

**2008 HSC Notes from
the Marking Centre
Business Studies**

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2008 HSC NOTES FROM THE MARKING CENTRE

BUSINESS STUDIES

Introduction

This document has been produced for the teachers and candidates of the Stage 6 course in Business Studies. It contains comments on candidate responses to the 2008 Higher School Certificate examination, indicating the quality of the responses and highlighting their relative strengths and weaknesses.

This document should be read along with the relevant syllabus, the 2008 Higher School Certificate examination, the marking guidelines and other support documents which have been developed by the Board of Studies to assist in the teaching and learning of Business Studies.

General comments

In 2008 approximately 15 700 candidates attempted the Business Studies examination.

Teachers and candidates should be aware that examiners may ask questions that address the syllabus outcomes in a manner that requires candidates to respond by integrating their knowledge, understanding and skills developed through studying the course. This reflects the fact that the knowledge, understanding and skills developed through the study of discrete sections should accumulate to a more comprehensive understanding than may be described in each section separately.

Section I – Multiple choice

Question	Correct response
1	D
2	C
3	B
4	A
5	C
6	A
7	D
8	C
9	A
10	B

Question	Correct response
11	C
12	D
13	A
14	A
15	B
16	C
17	D
18	B
19	D
20	A

Section II

Question 21

- (a) Better responses stated the meaning and identified the essential qualities of branding. They indicated that it can be a name, logo, sign, symbol or design to differentiate a product from others on the market. Weaker answers referred to branding more generally or merely gave examples.
- (b) Stronger responses demonstrated a clear understanding of the advantages and disadvantages of introducing a cheaper product. Weaker responses provided a single advantage or disadvantage. Candidates who did not address both an advantage and disadvantage were not awarded marks in the higher ranges.

Question 22

- (a) Most candidates identified a key influence, such as social or legal, and provided an appropriate example such as AWAs and changing work patterns.
- (b) A significant number of candidates identified a demarcation, such as the line manager managing a function department and a human resource manager managing the staffing and acquisition for the whole business. Some candidates failed to make a clear distinction, or they described only one.
- (c) Stronger responses identified two communication systems, such as grievance procedures, worker participation or team briefings, and provided two clear features or characteristics of these. Weaker responses simply identified two systems, without describing them, or described only one.

Many candidates did not understand the difference between a communication system and a type of communication. These candidates merely described a type of communication such as email, memos or interviews. A smaller number of candidates described employment relations strategies, such as induction or training, and failed to link this to communication.

Question 23

- (a) Better responses indicated the main features of the external change factor that they identified. There were a number of responses suitable for the scenario posed. Other responses identified, rather than outlined, one or a number of external factors affecting change.
- (b) Better responses addressed all components of the question, ie they referred to both management and employees. A number of candidates provided an explanation of the possible impact on the stakeholders listed, yet did not draw out their response to truly

analyse the situation. Without analysis these responses could not earn higher marks. Weaker responses wrote generally about the impact of outsourcing on employees.

Question 24

- (a) Most candidates demonstrated that they understood why the business chose to expand into the global environment.
- (b) Most candidates provided an appropriate method of expansion, such as export or relocation of production. Better responses related features of the selected method of expansions to quality control.
- (c) It was clear that most candidates possessed some knowledge of global financial management. Better responses provided an appropriate financial strategy and linked this strategy to minimising risk to the company. There was a clear distinction between responses that linked the strategy to risk minimisation and those that simply described the strategy.

Question 25

- (a) Most candidates arrived at the correct answer expressed as either a ratio or percentage and clearly showed their working. Weaker responses either did not attempt the question, or used inappropriate ratios or incorrect figures.
- (b) Candidates provided a variety of appropriate strategies in response to this question. The most popular were ‘managing receivables’ or ‘sale and lease back’. The responses which received full marks provided appropriate strategies with detailed reasons for how or why these strategies could be used to improve liquidity. Weaker responses merely listed strategies without providing any reasons in favour of them.
- (c) Candidates with a solid grasp of the finance component of the course understood how to determine the return on owners’ investment. Better responses also made reference to the balance sheet, selected an appropriate strategy, and provided detailed reasons for choosing it. Strategies included expanding, diversifying and addressing the fact that there are assets that are not generating returns. Weaker responses achieved partial marks by addressing a strategy in a more general sense.

