Question 23 refers to the following stimulus material.

Stones Pty Ltd is a well-established SME. It needs to change every aspect of its operations processes in order to stay competitive.

- (a) Identify TWO sources of resistance to the changes needed. **2**

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- (b) Describe how sequencing and scheduling will benefit Stones Pty Ltd. **2**

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- (c) Explain the process of monitoring, control and improvement as Stones Pty Ltd tries to stay competitive. **6**

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Question 24 (10 marks)

Question 24 refers to the following stimulus material.

Sam works in the administration office of a large department store with shops throughout Australia.

The firm has had complaints about her poor telephone manner with customers and suppliers and her co-workers are unhappy because of her lack of consideration in the workplace.

- (a) Define the term performance management. **2**

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- (b) Identify TWO (2) purposes for the use of performance management. **2**

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- (c) Describe ONE (1) tool or method that can be used in performance management. **2**

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Question 24 continues on page 16

Question 24 (continued)

- (d) Explain using TWO indicators, how a business can evaluate the effectiveness of its human resource management. **4**

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End of Question 24

END OF SECTION II

Section III

20 marks

Attempt Question 25

Allow about 35 minutes for this section

Answer this section on the paper provided. Extra paper is available if required.
Write your student number at the top right-hand corner of every page.

In your answer you will be assessed on how well you:

- demonstrate knowledge and understanding relevant to the question
 - apply the hypothetical business situation
 - communicate using relevant business terminology and concepts
 - present a sustained, logical and cohesive response in the form of a business report
-

Question 25 (20 marks)

You have been employed as a consultant to prepare a report to Best Bread Pty Ltd.

Best Bread Pty Ltd is an organic bread manufacturer based in country NSW. Best Bread Pty Ltd manufactures and supplies one type of bread to boutique supermarkets across NSW.
The operations process at Best Bread Pty Ltd is highly labour intensive and therefore very expensive. Over recent years competition has increased. This has led to a fall in market share and profitability.

In your report, propose and justify effective operations, finance and marketing strategies that Best Bread Pty Ltd could implement to achieve business improvement.

END OF SECTION III

Section IV

20 marks

Attempt Question 26 OR Question 27

Allow about 35 minutes for this section

Answer this section on the paper provided. Extra paper is available if required.
Write your student number at the top right-hand corner of every page.

In your answer you will be assessed on how well you:

- demonstrate knowledge and understanding relevant to the question
 - apply relevant business case study/studies and contemporary business issues
 - communicate using relevant business terminology and concepts
 - present a sustained, logical and cohesive response
-

EITHER

Question 26 (20 marks)

Why is corporate and social responsibility a key concern in operations management?

OR

Question 27 (20 marks)

Why is human resource management important in achieving the goals of a business?

END OF SECTION IV

END OF PAPER



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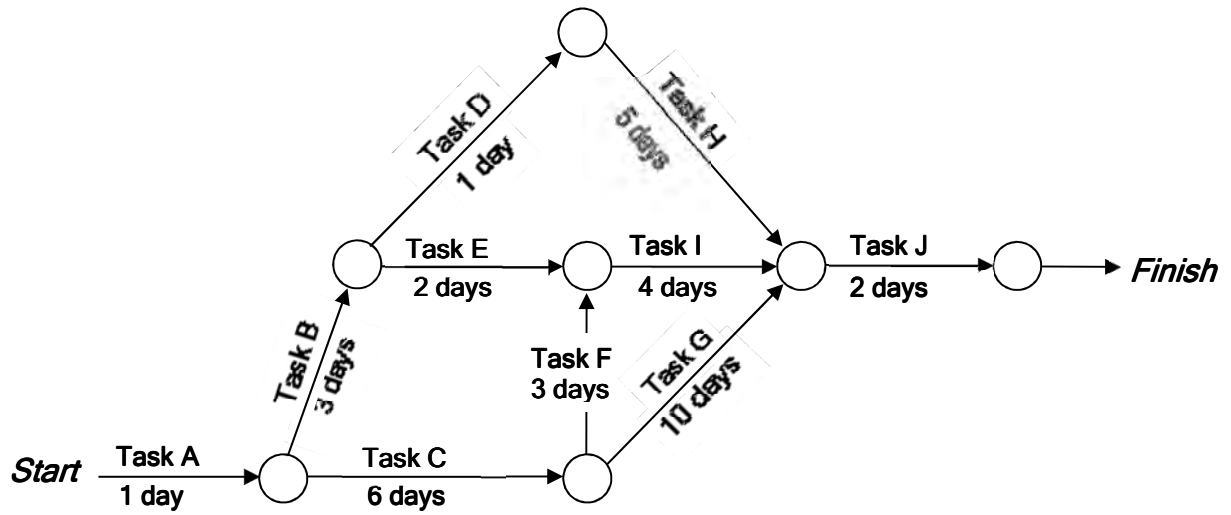
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Section II

