

**2002 HSC Notes from
the Marking Centre
Business Studies**

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2002 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 provides comments with regard to responses to the 2002 Higher School Certificate Examination, indicating the quality of candidate responses and highlighting the relative strengths and weaknesses of the candidature in each section and each question.

It is essential for this document to be read in conjunction with the relevant syllabus, the 2002 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 2002, approximately 16698 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

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

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

Section II

Question 21

- (a) Nearly all candidates identified two possible target markets as business people or families with young children.
- (b) Excellent responses provided the characteristics and features of two factors that Ron may consider in selecting his target market. Factors identified included geographic, demographic, psychographic and behavioural which candidates related to the target market.

Average responses included either two factors with limited explanation, or provided characteristics and features of only one factor Ron considered in selecting his target market.

Question 22

- (a) Nearly all candidates listed two stakeholders in the employment relations process.
- (b) Excellent responses indicated the main features of a grievance procedure appropriate to Ace Tyre Fitters Pty Ltd and provided reasons for the recommended procedure. Excellent responses also identified the concerns of at least two stakeholders.

Average responses generally indicated a component of a grievance procedure or addressed some concerns of stakeholders.

Question 23

- (a) Excellent responses provided characteristics and features of ONE financial reward and ONE non-financial reward that could be used to motivate staff. Average responses either described one financial or one non-financial reward, or identified one financial reward and one non – financial reward.
- (b) Excellent responses indicated the main features of TWO indicators that could be used to measure the effectiveness of financial and/or non – financial rewards. Average responses were able to either outline one indicator, or identify two indicators.
- (c) Excellent responses drew out and related the implications of the potential impacts of financial and non-financial rewards on ONE profitability AND ONE efficiency ratio of the business. Average responses were able to either explain the potential impacts of the rewards on one profitability and one efficiency ratio, or draw out and relate the potential implications on either profitability or an efficiency ratio.

Question 24

- (a) The majority of candidates correctly recognised and named TWO skills of management needed to implement the business proposal in the stimulus material.

- (b) Excellent responses identified and provided points for and against a relevant conflict of interest between stakeholders of the business. Average candidates either described or outlined a relevant conflict of interest.
- (c) Excellent responses made a judgement or determined the value of the decision to choose an ethnocentric staffing system as opposed to polycentric and geocentric staffing systems. Judgements were supported by appropriate reasoning, for example, maintaining the established business culture by using experienced home country personnel in management positions, or the ability to maintain tight control of the business, or the cost savings to the business of using employees in a host country with a lower wage structure. Average responses either provided a comparison of the three staffing systems or gave a detailed description of the appropriateness of the ethnocentric staffing system without adequate comparison with alternative systems.

Question 25

- (a) Excellent responses related why and/or how currency fluctuations may impact on the business in the stimulus material.
- (b) Excellent responses made a judgement or determined the value of one potential impact of the increasing civil unrest and political tension in the developing country on the operation of the business. Average responses discussed one impact on the operation of the business.
- (c) Excellent responses drew out and related the implications of two social/ethical responsibilities of the business when relocating its production to the developing country. Average responses either described two social/ethical responsibilities or analysed one social/ethical responsibility.

Question 26

- (a) Excellent responses correctly identified the financial statement as a cash flow statement.
- (b) Excellent responses sketched in general terms the role of the financial statement as indicating the cash flow over time from receipts and payments for the business in the stimulus material. Average responses described a cash flow statement.
- (c) Excellent responses provided reasons in favour of a suitable financial management strategy, based on the data provided, for Bayside Diner to improve the business's performance. Average responses either outlined a financial strategy for the management of cash flow that may not be relevant, or outlined a financial strategy that is relevant but not based on the data, or recommended a non – financial management strategy to improve cash flow relevant to the business.

Section III

Question 27

This question focused on the topics ‘Business Management and Change’, ‘Financial Planning and Management’ and ‘Marketing’. Although a variety of approaches was taken by candidates, most either based their responses on recommendations that addressed the concerns of shareholders as detailed in the stimulus material, or followed the structure of the report to the Board of Directors under headings drawn from the final sentence of the question.

Most candidates were familiar with a wide range of ethical and legal responsibilities of business but often applied them to matters not raised in the stimulus. Almost all candidates used a report format with a significant number showing evidence of good planning and structure. Many candidates unnecessarily repeated some or the entire question (including the stimulus) in their responses.

Excellent responses communicated clearly in a structured and logical business report format with evidence of high-level evaluation and analysis. These responses closely linked their report recommendations to the stimulus material. Some candidates suggested addressing the problems within the context of strategic, operational and tactical planning.

