

2015 TRIAL HIGHER SCHOOL CERTIFICATE **EXAMINATION** 

# **Business Studies**

### **General Instructions**

- Reading time 5 minutes
- Working time 3 hours
- · Write using black or blue pen Black pen is preferred
- Draw diagrams using pencil
- · Board-approved calculators may be used

#### 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 1 hour and 15 minutes for this section

Section III Page 16

20 marks

- Attempt Question 26
- Allow about 35 minutes for this section

Section IV Page 17

20 marks

- Attempt Question 27 or Question 28
- Allow about 35 minutes for this section

### Section I

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

Use the multiple-choice answer sheet for Questions 1-20.

1	Davis checks the quality of materials before they enter the facility for processing.
	What transformation process is Davis performing?
	(A) Monitoring

- (B) Controlling
- (C) Improving
- (D) Scheduling
- Which combination of price and quality would demonstrate cost leadership in a business with high turnover and market position?
  - (A) Low price, low quality
  - (B) High price, low quality
  - (C) High price, high quality
  - (D) Low price, high quality
- 3 In order to grow organically, Brooks Wines Ltd decides not to issue a dividend.

What source of finance is being used for growth?

- (A) Debentures
- (B) Retained earnings
- (C) Private equity
- (D) Share purchase plans
- A manager pays staff to undertake training at an outsourced training facility.

Which human resources process is the manager paying for?

- (A) Acquisition
- (B) Development
- (C) Maintenance
- (D) Separation

- 5 Why would a business use of mix of leading edge and established technologies?
  - (A) All businesses get a competitive advantage when they use new technologies
  - (B) Established technologies are preferred as they are tested and stable
  - (C) New technologies provide opportunities while established technologies provide certainty
  - (D) Leading edge technologies lead to growth whilst established technologies maintain existing market share
- Which of the following would cause a change to the process layout?
  - (A) Varying the suppliers
  - (B) Purchasing new equipment
  - (C) A small decline in demand
  - (D) The use of a critical path
- 7 Look carefully at the human resources data presented below.

Key Indicators	2014	2015
Number of employees (FTE)*	43	59
Lost time injuries (LTIs)*	40 hours	48 hours
Exit interviews conducted	2	8
Casual replacements – sickness	12 days	16 days
Casual replacements – LTIs	5 days	6 days

\*FTE = Full-time Equivalent; LTIs = Lost time injuries

What can be concluded from the data provided?

- (A) The amount of time lost from injuries per employee has worsened
- (B) Sickness is a serious problem at the workplace
- (C) Safety at the workplace needs investigation
- (D) The work culture may be an issue causing staff turnover
- What effect will the falling value of the Australian dollar have on the supply chain costs of an Australian importer?
  - (A) Costs will rise
  - (B) Costs will remain unchanged
  - (C) Costs will fall
  - (D) More foreign currency will be needed

# Everywhere Supermarkets Ltd Distribution Guarantee\* and Pledge

With 700 outlets across the nation, Everywhere Supermarkets Ltd aims to reach all consumers. Carefully located distribution centres enable Everywhere Supermarkets to keep stock levels high always regardless of demand. We guarantee\* that you will always get the product you want when you enter an Everywhere Supermarket.

Never miss out on your favourite foods again - we guarantee\* supply!!

\*Guarantee subject to conditions such as product availability, season, time of day, staffing levels, available floor space, management discretion and other factors as can change from time to time without notice. Visit <a href="https://www.everywheresupermarkets.com">www.everywheresupermarkets.com</a> for updates and details.

- 9 Which physical distribution strategy is necessary for Everywhere Supermarkets ?
  - (A) Inventory
  - (B) Air transport
  - (C) Selective channel choice
  - (D) Warehousing
- What aspect of consumer law is likely to be tested?
  - (A) Price discrimination
  - (B) Implied conditions
  - (C) Misleading advertising
  - (D) Accuracy in warranties
- Which of the following is an important aspect of financial record systems?
  - (A) Using e-commerce
  - (B) Issuing paper-based receipts
  - (C) Saving payments details
  - (D) Compiling annual reports

12	Terry redesigned	her café so tha	t customers would	experience a	unique design.
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Which marketing strategy has Terry used?

- (A) Physical evidence
- (B) Promotion
- (C) People
- (D) Processes
- Which performance objective is demonstrated when customising a service?
  - (A) Cost
  - (B) Dependability
  - (C) Speed
  - (D) Flexibility
- 14 The following advertisement was used by MDD Ltd when recruiting staff.