Student Number

40 marks**Attempt Questions 21–24****Allow about 75 minutes for this section**

Answer in the spaces provided on the paper.

Question 21 (10 marks)

- (a) Outline the key difference between a good and a service.
- 1**

Sketches in general terms the main difference of tangibility versus intangibility	1
Fails to sketch in general terms the main difference of tangibility versus intangibility	0

- (b) Outline
- THREE**
- elements of a promotion mix.
- 3**

Sketches in general terms the main features of three elements (choosing from advertising, personal selling, relationship marketing, sales promotion, publicity and public relations)	3
Sketches in general terms the main features of two elements	2
Sketches in general terms the main features of one elements	1
Fails to sketch in general terms the main features of one elements	0

Question 21 continues on page 10

Question 21 (continued)

- (c) Justify using examples from real or hypothetical businesses, the importance of people, processes and physical evidence when marketing services. **6**

Clearly supports an argument as to why people, processes and physical evidence are important when marketing services. Uses relevant case studies to support conclusions.	5 - 6
Supports an argument as to why people, processes and physical evidence are important when marketing services. May use case studies to support conclusions.	3 - 4
Indicates some key features of people, process and/or physical evidence OR Recognises and names 3 elements.	1 - 2
Does not indicate any key features of people, processes or physical evidence OR Recognises and names 3 elements.	0

Possible content could include:

- People – the importance of the consumer’s experience and the necessity for a business to be customer focused in the delivery of the service
- Processes – the importance of providing customer satisfaction from efficient and effective processes in the delivery of a service
- Physical evidence – the importance of the environment in which the service is delivered

End of Question 21

Use the following information to answer Question 22

Question 22 (10 marks)

Financial data for T-Bone’s Cuts

Financial Objective	2011	2012	Industry average
Return on owners’ equity	0.9 : 1	0.1 : 1	0.1 : 1
Solvency ratio	1.4 : 1	1 : 1	1.2 : 1
Expense ratio	0.7 : 1	0.8 : 1	0.7 : 1
Current ratio	0.9 : 1	1.1 : 1	1 : 1

- (a) For 2012, identify the financial objective for which ‘T-Bone’s Cuts’ achieved a poorer result than the industry average. **1**

Recognises and names ‘Efficiency’ or the Expense ratio	1
Fails to recognise and name ‘Efficiency’ or the Expense ratio	0

- (b) Describe the liquidity of T-Bone’s Cuts. **2**

Provides characteristics and features of the liquidity of T-Bone’s cuts. Should include the following; Better than the industry average (1:1) and/or improving over time (0.9:1 to 1.1:1). Must include some figures.	2
Provides characteristics and features of the liquidity of T-Bone’s cuts. May include ONE of the above features.	1
Fails to provide characteristics and features of T-Bone’s cuts	0

- (c) Propose and justify a suitable type of debt finance for the new computer ‘T-Bone’s Cuts’ is considering purchasing. **3**

Puts forward and supports the choice of ONE suitable type of debt finance for the purchase of new computer equipment for T Bone’s Cuts. Leasing, commercial bills or short term loan	3
Provides characteristics and features of ONE suitable type of debt finance	2
Recognises and names ONE suitable type of debt finance	1
Fails to recognise and name ONE suitable type of debt finance	0

N.B: While overdraft and credit card were accepted as answers on this occasion, it’s the opinion of the markers that the responses in the box were the most ‘suitable’ to use in purchasing a computer.

Question 22 continues on page 12

Question 22 (continued)

- (d) The business needs to purchase a new non-current asset valued at \$75,000. Outline the advantages AND disadvantages of 'T-Bone's Cuts' using equity finance for the purchase.