Candidates discussed the current organisational structure, noting the problems associated with long chains of command and their attendant narrow spans of control and analysed a range of strategies to deal with the problems of the business – including the need:

- for more effective financial controls
- to change production methods in order to reduce the number of claims made under warranty to reduce waste and/or recycle
- to improve the environmental impact of product claims

Excellent responses covered a full range of these points, integrating them with ethical and legal responsibilities of the business as they apply to financial management and marketing. The use of key syllabus concepts and terminology was evident.

Average responses incorporated some business concepts and terminology. Candidates often described the current organisational structure of the business without linking it to the problems faced by the business. Most candidates either presented a brief explanation of a comprehensive range of recommendations to management, or gave a more detailed coverage of a few. Some candidates made limited reference to the stimulus material. Some of these responses represented prepared answers. Candidates need to recall that the syllabus provides that two or three of the HSC course topics can be examined in the business report.

Section IV

Question 28

Less than 10% of the candidature attempted this question. Most candidates were able to indicate the main features of a range of stakeholders in resolving industrial conflict. Many candidates referred to an appropriate case study/studies to support their response, as required by the rubric.

Excellent responses used appropriate business terminology, in a logical, well-structured response. They identified the stakeholders in industrial disputes as employers, employees, employer associations, unions and government organisations and analysed their role in resolving disputes.

Better responses identified global trends in employment relations, including the search for cheaper inputs, improved technology (and its effects on redundancy), communication with employees and the need for increased training of labour. Excellent responses also drew out the implications of a range of these trends on the business role and structure.

Referring to the impact of global trends in employment relations on the business structure, excellent responses referred to the consequences of the widespread adoption of flat, rather than hierarchical, management structures and team structures. Trends in employment relations specific to global business structures cited by candidates included centralised and decentralised decision-making, international area structures, and staffing systems (ethnocentric, polycentric, geocentric).

Average responses indicated some features of the role of two stakeholders in resolving the conflict and described some global trends in employment relations and their impact on the business. Few referred to relevant case studies in detail.

Question 29

More than 90% of candidates chose this question. The quality of responses varied widely.

Most candidates could identify a range of reasons why businesses expand globally. Better responses critically analysed the political, social/cultural and management issues that arise with a global workforce. Some candidates confused reasons for expansion with the drivers of globalisation.

Although knowledge and appropriate application of a case study/studies was included in the rubric, a significant proportion of responses either did not refer to a case study or made limited reference to one. Some responses included detailed and irrelevant background information including history of a business and a SWOT analysis. Candidates found difficulty in linking the political, social/cultural and management issues to a global workforce. Weaker responses gave a general description of a global business.

Excellent responses were well structured, often using report style incorporating appropriate business terminology. Approaches to the use of case studies varied from integration throughout the response to exposition after theoretical issues were examined. Excellent responses drew detailed conclusions about the impact of managing a global workforce. Many candidates found that analysis

of issues was aided by the use of more than one case study to illustrate issues arising with a global workforce.

Average responses indicated some reasons why businesses expanded globally. They described a number of issues often from the viewpoint of a business rather than critically analysing the implications of how to manage a global workforce. Some did not refer to a case study or used inappropriate examples, or used a prepared case study without applying it to the question.

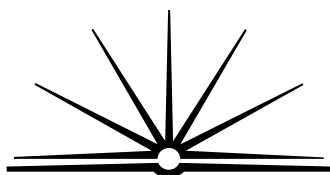
Candidates need to be aware of comprehensive business case studies that can be adapted to questions that are integrated across the curriculum. Candidates who refer to more than one case study may benefit where this enables them to illustrate different aspects of the question. Candidates who organised their responses by the use of clear headings tended to present a more logical, well structured answer than those using a purely prose format.