Section III

This question calls for responses to be in the form of a business report. The syllabus does not specify the form or structure of a business report but a business report will usually address issues raised in the question and use headings that correspond to those issues in order to give an appropriate structure to the report. Candidates and teachers must bear in mind that the question in Section III requires candidates to make links between elements from two or three syllabus topics (see syllabus p 44).

Question 26

This question focused on the topics of Marketing, Financial Planning and Management and Global Business. Although candidates used a variety of approaches, most answered the question in the sequence given and made use of the bullet points provided in the question. Most candidates also used some form of a business report and attempted to use the information provided in both the question and the stimulus material. Although the question was accessible to most candidates, evaluation of one method that could be used to finance the expansion, proved to be challenging.

Excellent responses indicated the main features of how e-commerce can maintain relationships with overseas distributors. They provided reasons why and/or how one distribution strategy was appropriate for the overseas market, often referring to concepts such as distribution channels, channel choice and/or physical distribution issues. They also made a judgement, based on criteria, of the suitability of one method which could be used to finance the expansion, eg owner's equity, retained profits or overdraft. Responses in this category were typically well structured, written in report format and used relevant business terminology and concepts. They also made reference to relevant parts of the stimulus material when explaining a distribution strategy or evaluating a method of finance.

Average responses sketched in general terms e-commerce and/or relationship marketing. They provided some characteristics and features of one distribution strategy for the overseas market or referred to many strategies without explaining any one in depth. Responses in this range often did not refer to the stimulus effectively. They often provided characteristics or features of only one method that could be used to finance the expansion, rather than providing an evaluation.

Weaker responses made limited reference to either e-commerce or relationship marketing. Some candidates included irrelevant material such as a SWOT analysis or a marketing plan. Many candidates found it difficult to suggest an appropriate distribution strategy, referring instead to all aspects of the marketing mix. Candidates often only provided a list of debt or equity sources, with little or no reference to their features or suitability. Use of appropriate business terminology and concepts was limited, as was the use of a business report format.

Candidates are reminded that responses in this section must make reference to the stimulus material provided and present an answer in the form of a business report.

Section IV

In Section IV, candidates must refer to relevant business case studies in answering the question. Report format is not required, but the use of headings drawn from the question can provide the framework for a well-structured response.

While it may be possible to adequately address all parts of the question with a single case study, having knowledge of more than one case study generally advantages candidates. A single case study is less likely to provide the range of relevant examples of business behaviour necessary for answering the question comprehensively.

Candidates and teachers are also reminded that the questions in Section IV require candidates to make links across syllabus topics.

Question 27

Excellent responses typically made a sound judgement, based on criteria, about the effectiveness of strategies for managing change that could be used to resolve industrial conflict. These strategies included the process for managing change by identifying the need for change, setting achievable goals and creating a culture of change. Many also evaluated the use of change models in resolving industrial conflict.

The best responses tended to integrate case study material into all parts of the response by using either a single case study or a variety of case studies to answer the question. Responses in this range typically used relevant business terminology and concepts, were logical, well structured and frequently in the form of a business report, although business report format is not a requirement in this section of the paper

Average responses were less detailed. Most provided a description of strategies for managing change rather than evaluating their effectiveness in resolving industrial conflict. In some instances, candidates confused change management strategies with employment relations strategies. Some responses lacked reference to appropriate case studies.

Weaker responses made limited reference to either management of change or industrial conflict. Many tended to give little or no reference to specific business case studies. The weakest responses failed to use a case study altogether. Candidates are reminded that it is essential to refer to a relevant case study or studies in this section of the examination paper.