4

Sketches in general terms BOTH the advantages and disadvantages of using equity finance to fund the purchase. <i>Advantages:</i> No interest to be paid, improves solvency. <i>Disadvantages:</i> May dilute ownership if new owners are brought into the business, owners may demand larger profits in the near future, equity does not provide a tax deduction, potentially reduces cashflow. (N.B Two of each must be outlined and they need to vary)	3 - 4
Recognises and names BOTH the advantages and disadvantages of using equity finance to fund the purchase. OR Sketches in general terms advantages OR disadvantages of using equity finance to fund the purchase.	2
Recognises and names advantages OR disadvantages of using equity finance to fund the purchase.	1
Fails to recognise and name advantages OR disadvantages of using equity finance to fund the purchase.	0

End of Question 22

Question 23 (10 marks)

Question 23 refers to the following stimulus material.

Stones Pty Ltd is a well-established SME. It needs to change every aspect of its operations processes in order to stay competitive.

- (a) Identify TWO sources of resistance to the changes needed. **2**

Recognises and names TWO of the following: financial costs, purchasing new equipment, redundancy payments, retraining, reorganising plant layout, inertia	2
Recognises and names ONE of the above sources	1
Fails to recognise and name ONE of the above sources	0

- (b) Describe how sequencing and scheduling will benefit Stones Pty Ltd. **2**

Provides characteristics and features of the benefits that sequencing and scheduling will bring to Stones Pty Ltd. The efficient sequencing and scheduling will reduce overall production costs by improving time, wastage, quality and reliability of delivery. The best answers will mention Gantt Charts and CPA.	2
Sketches in general terms the benefits that sequencing and scheduling will bring to Stones Pty Ltd. OR Recognises and names (2 or more) the above benefits.	1
Fails to sketch in general terms the benefits that sequencing and scheduling will bring to Stones Pty Ltd. OR Recognise and name (2 or more) the above benefits.	0

- (c) Explain the process of monitoring, control and improvement as Stones Pty Ltd tries to stay competitive. **6**

Relates the cause, the process of monitoring, control and improvement to the effect, to stay competitive. OR Makes the relationship between the process of monitoring, control and improvement and the effect, to stay competitive, evident. OR Provides why and/or how the process of monitoring, control and improvement will assist Stones Pty Ltd to stay competitive. Monitoring means to observe every aspect of operations, (cost, time, quality, reliability) and control means to 'evaluate' the observations against benchmarks and where the observations are weaker than desired, improvements need to be undertaken to maintain or improve competitiveness.	5 - 6
Provides characteristics and features of the process of monitoring, control and improvement.	3 - 4
Sketches in general terms the process of monitoring, control and improvement.	1 - 2
Fails to sketch in general terms the process of monitoring, control and improvement.	0

End of Question 23

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Question 24 (10 marks)

Question 24 refers to the following stimulus material.

Sam works in the administration office of a large department store with shops throughout Australia.

The firm has had complaints about her poor telephone manner with customers and suppliers and her co-workers are unhappy because of her lack of consideration in the workplace.

- (a) Define the term performance management. 2

Marking Criteria	Marks
States the correct meaning of the term “performance management”. A systematic process for evaluating and managing employee performance in order to achieve the best outcomes for the business.	2
States an incomplete meaning of the term	1
Incorrect meaning of the term performance management.	0

- (b) Identify TWO (2) purposes for the use of performance management. 2

Marking Criteria	Marks
Recognises and names 2 purposes for the use of performance management. Developmental – Uses data to develop individual skills and abilities of employees to improve effectiveness and overcome weaknesses and for preparation for promotion. Administrative – provides information for management which can be used for planning in HR.	2
Recognises and names 1 correct purpose for the use of performance management.	1
Incorrectly names 1 and/or 2 purposes for the use of performance management	0

- (c) Describe ONE (1) tool that can be used in performance management. 2

Marking Criteria	Marks
Provides characteristics and features of one tool that can be used in performance management. Any one of the following can be described: Behaviour observation scale, interview, management by objective, critical incident method, graphic scale rating, essay evaluation method, performance ranking method, 360 degree feedback. Check description of each of these features on page 430 of textbook.	2
Identifies or sketches in general terms one tool that can be used in performance management.	1
Incorrectly names one tool that can be used in of performance management.	0