Business Studies

2002 HSC Examination Mapping Grid

Question	Marks	Content	Syllabus outcomes
1	1	Management theories	H3.1
2	1	Nature of management and management roles	H2.1, H3.1
3	1	Marketing – pricing methods	H2.1, H5.3
4	1	Employment relations – legal framework – statutes	H1.2, H4.1, H4.2
5	1	Using financial information, balance sheet	H5.3
6	1	Managing change – reasons for resistance	H3.2, H5.3
7	1	Developing marketing strategies, managing global business	H1.1, H2.1, H2.2
8	1	Global – specific financial influences	H1.1, H2.2, H5.4
9	1	Marketing – elements of a marketing plan	H2.1, H5.3
10	1	Global – ethical practices – tax havens and transfer pricing	H1.1, H2.2
11	1	Effective profitability management	H5.1, H5.4
12	1	Effective profitability management	H5.1, H5.4
13	1	Types of financial ratios, efficiency	H5.1, H5.4
14	1	Managing change, structural responses to change	H4.2
15	1	Employment relations – industrial conflict – perspectives	H3.2, H5.3
16	1	Employment relations – ethical and legal aspects/legal framework	H1.2, H5.1, H5.4
17	1	Global Business – managing global business – operations	H1.1, H2.2, H5.3
18	1	Types of financial ratio/profit	H5.1, H5.4
19	1	Types of financial ratio/profit	H5.1, H5.4
20	1	Change and social responsibility	H1.2, H4.1, H4.2
21 (a)	1	Elements of marketing plan	H2.1, H5.1
21 (b)	2	Elements of marketing plan	H2.1, H5.1, H5.3
22 (a)	1	Nature of employment relations	H3.3
22 (b)	4	Effective employment relations	H2.1, H3.2, H5.3
23 (a)	2	Effective employment relations	H2.1, H3.2, H5.3
23 (b)	2	Effective employment relations	H3.2, H5.3
23 (c)	6	Using financial information	H2.1, H3.2, H5.3, H5.4
24 (a)	1	Skills of management	H3.2, H5.3
24 (b)	3	Nature of management	H3.3, H5.3
24 (c)	6	Managing global business	H3.2, H3.3, H5.3
25 (a)	1	Specific influences on global business	H1.1, H2.1, H5.3
25 (b)	3	Specific influences on global business	H2.2, H3.2, H5.3
25 (c)	3	Management responsibility in a global environment	H4.1, H5.1, H5.3
26 (a)	1	Effective financial planning	H5.1

Question	Marks	Content	Syllabus outcomes
26 (b)	2	Effective financial planning	H2.1, H5.3
26 (c)	2	Effective financial planning	H5.3, H5.4
27	20	<ul style="list-style-type: none"> Understanding business organisation with reference to management theories Ethical and legal aspects 	H1.2, H3.1, H3.3, H4.1, H5.1, H5.2, H5.3
28	20	<ul style="list-style-type: none"> Employment relations focus Industrial conflict 	H1.1, H2.2, H3.3, H4.2, H5.3
29	20	<ul style="list-style-type: none"> Global focus Nature and trends in globalisation Specific influences on global business – political/social/cultural 	H1.1, H2.2, H3.3, H4.2, H5.3



B O A R D O F S T U D I E S
NEW SOUTH WALES

2002 HSC Business Studies Marking Guidelines

Section II

Question 21 (a)

Outcomes assessed: H2.1, H5.1

MARKING GUIDELINES

Criteria	Marks
• Recognises and names two target markets for Ron's business proposal	1

Question 21 (b)

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

MARKING GUIDELINES

Criteria	Marks
• Provides characteristics and features of two factors that Ron may consider in selecting a target market	2
• Identifies two factors that Ron may consider in selecting a target market OR • Provides characteristics and features of one factor that Ron may consider in selecting a target market	1

Question 22 (a)

Outcomes assessed: H3.3

MARKING GUIDELINES

Criteria	Marks
• Lists two stakeholders in the employment relations process	1

Question 22 (b)*Outcomes assessed: H2.1, H3.2, H5.3***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">Indicates the main features and provides reasons in favour of a well-structured grievance procedure that is appropriate to Ace Tyre Fitters Pty Ltd and helps to resolve the concerns of at least two stakeholders	4
<ul style="list-style-type: none">Indicates the main features and provides reasons in favour of a grievance procedure that is appropriate to Ace Tyre Fitters Pty Ltd and that helps to resolve the concerns of a stakeholder	3
<ul style="list-style-type: none">Indicates the main features of a grievance procedure that is appropriate to Ace Tyre Fitters Pty Ltd and may address concerns of stakeholders OR <ul style="list-style-type: none">Provides reasons for a grievance procedure without addressing concerns of stakeholders OR <ul style="list-style-type: none">Indicates some features of a grievance procedure and provides reasons for grievance procedures	2
<ul style="list-style-type: none">Indicates some features of a grievance procedure OR <ul style="list-style-type: none">Provides some reasons for using grievance procedures	1