Question 28

Excellent responses drew out and related the implications of the roles of managers and the skills they need to meet their responsibilities to stakeholders involved in the employment relations process. Most responses referred to several stakeholders including employers, employees, unions or government organisations. Candidates often referred to the interpersonal, informational and decisional roles of managers and skills, such as strategic thinking, vision, people skills, flexibility and adaptability to change, teamwork, complex problem-solving and decision-making.

Responses in this range were typically logical, sustained and well structured, demonstrating a sophisticated use of relevant business terminology and concepts. Candidates either integrated one case study to support all parts of the question or a range of different case studies to support different parts of the question.

Average responses tended to describe the roles and skills of managers and their responsibility to stakeholders in the employment relations process. Most responses were logical in their sequence and demonstrated some use of relevant business terminology and concepts; however, case study material was often quite limited in its application to the question.

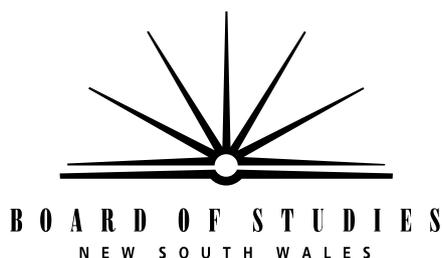
Weaker responses generally referred to one or more of the following: stakeholders, management roles, management skills or employment relations. Some responses were logical in sequence but made limited use of business terminology and provided little, if any, reference to case studies. Candidates are reminded that it is essential to refer to relevant case studies in this section of the examination paper.

Business Studies

2008 HSC Examination Mapping Grid

Question	Marks	Content	Syllabus outcomes
Section I			
1	1	Employment relations	H4.1
2	1	Marketing	H2.1
3	1	Business management and change	H3.1
4	1	Financial planning and management	H4.2
5	1	Business management and change	H3.2
6	1	Financial planning and management	H2.1
7	1	Global business	H2.2
8	1	Marketing	H2.1
9	1	Financial planning and management	H3.2
10	1	Marketing	H3.2, H5.1
11	1	Marketing	H3.2, H5.1
12	1	Financial planning and management	H2.1
13	1	Employment relations	H2.1
14	1	Global business	H4.2
15	1	Employment relations	H2.1
16	1	Financial planning and management	H3.2, H3.3
17	1	Global business	H1.1, H2.1
18	1	Employment relations	H3.3, H4.1
19	1	Business management and change	H3.1
20	1	Business management and change	H4.2
Section II			
21 (a)	2	Marketing – developing marketing strategies	H2.1
21 (b)	4	Marketing – developing marketing strategies	H2.1, H3.2
22 (a)	2	Employment relations – effective influences employment relations	H2.1
22 (b)	2	Employment relations – employment relations	H2.1
22 (c)	4	Employment relations – effective employment relations	H2.1, H3.3
23 (a)	2	Business management change – skills of management; managing change	H3.1
23 (b)	6	Business management change – skills of management; managing change	H3.1, H3.3
24 (a)	2	Global business – global business; managing global business	H1.1
24 (b)	2	Global business – global business; managing global business	H2.1
24 (c)	4	Global business – global business; managing global business	H1.1, H2.2
25 (a)	2	Financial planning and management – the role of financial planning; using financial information	H5.4

Question	Marks	Content	Syllabus outcomes
25 (b)	4	Financial planning and management – the role of financial planning; using financial information	H2.1, H3.2
25 (c)	4	Financial planning and management – the role of financial planning; using financial information	H3.2, H4.2
Section III			
26	20	Financial planning and management – management of funds Global business – globalisation Marketing – the natural role of markets and marketing	H1.1, H2.1, H3.3, H5.1, H5.3
Section IV			
27	20	Employment relations – industrial conflict Business management – managing change	H3.1, H3.2, H3.3, H5.3
28	20	Employment relations – the nature of employment relations Business management and change – the nature of management	H3.1, H3.2, H3.3, H5.3