Question 24 continues on page 16

Question 24 (continued)

- (d) Explain using TWO indicators, how a business can evaluate the effectiveness of its human resource management. 4

Marking Criteria	Marks
Make a relationship between things evident; provide how and / or why. Make the relationship between how HR management can be evaluated by using any 2 indicators. Any 2 of the following indicators can be used: HR planning, training and development, employee rewards and benefits, industrial relations, W.H&S, performance appraisal, separation/termination, general HR effectiveness. These indicators can be checked on page 473 of the textbook.	3 - 4
Make the relationship between how HR management can be evaluated by using any 1 indicator from the above list. Provides characteristics and features of any of 1 or 2 of the indicators above. Sketches 1 indicator in general terms.	1 - 2
Names inappropriate indicators that can be used to evaluate HR management.	0

End of Question 24

END OF SECTION II

Section III

20 marks

Attempt Question 25

Allow about 35 minutes for this section

Answer this section on the paper provided. Extra paper is available if required.
Write your student number at the top right-hand corner of every page.

In your answer you will be assessed on how well you:

- demonstrate knowledge and understanding relevant to the question
 - apply the hypothetical business situation
 - communicate using relevant business terminology and concepts
 - present a sustained, logical and cohesive response in the form of a business report
-

Question 25 (20 marks)

You have been employed as a consultant to prepare a report to Best Bread Pty Ltd.

Best Bread Pty Ltd is an organic bread manufacturer based in country NSW. Best Bread Pty Ltd manufactures and supplies one type of bread to boutique supermarkets across NSW.
The operations process at Best Bread Pty Ltd is highly labour intensive and therefore very expensive. Over recent years competition has increased. This has led to a fall in market share and profitability.

In your report, propose and justify effective operations, finance and marketing strategies that Best Bread Pty Ltd could implement to achieve business improvement.

END OF SECTION III

In your report, propose and justify effective operations, finance and marketing strategies that Best Bread Pty Ltd could implement to achieve business improvement.

Outcome examined	Required knowledge, understanding and skills	Mark
H2, H3, H4, H5, H6	• Sketches in general terms with support relevant operations strategies that will enable Best Bread Pty Ltd to achieve business improvement.	5 - 6
	• Recognises and names with support relevant operations strategies that will enable Best Bread Pty Ltd to achieve business improvement.	3 - 4
	• Recognises and names operations strategies that will enable Best Bread Pty Ltd to achieve business improvement.	1 - 2
	• Fails to recognise and name operations strategies that will enable Best Bread Pty Ltd to achieve business improvement.	0
H2, H3, H4, H5, H6	• Sketches in general terms with support relevant finance strategies that will enable Best Bread Pty Ltd to achieve business improvement.	5 - 6
	• Recognises and names with support relevant finance strategies that will enable Best Bread Pty Ltd to achieve business improvement.	3 - 4
	• Recognises and names finance strategies that will enable Best Bread Pty Ltd to achieve business improvement.	1 - 2
	• Fails to recognise and name finance strategies that will enable Best Bread Pty Ltd to achieve business improvement.	0
H2, H3, H4, H5, H6	• Sketches in general terms with support relevant marketing strategies that will enable Best Bread Pty Ltd to achieve business improvement.	5 - 6
	• Recognises and names with support relevant marketing strategies that will enable Best Bread Pty Ltd to achieve business improvement.	3 - 4
	• Recognises and names marketing strategies that will enable Best Bread Pty Ltd to achieve business improvement.	1 - 2
	• Fails to recognise and name marketing strategies that will enable Best Bread Pty Ltd to achieve business improvement.	0
H7, H8, H9	• Integrated stimulus material and own knowledge in correctly answering the question with syllabus terms in appropriate report format.	2
	• Minimal stimulus material used in answering the question in a basic report format.	1
	• No stimulus material used	0