### Staff required!

We seek the services of a highly accomplished professional editor and writer. You must have at least FIVE (5) years experience, know the industry well and have a keen eye for new opportunities. A degree in Communications is strongly favoured.

Which aspect of recruitment does this apply?

- (A) Internal appointment
- (B) General task design
- (C) Outsourcing of contracted staff
- (D) Specific skills
- What is an advantage of holding stock?
  - (A) Reduced lead times
  - (B) Higher costs
  - (C) Lower rent
  - (D) Improved variety

- Which of the following government influence has the largest effect on company profit?
  - (A) Australian Securities and Investment Commission
  - (B) Company taxation
  - (C) Australian Competition and Consumer Commission
  - (D) Interest rates
- 17 Look at the information for ShoLa P/L below.

Financial indicator	Jan – Mar Qtr 1, 2015	Apr – June Qtr 2, 2015
Revenue	\$25,000	\$40,000
Cost of Goods Sold	\$10,000	\$20,000
Expenses	\$10,000	\$10,000

From Qtr 1 to Qtr 2 which of the following is true for ShoLa P/L?

- (A) Gross profit has increased by 50%
- (B) Stock costs have fallen relative to sales
- (C) The company is collecting debts faster
- (D) The company is more efficient
- Sam organises a face-to-face meeting between employees who are frustrated with one another over rostering issues. Her role is to allow each party to hear the other and to find ways to conciliate differences.

Which aspect of resolving disputes is Sam applying?

- (A) Negotiation
- (B) Arbitration
- (C) Involvement of grievance
- (D) Use of tribunal processes
- Which form of promotion is low cost and takes advantage of an opportunity for favourable reviews?
  - (A) Advertising
  - (B) Sales promotions
  - (C) Publicity
  - (D) Use of opinion leaders

- 20 How do minimum wage rates affect employers?
  - (A) Employers are paid more
  - (B) They charge more for the things they sell
    (C) Compliance costs increase
    (D) They pay more company tax

# 2015 TRIAL HIGHER SCHOOL CERTIFICATE EXAMINATION BUSINESS STUDIES

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Section II

40 marks Attempt Questions 21–24 Allow about 1 hour and 15 minutes for this section

Answer the questions in the spaces provided. These spaces provide guidance for the expected length of response.

Extra writing space is provided on pages 14 and 15. If you use this space, clearly indicate which question you are answering.

Write your Centre Number and Student Number at the top of this page.

Please turn over

# Question 21 (10 marks)

(a)	What is the role of branding in achieving marketing objectives?	4
	•	
****		
(b)	Explain how competitive positioning and global pricing affect market share.	б

# Question 22 (10 marks)

Extract from Balance Sheet for Computer Traders P/L Y/E 30 June 2015	
Current assets 13500 Non-current assets 67500 Current liabilities* 15000 Owners' equity 50000  **Additional information Leasing costs are a further \$16,000	5007
2013-2104: Gearing (debt to equity) ratio or (total liabilities $\div$ total equity) = 0.5 : 1.0 or	30%
(a) Determine the gearing ratio for the year ended 30 June 2015 (show full working).	2
•••••••••••••••••••••••••••••••••••••••	
(b) Discuss the role of ratio analysis in financial management.	Ą
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Question 22 continues on page 11

(c)	Explain the relevance of leasing in working capital management.
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End of Question 22

# Question 23 (10 marks)

(a)	Describe how share purchase plans can improve employee productivity.	4
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**End of Question 23** 

# Question 24 (10 marks)

Jason owns and works in a café making coffee. He only sources coffee beans that have been made with environmentally sustainable practices. He has implemented a new practice for his business called, "Fair sourcing, ethical inputs, better taste."

(a)	Define legal compliance and ethical responsibility, with an example for each.	
(i)	Legal compliance.	2
	Y 19 75 .	
(ii)	Ethical responsibility.	2
	Outline the relevance of quality to ethical responsibility.	2
••••		
(c)	Explain the effect of technology and process layout on the success of Jason's business operations.	4
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**End of Question 24** 

# Section II Extra writing space

If you use this space, clearly indicate which question you are answering.
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# Section II Extra writing space

If you use this space, clearly indicate which question you are answering.
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# 2015 TRIAL HIGHER SCHOOL CERTIFICATE EXAMINATION Business Studies

#### Section III

20 marks

**Attempt Question 25** 

Allow about 35 minutes for this section

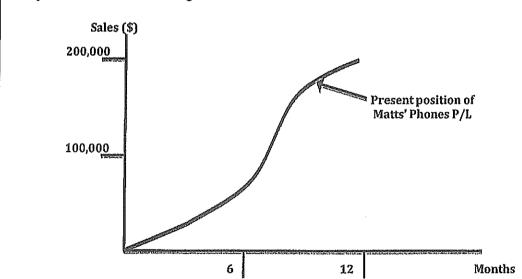
Answer the question in a writing booklet. Extra writing booklets are available.