Question 23 (a)*Outcomes assessed: H2.1, H3.2, H5.3***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">Provides characteristics and features of ONE financial and ONE non-financial reward that Sandra could use to motivate staff	2
<ul style="list-style-type: none">Provides characteristics and features of one financial or non-financial reward that Sandra would use to motivate staff OR <ul style="list-style-type: none">Identifies one financial and one non-financial reward that Sandra could use to motivate staff	1

Question 23 (b)*Outcomes assessed: H3.2, H5.3***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">Indicates the main features of two indicators that could be used by Sandra to measure the effectiveness of her reward programs	2
<ul style="list-style-type: none">Indicates the main features of one indicator that could be used by Sandra to measure the effectiveness of her reward programs <p>OR</p> <ul style="list-style-type: none">Identifies two indicators	1

Question 23 (c)*Outcomes assessed: H2.1, H3.2, H5.3, H5.4***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">Draws out and relates implications of the potential impacts of the rewards on one profitability and one efficiency ratio of this business	5–6
<ul style="list-style-type: none">Explains the potential impacts of the rewards on one profitability and one efficiency ratio of this business <p>OR</p> <ul style="list-style-type: none">Draws out and relates implications of the potential impacts of rewards on one profitability OR efficiency ratio of this business	3–4
<ul style="list-style-type: none">Describes the impact on one ratio <p>OR</p> <ul style="list-style-type: none">Identifies one appropriate profitability/efficiency ratio that may be impacted on by the reward program <p>OR</p> <ul style="list-style-type: none">Describes the impact on profitability and/or efficiency without reference to ratios	1–2

Question 24 (a)*Outcomes assessed: H3.2, H5.3***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">Recognises and names two skills of management	1

Question 24 (b)*Outcomes assessed: H3.3, H5.3***MARKING GUIDELINES**

Criteria	Marks
• Identifies issues and provides points for and/or against a conflict of interest between stakeholders of Red Flash	3
• Describes or outlines a relative conflict of interest between stakeholders of Red Flash	2
• Identifies a conflict of interest between two stakeholders	1

Question 24 (c)*Outcomes assessed: H3.2, H3.3, H5.3***MARKING GUIDELINES**

Criteria	Marks
• Makes a judgement/determines the value of the decision to choose ethnocentric as opposed to alternative staffing systems and provides detail of some potential implications for Red Flash's management of the subsidiary	5–6
• Provides a comparison of the three staffing systems and draws out some implications of each system OR • Provides a detailed description of the appropriateness of the ethnocentric staffing system without adequate comparison with alternative models	3–4
• Defines two or more of the staffing systems OR • Briefly describes an ethnocentric staffing system OR • Briefly describes an impact of an ethnocentric staffing system	1–2

Question 25 (a)*Outcomes assessed: H1.1, H2.1, H5.3***MARKING GUIDELINES**

Criteria	Marks
• Relates why and/or how currency fluctuations may impact on HCR Ltd in its new location	1

Question 25 (b)*Outcomes assessed: H2.2, H3.2, H5.3***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">Determines the value of ONE potential impact of the increasing civil unrest and political tension in the developing country on the operation of HCR Ltd	3
<ul style="list-style-type: none">Discusses one impact with reference to increasing civil unrest and political tension in the developing country on the operation of this business	2
<ul style="list-style-type: none">Identifies one impact with reference to increasing civil unrest and political tension <p>OR</p> <ul style="list-style-type: none">Discusses one impact without reference to increasing civil unrest and political tension	1

Question 25 (c)*Outcomes assessed: H4.1, H5.1, H5.3***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">Draws out and relates implications of two social/ethical responsibilities of HCR Ltd in relocating its production to this/the developing country	3
<ul style="list-style-type: none">Describes two social/ethical responsibilities at HCR Ltd <p>OR</p> <ul style="list-style-type: none">Analyses one social/ethical responsibility and may identify another	2
<ul style="list-style-type: none">Describes one social/ethical responsibility of HCR Ltd <p>OR</p> <ul style="list-style-type: none">Identifies two social/ethical responsibilities of HCR Ltd	1

Question 26 (a)*Outcomes assessed: H5.1***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">Names the financial statement as a cash flow statement	1

Question 26 (b)*Outcomes assessed: H2.1, H5.3***MARKING GUIDELINES**

Criteria	Marks
• Sketches in general terms the role of the cash flow statement	2
• Provides a description of a cash flow statement	1