2008 HSC Business Studies Marking Guidelines

The following marking guidelines were developed by the examination committee for the 2008 HSC examination in Business Studies, and were used at the marking centre in marking student responses. For each question the marking guidelines are contained in a table showing the criteria associated with each mark or mark range. For some questions, 'Sample Answers' or 'Answers may include' sections are included. These are developed by the examination committee for two purposes. The committee does this:

- (1) as part of the development of the examination paper to ensure the questions will effectively assess students' knowledge and skills, and
- (2) in order to provide some advice to the Supervisor of Marking about the nature and scope of the responses expected of students.

The examination committee develops the marking guidelines concurrently with the examination paper. The 'Sample Answers' or similar advice are not intended to be exemplary or even complete answers or responses. As they are part of the examination committee's 'working document', they may contain typographical errors, omissions, or only some of the possible correct answers.

The information in the marking guidelines is further supplemented as required by the Supervisor of Marking and the senior markers at the marking centre.

A range of different organisations produce booklets of sample answers for HSC examinations, and other notes for students and teachers. The Board of Studies does not attest to the correctness or suitability of the answers, sample responses or explanations provided. Nevertheless, many students and teachers have found such publications to be useful in their preparation for the HSC examinations.

A copy of the Mapping Grid, which maps each question in the examination to course outcomes and content as detailed in the syllabus, is also included.

Section II

Question 21 (a)

Outcomes assessed: H2.1

MARKING GUIDELINES

Criteria	Marks
• States meaning and identifies essential quality/qualities of branding	2
• Sketches branding in general terms	1

Answers could include:

The creation of a name, term, sign, symbol or design, or a combination of these, that can identify a product and differentiate the product from competitor products.

Question 21 (b)

Outcomes assessed: H2.1, H3.2

MARKING GUIDELINES

Criteria	Marks
• Provides characteristics and features of ONE advantage and ONE disadvantage of marketing the non-perfumed hair gel under the <i>KoolTop</i> brand	4
• Provides characteristics and features of ONE advantage or ONE disadvantage of marketing the non-perfumed hair gel under the <i>KoolTop</i> brand and sketches in general terms the other	3
• Sketches in general terms ONE advantage and ONE disadvantage of marketing the non-perfumed hair gel under the <i>KoolTop</i> brand OR • Provides characteristics and features of ONE advantage OR ONE disadvantage of marketing the non-perfumed hair gel under the <i>KoolTop</i> brand	2
• Sketches in general terms ONE advantage or ONE disadvantage of marketing the non-perfumed hair gel under the <i>KoolTop</i> brand	1

Answers could include:

Some possible advantages:

- Current distributors are more likely to stock the product since it carries a familiar brand name.
- The new product will raise customer awareness faster and willingness to trial or sample the product.

Some possible disadvantages:

- Might cheapen the *KoolTop* brand.
- Might lose sales from the premium-brand.

Question 22 (a)*Outcomes assessed: H2.1, H3.3***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">States ONE key influence on employment relations and gives an example	2
<ul style="list-style-type: none">States ONE key influence on employment relations OR <ul style="list-style-type: none">Gives an example	1

Answers could include:

- Social – changing work patterns, population shifts
- Legal – changes in legislation
- Economic – economic cycle, globalisation
- New organisational behavioural influences – flat management and team structures

Question 22 (b)*Outcomes assessed: H2.1, H3.3***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">Notes the difference between the employment relations responsibilities of a line manager and a human resources manager	2
<ul style="list-style-type: none">Sketches in general terms the responsibilities of a line manager and/or a human resources manager	1

Answers could include:

- Line manager – day-to-day management of a team – following procedures eg OHS
- Human resources manager – recruitment and selection, induction, EEO management