### 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 terminology and concepts
- present a sustained, logical and cohesive response in the form of a business report

### Question 25 (20 marks)

Matt's Phones P/L is young company sells one product — new phones. The company's lifecycle is shown in the diagram below.



There are significant marketing and human resources decisions that management needs to make in order to continue to increase market share, diversification and financial growth.

You have been hired as a consultant to write a report to the management. In your report:

- Recommend price and product strategies relevant to the business
- Evaluate the human resources strategies that will help achieve the marketing objectives.

# Please turn over

#### Section IV

20 marks Attempt either Question 26 or Question 27 Allow about 35 minutes for this section

Answer the question in a SEPARATE writing booklet. Extra writing booklets are available.

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

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

### Question 26 (20 marks)

Assess the importance of the management of profitability and global finance to the achievement of financial goals.

OR

### Question 27 (20 marks)

Evaluate how supply chain management, outsourcing and quality management affect the achievement of performance objectives.

End of paper



# 2015 TRIAL HIGHER SCHOOL CERTIFICATE MARKING GUIDELINES



# **BUSINESS STUDIES**

# Section I - Multiple Choice Answer Key

Question	Answer
1	A
2	D
3	В
4	В
5	С
6	В
7	D
8	A
9	D
10	С
11	С
12	Α
13	D
14	D
15	A
16	В
17	D
18	A
19	С
20	С

#### Section II - Marking Guidelines

#### Question 21 (a)

	Criteria	Marks
8	Demonstrates a sound understanding of the role of branding in achieving marketing objectives	4
₽	Demonstrates a sound understanding of the role of branding AND	3
•	Sketches in general terms the achievement of marketing objectives	
	Demonstrates a sound understanding of the role of branding OR Sketches in general terms the achievement of marketing objectives	2
0	States a response to global branding	1

#### Sample answer:

Branding is a product feature that is very important to the achievement of marketing objectives. Such objectives include growth, increased sales, increased market share, increased added value per customer (level of repeat sales), increased geographical representation and diversification (or mix flexibility). Branding provides a point of differentiation and helps to align customer expectations with a name, logo, symbol or slogan and provides a sense of certainty to consumers who align the brand with unique features (such as particular qualities). In this way, consumers seek out brands and thus directly contribute to the achievement of the aforementioned marketing goals.

#### Answers could include:

- The definition of branding as a product feature
- The detailing of marketing objectives
- A reference to differentiation
- A reference to the unique selling point associated with a particular brand or brands

#### Question 21 (b)

	Criteria	Marks
0	Demonstrates a clear and comprehensive understanding of the relationship between market share, competitive positioning and global pricing	6
₽	Demonstrates a sound understanding of the relationship between market share, competitive positioning and global pricing	5
٥	Demonstrates an understanding of the relationship between market share, competitive positioning and global pricing	4
•	Sketches in general terms the relationship between market share, competitive positioning and global pricing	3
۰	Makes a relevant statement about market share, competitive positioning and/or global pricing	2
0	Makes a relevant statement about market share or competitive positioning or global pricing	1

#### Sample answer:

Market share is a reference to the proportion of the overall market that is sol to by the business. Any business seeking to achieve success must compete against other businesses effectively in order to gain market share. It can do this through its approach to competitive positioning. This approach can include a focus on any of the strategies and also a differentiation (or product and any augmented services). In this way a business can find a point of competitive strength and use

it to achieve market share. Similarly a business can approach global pricing in such a way as to encourage market share. This can be done through an approach to price that looks at relativities. This means that in low-income nations the prices will be lower and in high-income nations the price will be higher and in proportion to the higher incomes. In this approach to global pricing the product is globally accessible as it can be afforded by all. In this way the objective of market share can be achieved.