Possible content:

operations strategies

- performance objectives – quality, speed, dependability, flexibility, customisation, cost
- new product or service design and development
- supply chain management – logistics, e-commerce, global sourcing
- outsourcing – advantages and disadvantages
- technology – leading edge, established
- inventory management – advantages and disadvantages of holding stock, LIFO (last-in-first-out), FIFO (first-in-first-out), JIT (just-in-time)
- quality management
 - control
 - assurance
 - improvement
- overcoming resistance to change – financial costs, purchasing new equipment, redundancy payments, retraining, reorganising plant layout, inertia
- global factors – global sourcing, economies of scale, scanning and learning, research and development

financial management strategies

- cash flow management
 - cash flow statements
 - distribution of payments, discounts for early payment, factoring
- working capital management
 - control of current assets – cash, receivables, inventories
 - control of current liabilities – payables, loans, overdrafts
 - strategies – leasing, sale and lease back
- profitability management
 - cost controls – fixed and variable, cost centres, expense minimisation
 - revenue controls – marketing objectives
- global financial management
 - exchange rates
 - interest rates
 - methods of international payment – payment in advance, letter of credit, clean payment, bill of exchange
 - hedging
 - derivatives

marketing strategies

- market segmentation, product/service differentiation and positioning
- products – goods and/or services
 - branding
 - packaging
- price including pricing methods – cost, market, competition-based
 - pricing strategies – skimming, penetration, loss leaders, price points
 - price and quality interaction
- promotion
 - elements of the promotion mix – advertising, personal selling and relationship marketing, sales promotions, publicity and public relations
 - the communication process – opinion leaders, word of mouth
- place/distribution
 - distribution channels
 - channel choice – intensive, selective, exclusive
 - physical distribution issues – transport, warehousing, inventory
- people, processes and physical evidence
- e-marketing

Section IV

20 marks

Attempt Question 26 OR Question 27

Allow about 35 minutes for this section

Answer this section on the paper provided. Extra paper is available if required.
Write your student number at the top right-hand corner of every page.

In your answer you will be assessed on how well you:

- demonstrate knowledge and understanding relevant to the question
 - apply relevant business case study/studies and contemporary business issues
 - communicate using relevant business terminology and concepts
 - present a sustained, logical and cohesive response
-

EITHER

Question 26 (20 marks)

Why is corporate and social responsibility a key concern in operations management?

OR

Question 27 (20 marks)

Why is human resource management important in achieving the goals of a business?

END OF SECTION IV

END OF PAPER

Question 26

Student number _____

Why is corporate and social responsibility a key concern in operations management?

Outcome examined	Required knowledge, understanding and skills	Mark
H2, H3, H4, H5, H6	<ul style="list-style-type: none"> Relates cause and the effect of corporate and social responsibility on operations management and appropriately incorporates a case study/ies. 	14-15-16
	<ul style="list-style-type: none"> Provides characteristics and features of the effects of corporate and social responsibility on operations management and appropriately incorporates a case study/ies. 	12 - 13
	<ul style="list-style-type: none"> Sketches in general terms the effects of corporate and social responsibility on operations management and appropriately incorporates a case study/ies. 	10 - 11
	<ul style="list-style-type: none"> Relates cause and the effect of corporate and social responsibility on operations management may incorporate a case study/ies. 	8 - 9
	<ul style="list-style-type: none"> Provides characteristics and features of the effects of corporate and social responsibility on operations management and may incorporate a case study/ies. 	6 - 7
	<ul style="list-style-type: none"> Sketches in general terms the effects of corporate and social responsibility on operations management and may incorporate a case study/ies. 	3 - 4 - 5
	<ul style="list-style-type: none"> Recognises and names the effect of corporate and social responsibility on operations management. May make reference to a case study/ies. 	1 - 2
	<ul style="list-style-type: none"> Makes no mention of the effect of corporate and social responsibility on operations 	0
H7, H8, H9	<ul style="list-style-type: none"> Presents a clear, logical and well-structured answer using relevant syllabus terminology 	3 - 4
	<ul style="list-style-type: none"> Presents a structured answer using relevant syllabus terminology 	1 - 2
	<ul style="list-style-type: none"> Presents a simplistic and disjointed answer using little business terminology 	0
TOTAL		/20

Comments:

Possible content could include –

role of operations management

- strategic role of operations management – cost leadership, good/service differentiation
- goods and/or services in different industries
- interdependence with other key business functions

influences

- corporate social responsibility
 - the difference between legal compliance and ethical responsibility
 - environmental sustainability and social responsibility

operations processes

- inputs
 - transformed resources (materials, information, customers)
 - transforming resources (human resources, facilities)