Question 22 (c)*Outcomes assessed: H2.1, H3.3***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">Provides characteristics and features of TWO communications systems that a manager could use to help achieve effective employment relations	4
<ul style="list-style-type: none">Provides characteristics and features of ONE communications system that a manager could use to help achieve effective employment relations AND sketches in general terms ONE other system or appropriate example	3
<ul style="list-style-type: none">Sketches in general terms TWO communications systems that a manager could use to help achieve effective employment relations OR <ul style="list-style-type: none">Provides characteristics and features of ONE communications system that a manager could use to help achieve effective employment relations OR <ul style="list-style-type: none">Sketches in general terms TWO appropriate examples	2
<ul style="list-style-type: none">Recognises and names a communications system OR <ul style="list-style-type: none">Provides TWO distinct and appropriate examples	1

Answers could include:

Communications systems – grievance procedures, worker participation (consultative committees), team briefings (quality circles, self-managing teams)

Question 23 (a)*Outcomes assessed: H3.1***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">Indicates the main features of ONE relevant external change	2
<ul style="list-style-type: none">Names and identifies ONE relevant external change	1

Answers could include:

External sources of change – technological developments, changing nature of markets, economic, financial

Question 23 (b)*Outcomes assessed: H3.1, H3.3***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">• Draws out and relates the possible impact on management AND employees of outsourcing programming	5–6
<ul style="list-style-type: none">• Draws out and relates the possible impact on EITHER management OR employees of outsourcing programming and provides characteristics and features of the possible impact on the other stakeholder OR <ul style="list-style-type: none">• Provides an explanation of the possible impact on management AND employees of outsourcing programming	3–4
<ul style="list-style-type: none">• Provides characteristics and features of the possible impact on management OR employees of outsourcing programming OR <ul style="list-style-type: none">• Provides characteristics and features of the possible impact on EITHER management OR employees AND sketches in general terms the impact for the other of outsourcing programming	2
<ul style="list-style-type: none">• Sketches in general terms the possible impact for management OR employees of outsourcing programming	1

Answers could include:

- Management – potential resistance to change, industrial conflict, customer backlash, manage change effectively, ensure legal obligations are fulfilled
- Employees – loss of jobs, contractual obligations, industrial action

Question 24 (a)*Outcomes assessed: H1.1***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">• Relates cause and effect of global expansion for <i>Shaydz</i>	2
<ul style="list-style-type: none">• Recognises and/or names ONE reason for global expansion for <i>Shaydz</i>	1

Answers could include:

- Increase sales to increase profits
- Find new markets to minimise competitive risk
- Improved use of resources for economies of scale

Question 24 (b)*Outcomes assessed: H2.1***MARKING GUIDELINES**

Criteria	Marks
• Provides characteristics and features of ONE method of international expansion that will allow <i>Shaydz</i> to control product quality	2
• Recognises and/or names ONE method of international expansion that will allow <i>Shaydz</i> to control product quality	1

Answers could include:

- Export – selling products to a business overseas
- Relocation of production – locating part of the production process in overseas countries

Question 24 (c)*Outcomes assessed: H1.1, H2.2***MARKING GUIDELINES**

Criteria	Marks
• Makes evident the relationship between ONE financial strategy and risk minimisation for <i>Shaydz</i> in managing a global business	3–4
• Provides characteristics and features of ONE financial strategy that <i>Shaydz</i> could use to minimise risk in managing a global business	2
• Sketches in general terms ONE financial strategy OR risk minimisation	1

Answers could include:

- Methods of payment – use a third party whom both parities trust
- Credit risk – safe method of payment used and careful documentation
- Hedging – certainty of revenue from overseas sales

Question 25 (a)*Outcomes assessed: H5.4***MARKING GUIDELINES**

Criteria	Marks
• Provides correct figures and correctly calculates the liquidity ratio for 2008. Shows working	2
• Provides correct figures for 2008 without calculation or with incorrect calculation. May show working	1

Answers could include:

- 40,000/20,000
- 2:1 or 200%

Question 25 (b)