#### Answers could include:

- Market share
- Differentiation and its relationship with market share as a competitive position
- Specific references to businesses that have achieved market share through competitive positioning
- Varying approached to global pricing (parity pricing/relative pricing and undifferentiated pricing approaches – such as Apple)
- Specific references to businesses that have achieved market share through global pricing
- A purely theoretical response that does not refer to specific examples

#### Question 22 (a)

	Criteria	Marks
0	Calculates the gearing (debt to equity ratio) 0.62: 1.0 or 62% and through showing full working.	2
0	Calculates the gearing ratio (without working) or shows correct full working but an incorrect answer	1

#### Sample answer:

Calculates the gearing (debt to equity ratio) as  $31,000 \div 50,000 = 0.62$ : 1.0 or 62% and through showing full working by first calculating the value of non-current liabilities as \$16,000 (the value of the leases).

#### Question 22 (b)

<u> </u>	Criteria	Marks
6	Identifies issues and provides points for and/or against the role of ratio analysis in financial management	4
ə	Provides characteristics and features of the role of ratio analysis in financial management	3
ø	Sketches in general terms the role of ratios and/or financial management	2
0	Makes a general statement about ratios or financial management	1

#### Sample answer:

Ratio analysis is very important to effective financial management. The analysis of financial reports through the use of financial ratios assists financial managers to make informed decisions about the use funds, the need for funds, the viability of the business and its financial stability. However, financial ratios are just one set of indicators and should be used in conjunction with other tools of analysis such as market share data, value added, customer loyalty, staff turnover levels and so on.

- The purpose of financial ratios
- · Reference to specific ratios
- Financial management
- Other indicators for effective financial management

#### Question 22 (c)

	Criteria	Marks
0	Demonstrates a detailed understanding of the relevance of leasing to working capital management	4
8	Demonstrates an understanding of the relevance of leasing to working capital management	3
0	Demonstrates some understanding of the relevance of leasing to working capital management	2
9	Demonstrates limited understanding of the relevance of leasing to working capital management	1

#### Sample answer:

Leasing is an important aspect and consideration of working capital management. Whilst leases can run over several or many years, the lease payments are expenses relevant to the current year. This has implications for short-term cash flow and thus working capital management. Leasing enables a business to access assets for use. This is far cheaper than purchasing the assets outright. As a consequence the business can apply its funds to generating revenue rather than buying capital assets. Sale and lease back is also essential to effective working capital management as assets can be sold to generate cash, with the caveat on sale that the business retain lease of the asset for a specified period.

#### Answers could include:

- Define leasing
- Distinguishing between operating and finance leases
- Sale and lease back
- Working capital management

# Question 23 (a)

	Criteria	Marks
e	Provides detailed characteristics of share purchase plans and their effect on employee productivity	4
8	Provides some characteristics of share purchase plans and their effect on employee productivity	3
9	Provides limited reference to share purchase plans and their effect on employee productivity	2
0	Makes a general statement about shares or employee productivity	1

#### Sample answer:

Share purchase plans allow employees to buy share up to a certain value within the company they work for. This means that the employees become part owners. The effect of this is two-fold. Share ownership is an asset owned by the employee who, it is assumed, will work in the interests of the company in order to maximise capital gain. Employees should also work more productively as share value is dependent upon efficiency, profitability and productivity. Thus, in seeking dividends (a share of profits) and capital gain, the effect of share purchase plans on employee productivity should be positively indicated.

- Share purchase plans
- Productivity and effectiveness of human resources
- · A reference to the benefits of share ownership

A reference to the employees becoming part-owners through share purchases

#### Question 23 (b)

	Criteria	Marks
9	Makes an informed judgement based on criteria about the relationship between the types of rewards (monetary and non-monetary) and business performance	6
8	Makes a judgement based on criteria about the relationship between the types of rewards (monetary and non-monetary) and business performance	5
0	Makes a judgement based about the relationship between the types of rewards and business performance	4
е	Provides characteristics of the relationship between the types of rewards and business performance	3
0	Sketches in general terms types of rewards and business performance	2
0	Makes limited reference to rewards and/or business performance	1

#### Sample answer:

There are different types of rewards that can be provided by businesses to employees. Broadly these rewards can be divided into monetary or financial rewards and non-monetary (or non-financial) rewards. The most common form of rewards are monetary in nature and include things such as bonuses, commissions, profit-sharing schemes and the like. As employees are assumed to want to maximise their financial gains, these rewards are effective in boosting business performance (particularly if employees are extrinsically motivated). However, monetary rewards are effective up to a point. Once an employee is satisfied with the remuneration they will value non-monetary rewards more. These types of rewards include flexible hours, various forms of recognition, autonomy, management decision-making power (through promotion/title) and so forth. Some of these also have financial benefits. Business performance is likely to be enhanced when the range and mix of rewards matches the needs and wants of the employees. In this way there is a direct relationship between the types and range of rewards and business performance.