- transformation processes
 - the influence of volume, variety, variation in demand and visibility (customer contact)
 - sequencing and scheduling – Gantt charts, critical path analysis
 - technology, task design and process layout
 - monitoring, control and improvement
- outputs
 - customer service
 - warranties

operations strategies

- performance objectives – quality, speed, dependability, flexibility, customisation, cost
- new product or service design and development
- supply chain management – logistics, e-commerce, global sourcing
- outsourcing – advantages and disadvantages
- technology – leading edge, established
- inventory management – advantages and disadvantages of holding stock, LIFO (last-in-first-out), FIFO (first-in-first-out), JIT (just-in-time)
- quality management
 - control
 - assurance
 - improvement
- overcoming resistance to change – financial costs, purchasing new equipment, redundancy payments, retraining, reorganising plant layout, inertia
- global factors – global sourcing, economies of scale, scanning and learning, research and development

Question 27 (20 marks)

Student number _____

Why is human resource management important in achieving the goals of a business?

Outcome examined	Required knowledge, understanding and skills	Mark
H2, H3, H4, H5, H6	<ul style="list-style-type: none"> Relates cause and the effect of human resource management on achieving the goals of a business and appropriately incorporates a case study/ies. 	14-15-16
	<ul style="list-style-type: none"> Provides characteristics and features of the effects of human resource management on achieving the goals of a business and appropriately incorporates a case study/ies. 	12 - 13
	<ul style="list-style-type: none"> Sketches in general terms the effect of human resource management on achieving the goals of a business and appropriately incorporates a case study/ies. 	10 - 11
	<ul style="list-style-type: none"> Relates cause and the effect of human resource management on achieving the goals of a business and may incorporate a case study/ies. 	8 - 9
	<ul style="list-style-type: none"> Provides characteristics and features of the effect of human resource management on achieving the goals of a business and may incorporate a case study/ies. 	6 – 7
	<ul style="list-style-type: none"> Sketches in general terms the effect of human resource management on achieving the goals of a business and may incorporate a case study/ies. 	3 - 4 – 5
	<ul style="list-style-type: none"> Recognises and names the effect of human resource management on achieving the goals of a business. May make reference to a case study/ies. Makes no mention of the effect of human resource management on achieving the goals of a business. 	1 - 2 0
H7, H8, H9	<ul style="list-style-type: none"> Presents a clear, logical and well-structured answer using relevant syllabus terminology 	3 - 4
	<ul style="list-style-type: none"> Presents a structured answer using relevant syllabus terminology 	1 – 2
	<ul style="list-style-type: none"> Presents a simplistic and disjointed answer using little business terminology 	0
TOTAL		/20

Comments:

Possible content could include –

role of human resource management

- strategic role of human resources
- interdependence with other key business functions
- outsourcing
 - human resource functions
 - using contractors – domestic, global

key influences

- stakeholders – employers, employees, employer associations, unions, government organisations, society
- legal – the current legal framework
 - the employment contract – common law (rights and obligations of employers and employees), minimum employment standards, minimum wage rates, awards, enterprise agreements, other employment contracts
 - occupational health and safety and workers compensation
 - antidiscrimination and equal employment opportunity
- economic
- technological

- social – changing work patterns, living standards
- ethics and corporate social responsibility

processes of human resource management

- acquisition
- development
- maintenance
- separation

strategies in human resource management

- leadership style
- job design – general or specific tasks
- recruitment – internal or external, general or specific skills
- training and development – current or future skills
- performance management – developmental or administrative
- rewards – monetary and non-monetary, individual or group, performance pay
- global – costs, skills, supply
- workplace disputes
 - resolution – negotiation, mediation, grievance procedures, involvement of courts and tribunals

effectiveness of human resource management

- indicators
 - corporate culture
 - benchmarking key variables
 - changes in staff turnover
 - absenteeism
 - accidents
 - levels of disputation
 - worker satisfaction

Goals of a business could be assessed by a range of factors

- Operational goals/objectives
- Financial goals/objectives
- Marketing goals/objectives
- Human resource goals/objectives