Outcomes assessed: H2.1, H3.2

MARKING GUIDELINES

Criteria	Marks
<ul style="list-style-type: none">Provides reasons in favour of TWO strategies that OBOS Engineering could use to improve liquidity in 2009 as consistent with part (a)	4
<ul style="list-style-type: none">Provides reasons in favour of ONE strategy that OBOS Engineering could use to improve liquidity in 2009 as consistent with part (a)Provides characteristics and features of another strategy	3
<ul style="list-style-type: none">Provides reasons in favour of ONE strategy that OBOS Engineering could use to improve liquidity in 2009 <p>OR</p> <ul style="list-style-type: none">Provides characteristics and features of TWO strategies that OBOS Engineering could use to improve liquidity	2
<ul style="list-style-type: none">Sketches in general terms ONE strategy OR names TWO appropriate strategies	1

Answers could include:

Assuming liquidity ratio of 2:1, strategies to improve ability to meet short-term commitments, eg:

- reduce inventory
- reduce accounts receivable

Reason

- to release funds for resources
- to generate cash quickly

Question 25 (c)*Outcomes assessed: H3.2, H4.2***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">• Selects ONE appropriate strategy that OBOS Engineering could use to increase the return on owners' equity• Provides in detail why/how the selected strategy achieves the objective• Makes reference to the information from the balance sheet	4
<ul style="list-style-type: none">• Selects ONE appropriate strategy that OBOS Engineering could use to increase the return on owners' equity• Provides why/how the selected strategy achieves the objective• Makes reference to the information from the balance sheet	3
<ul style="list-style-type: none">• Provides characteristics and features of ONE strategy OBOS Engineering could use to increase return on owners' equity• May refer to the balance sheet	2
<ul style="list-style-type: none">• Sketches in general terms ONE strategy <p>OR</p> <ul style="list-style-type: none">• Sketches in general terms return on owners' equity	1

Answers could include:

- To increase return on owners' equity the business needs to expand, diversify or look at profit margins. It may need to increase prices as receivables have not generated the revenue from buying more inventory
- Assets need to be better utilised to generate greater revenue returns
- Increase in non current liabilities could have been better used (matching source and use of funds) - too many assets that are non revenue producing

Section III

Question 26

Outcomes assessed: H1.1, H2.1, H3.3, H5.1, H5.3

MARKING GUIDELINES

Criteria	Marks
<ul style="list-style-type: none"> • Demonstrates detailed knowledge and uses the information provided effectively • Presents a sustained, logical and well-structured answer and clearly communicates in the form of a business report with relevant business terminology and concepts • Indicates in detail the main features of how e-commerce will maintain relationships with overseas distributors • Provides why and/or ONE distribution strategy is appropriate for the overseas market • Makes a judgement based on criteria of ONE method which could be used to finance the expansion 	17–20
<ul style="list-style-type: none"> • Demonstrates sound knowledge and uses some of the information provided • Presents a well-organised business report and uses relevant business terminology and concepts • Indicates the main features of how e-commerce will maintain relationships with overseas distributors • Provides characteristics and features of ONE appropriate distribution strategy for the overseas market • Provides why and/or how ONE method could be used to finance the expansion 	13–16
<ul style="list-style-type: none"> • Demonstrates some knowledge and uses some of the information provided • Includes features of a business report and uses some business terminology and concepts • Sketches in general terms e-commerce and/or relationship marketing • Provides some characteristics and features of ONE distribution strategy for the overseas market • Provides characteristics and features of ONE method which could be used to finance the expansion 	9–12
<ul style="list-style-type: none"> • Demonstrates limited knowledge and may refer to the information provided • May include some features of a business report and uses basic business terminology • Recognises and names e-commerce and/or relationship marketing • May sketch in general terms ONE distribution strategy • Sketches in general terms ONE method of finance 	5–8
<ul style="list-style-type: none"> • May refer to the information provided • Uses basic business terminology • May refer to e-commerce OR relationship marketing • May refer to distribution • May refer to finance 	1–4