#### Answers could include:

- Rewards monetary (and examples)
- Rewards non-monetary (and examples)
- Intrinsic and extrinsic motivation
- Measures of business performance

# Question 24 (a) (i)

	Criteria	Marks
0	States the meaning and identifies the essential qualities of legal compliance with an example	2
9	Either states the meaning of legal compliance	
	OR	1 1
9	provides an example	<u> </u>

#### Sample answer:

Legal compliance is a reference to the practices undertaken by businesses to ensure adherence to the laws and regulations relevant to business. An example is the efforts made by business to pay corporate taxes, adhere to minimum wage laws and provide a health and safe working environment.

#### Answers could include:

- · A reference to specific laws
- May refer to a specific case study example or a more general relevant example

#### (ii)

	Criterla	Marks
8	States the meaning and identifies the essential qualities of ethical responsibility with an example	2
0	Either states the meaning of ethical responsibility OR	1
0	provides an example	

#### Sample answer:

Ethical responsibility involves businesses exceeding the minimum legal standards because there is a belief in the social or greater good or benefit of doing the 'right thing' rather than prescribed legal minimum standards.

#### Answers could include:

- A reference to the relationship between ethical responsibility and legal compliance
- · Examples of ethical standards and responsibilities
- May refer to a specific case study example or a more general relevant example

#### Question 24 (b)

Criteria	Marks
<ul> <li>Sketches in general terms the relationship between quality and ethical responsibility</li> </ul>	2
Makes a to quality and/or ethical responsibility	1

#### Sample answer:

Quality of work and quality of processes are generally indicated when there is a focus on ethical responsibility. Quality is therefore directly relevant to boosting overall standards and is hence directly relevant to the achievement of ethical responsibility.

- Quality
- Ethical responsibility
- Social responsibility

#### Question 24 (c)

	Criteria	Marks
ø	Clearly makes the relationship between technology and process layout on business success evident	4
9	Makes the relationship between technology and process layout on business success evident	3
Ð	Makes reference to technology AND business success OR	2
0	Makes reference to process layout AND business success	
•	May refer to technology OR	
ð	process layout OR	1
8	business success	

#### Sample answer:

Technology and its use is necessary for effective and efficient business operations. Technology in the form of plant and equipment needs to be effectively arranged to enable smooth and efficient working processes. Keeping machines together that do similar processes can assist in smooth workflows. Thus judicious use of technology and well considered process layout is likely to contribute positively to the success of business operations. This will be evidenced by the lower of costs, the reduction of lead times and the increasing of productivity over time.

- Technology and operations
- Process layout
- Successful business operations
- Performance objectives

# Section III - Marking guidelines

#### Question 25

	Criteria	Marks
0 0 0	address business in the hypothetical situation	17-20
9 9	Provides reasons in favour of product and price strategies to address business in the hypothetical situation  Makes a sound judgement based on criteria about human resource strategies that will achieve the marketing objectives in the hypothetical situation  Makes sound use of the information provided, demonstrating sound knowledge and understanding relevant to the question  Presents a logical and cohesive business report using relevant business terminology and concepts	13–16
8	Provides characteristics and features of product and price strategies Makes some judgement about human resource strategies that will achieve the marketing objectives in the hypothetical situation Makes some use of the information provided, demonstrating some knowledge and understanding relevant to the question Includes features of a business report and uses some business terminology and concepts	9–12
0	Sketches in general terms product and price strategies Refers to human resource strategies that may achieve the marketing objectives in the hypothetical situation Makes limited use of the information provided, demonstrating limited knowledge and understanding relevant to the question May include some features of a business report and uses basic business terminology	5-8
© ©	Refers to product and/or price May refer to human resources and/or marketing objectives Uses basic business terminology	1-4

- The product lifecycle
- Identifies the growth stage, moving to maturity
- The business lifecycle
- Market segmentation through product variation
- Product strategies diversification and mix flexibility
- Product strategies customisation and standardisation
- Price strategies penetration pricing on new products
- Price strategies price points
- Job design specific or general tasks
- Recruitment specific and general skills
- Training and development current or future skills
- Rewards monetary and non-monetary
- Marketing objectives