Question 26 (c)*Outcomes assessed: H5.3, H5.4***MARKING GUIDELINES**

Criteria	Marks
• Provides reasons in favour of a suitable financial management strategy for Bayside Diner to improve their performance	2
• Outlines a financial strategy for the management of cash flow that may not be relevant to Bayside Diner OR • Outlines a financial strategy for the management of cash flow that is relevant to Bayside Diner but is not based on the data provided OR • Provides reasons in favour of a non-financial management strategy for Bayside Diner to improve their cash flow performance eg marketing strategy	1

Question 27*Outcomes assessed: H1.2, H3.1, H3.3, H4.1, H5.1, H5.2, H5.3***MARKING GUIDELINES**

Criteria	Marks
<ul style="list-style-type: none">• Presents a sustained, logical and well-structured business report and clearly communicates using features of a business report and appropriate business terminology and concepts• Inquires into the effectiveness of the current organisational structure• Draws out and relates a range of implications of the ethical and legal responsibilities of the business in relation to financial management and marketing	17–20
<ul style="list-style-type: none">• Presents a well-organised business report and uses appropriate business terminology and concepts• Inquires into the effectiveness of the current organisational structure• Draws out and relates some implications of the ethical and legal responsibilities of the business in relation to financial management and marketing	13–16
<ul style="list-style-type: none">• Includes features of a business report and uses some business terminology and concepts• Describes some features of the current organisational structure• Identifies some implications of the ethical and/or legal responsibilities of the business in relation to financial management and/or marketing	9–12
<ul style="list-style-type: none">• Includes some features of a business report and uses basic business terminology• Briefly outlines the current organisational structure• May identify some ethical and/or legal responsibilities of the business	5–8
<ul style="list-style-type: none">• Uses basic business terminology• May make reference to organisational structure• May identify some ethical and/or legal aspects of business	1–4

Question 28

Outcomes assessed: H1.1, H2.2, H3.3, H4.2, H5.3

MARKING GUIDELINES

Criteria	Marks
<ul style="list-style-type: none"> • Presents a logical, well-structured answer to the question and clearly communicates using business terminology and concepts • Indicates the main features of the role of a range of stakeholders in resolving the conflict • Draws out and relates implications with a level of depth, of the impact of global trends in employment relations/labour markets on business role and structure • Makes appropriate reference to relevant case study/studies 	17–20
<ul style="list-style-type: none"> • Presents a well-structured answer to the question and communicates using business terminology and concepts • Indicates the main features of the role of stakeholders in resolving the conflict • Draws out and relates implications of the impact of global trends in employment relations/labour markets on business role and structure • Makes reference to relevant case study/studies 	13–16
<ul style="list-style-type: none"> • Communicates using business terminology and concepts • Indicates the main features of the role of at least two stakeholders in resolving the conflict • Describes the impact of global trends in employment relations/labour markets on business role and structure • Makes some reference to case study/studies • May not answer both parts of the question 	9–12
<ul style="list-style-type: none"> • Communicates using basic business terminology • Identifies at least two stakeholders involved in resolving the conflict • Makes some reference to global trends in employment relations/labour markets • May make some reference to case study/studies • May not answer both parts of the question 	5–8
<ul style="list-style-type: none"> • Uses basic business terminology • May refer to stakeholders • May identify some global trends in business • May not answer both parts of the question 	1–4

Question 29

Outcomes assessed: H1.1, H2.2, H3.3, H4.2, H5.3

MARKING GUIDELINES

Criteria	Marks
<ul style="list-style-type: none"> • Presents a logical, well-structured answer to the question and clearly communicates using business terminology and concepts • Indicates the main features of a range of reasons why businesses expand globally • Draws out and relates, with a level of depth, the implications of political, social/cultural and management issues arising with a global workforce • Makes appropriate reference to relevant case study/studies 	17–20
<ul style="list-style-type: none"> • Presents a well-structured answer to the question and communicates using business terminology and concepts • Indicates the main features of some reasons why businesses expand globally • Draws out and relates the implications of political, social/cultural and management issues arising with a global workforce • Makes reference to relevant case study/studies 	13–16
<ul style="list-style-type: none"> • Communicates using business terminology and concepts • Indicates some reasons why businesses expand globally • Describes the impact of political, social/cultural and management issues arising with a global workforce • Makes some reference to case study/studies • May not answer both parts of the question 	9–12
<ul style="list-style-type: none"> • Communicates using basic business terminology • Identifies one or more reasons why businesses expand globally • Makes some reference to political, social/cultural, management issues involved with global business • May make some reference to case study/studies • May not answer both parts of the question 	5–8
<ul style="list-style-type: none"> • Uses basic business terminology • May identify a reason why businesses expand globally • May identify some issues related to global business • May not answer both parts of the question 	1–4