Question 26 (continued)***Answers could include:***

- The marketing concept – customer orientation, relationship marketing
- Place/distribution
 - distribution channels and reasons for intermediaries
 - channel choice including intensive, selective, exclusive
 - physical distribution issues including transport, warehousing, inventory

- Sources of funds
 - internal – owners equity, retained profits
 - external – short term borrowing, (overdraft, bank bills), long term borrowing (mortgage, debentures) leasing, factoring, venture capital, grants
- Financial considerations – matching the terms and source of finance to business purpose and structure
- Comparison of debt and equity financing, including costs and benefits, risk, gearing/leverage

Section IV

Question 27

Outcomes assessed: H3.1, H3.2, H3.3, H5.3

MARKING GUIDELINES

Criteria	Marks
<ul style="list-style-type: none">• Makes a sound judgement based on criteria of strategies for managing change that could be used to resolve industrial conflict• Presents a sustained, logical and well-structured answer and clearly communicates using appropriate business terminology and concepts• Demonstrates detailed knowledge and clearly supports response with reference to relevant business case study/studies	17–20
<ul style="list-style-type: none">• Provides why and/or how strategies for managing change could be used to resolve industrial conflict• Presents a well-organised answer and uses appropriate business terminology and concepts• Demonstrates sound knowledge and makes reference to relevant business case study/studies	13–16
<ul style="list-style-type: none">• Provides characteristics and features of strategies for managing change that could be used to resolve industrial conflict• Presents an organised answer and communicates using business terminology and concepts• Demonstrates some knowledge and may make some reference to relevant business case study/studies	9–12
<ul style="list-style-type: none">• Makes some reference to the management of change OR industrial conflict• Communicates using some business terminology• Demonstrates limited knowledge and may make limited reference to business case study/studies	5–8
<ul style="list-style-type: none">• May refer to industrial conflict• May refer to managing change• Uses basic business terminology	1–4

Answers could include:

- Types of industrial action
 - covert – absenteeism, sabotage, turnover
 - overt – lockouts, pickets, strikes bans, work-to-rule
- Managing change effectively
 - identifying the need for change
 - setting achievable goals
 - creating culture of change (encouraging teamwork approach using change agents)
 - change models – force-field analysis, Lewin’s unfreeze/change/refreeze model

Question 28*Outcomes assessed: H2.1, H3.2, H3.3, H5.3***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">• Draws out and relates the implications of the manager's roles and skills needed to meet their responsibilities to stakeholders involved in the employment relations process• Presents a sustained, logical and well-structured answer and clearly communicates using appropriate business terminology and concepts• Demonstrates detailed knowledge and clearly supports response with reference to relevant business case study/studies	17–20
<ul style="list-style-type: none">• Makes evident the relationship between the roles and skills of managers and their responsibilities to stakeholders involved in the employment relations process• Presents a well-organised answer and uses appropriate business terminology and concepts• Demonstrates sound knowledge and makes reference to relevant business case study/studies	13–16
<ul style="list-style-type: none">• Provides characteristics and features of the roles and skills of managers and their responsibility to stakeholders involved in the employment relations process• Presents an organised answer and communicates using business terminology and concepts• Demonstrates some knowledge and may make some reference to relevant business case study/studies	9–12
<ul style="list-style-type: none">• Makes some reference to roles and/or skills of managers OR stakeholders OR employment relations• Communicates using some business terminology• Demonstrates limited knowledge and may make limited reference to business case study/studies	5–8
<ul style="list-style-type: none">• May refer to stakeholders OR management roles OR management skills OR employment relations• Uses basic business terminology	1–4

Answers could include:

- Stakeholders in the employment relations process – employees, employers, employers associations, unions, government organisations
- Management roles
 - interpersonal, informational, decisional
- Skills of management
 - people skills, strategic thinking, vision, flexibility and adaptability to change, self-managing, teamwork, complex problem-solving and decision-making ethical and high personal standards