### Section IV

### Question 26

	Criteria	Marks		
0	Makes an informed judgement about the importance of the management of profitability to the achievement of financial goals  Makes an informed judgement about the importance of the management of			
ľ	global finance to the achievement of financial goals 17-2			
0	Applies relevant case study/studies and contemporary business issues			
	Presents a sustained, logical and cohesive response and communicates clearly using relevant business terminology and concepts			
•	Makes a sound judgement about the importance of the management of profitability to the achievement of financial goals			
•	Makes a sound judgement about the importance of the management of global inance to the achievement of financial goals			
0	Uses relevant case study/studies and contemporary business issues			
•	Presents a logical and cohesive response using relevant business terminology and concepts			
e	Makes some judgement about the management of profitability to the achievement of financial goals			
•	Makes some judgement about the management of global finance to the achievement of financial goals	9-12		
9	May make reference to case study/studies and contemporary business issues	1		
0	Communicates using business terminology and concepts			
•	Makes a reference to profitability and/or financial goals AND/OR			
9	Makes a reference to global finance	5-8		
8	May make reference to case study/studies and contemporary business issues			
0	Communicates using some business terminology and concepts			
0	Makes limited reference to finance	, ,		
8	May identify case study/studies	1-4		
0	Uses basic business terminology			

- 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
- Objectives of financial management
- Profitability, growth, efficiency, liquidity, solvency
- Short-term and long-term

# Question 27

	Criteria	Marks
0	Makes an informed judgement based on criteria about supply chain management, outsourcing and quality management on the achievement of performance objectives  Applies relevant case study/studies and contemporary business issues  Presents a sustained, logical and cohesive response and communicates clearly using relevant business terminology and concepts	17-20
0	Makes a sound judgement based on criteria about supply chain management, outsourcing and quality management on the achievement of performance objectives  Uses relevant case study/studies and contemporary business issues  Presents a logical and cohesive response using relevant business terminology and concepts	13-16
0 0	Makes some judgement about supply chain management, outsourcing and quality management on the achievement of performance objectives  May make reference to case study/studies and contemporary business issues  Communicates using business terminology and concepts	9-12
6 6 8	May refer to supply chain management and/or outsourcing and or quality management May refer to performance objectives May make reference to case study/studies and contemporary business issues Communicates using some business terminology and concepts	5-8
0 0	Makes limited reference to business May identify case study/studies Uses basic business terminology	1-4

- Performance objectives quality, speed, dependability, flexibility, customisation, cost
- Supply chain management logistics, e-commerce, global sourcing
- Outsourcing advantages and disadvantages
- Quality management control, assurance, improvement

# **Business Studies**

# 2015 Trial Higher School Certificate Mapping Grid

# Section I - Multiple Choice

Question	Marks	Content	Syllabus outcomes
1	1	Operations	H1
2	1.	Marketing	H5
3	1	Finance	H1
4	1	Human Resources	H1
5	1	Operations	H5
6	1	Operations	H5
7	1	Human Resources	H1
8	1	Finance	H1
9	1	Marketing	H1
10	1	Marketing	H1
11	1	Finance	H1
12	1	Marketing	H1
13	1	Operations	H1
14	1	Human Resources	H1
15	1	Operations	H5
16	1	Finance	H5
17	1	Finance	H1
18	1	Human Resources	H1
19	1	Marketing	H1
20	1	Human Resources	H1

### Section II - Short Answer

Question	Marks	Content	Syllabus outcomes
21 (a)	4	Marketing strategies	H2, H5, H8
21 (b)	6	Marketing strategies – global marketing	H2, H4, H5, H8
22 (a)	2	Processes of financial management – financial ratios	H2, H8, H10
22 (b)	4	Processes of financial management - financial ratios	H1, H5, H8
22 (c)	4	Financial management strategies – working capital management	H2, H6, H8
23 (a)	4	Influences on financial management , human resources strategies	H2, H5, H6
23 (b)	6	Human resources strategies – rewards, effectiveness of human resources	H2, 5, 6
24 (a)(i)	2	Operations influences	H1, H2, H3
24 (a)(ii)	2	Operations influences	H1, H2, H3
24 (b)	2	Operations influences, operations strategies	H1, H2, H3
24 (c)	4	Operations processes	H2, H5, H6, H8

# Section III - Business Report

Question	Marks	Content	Syllabus outcomes
 25	20	Business report – marketing and human resources	H2, H3, H5, H6, H8, H9

# Section IV – Extended Response

Question Marks		Contents	Syllabus outcomes	
26	20	Financial management strategies	H2, H4, H5, H6, H8, H9	
27	20	Operations strategies	H2, H4, H5, H6, H8, H9	