

## 2014 HSC Business Studies Marking Guidelines

### Section I

#### Multiple-choice Answer Key

| Question | Answer |
|----------|--------|
| 1        | C      |
| 2        | A      |
| 3        | C      |
| 4        | B      |
| 5        | B      |
| 6        | C      |
| 7        | B      |
| 8        | C      |
| 9        | B      |
| 10       | B      |
| 11       | C      |
| 12       | D      |
| 13       | B      |
| 14       | C      |
| 15       | C      |
| 16       | D      |
| 17       | A      |
| 18       | D      |
| 19       | A      |
| 20       | D      |

## Section II

### Question 21 (a)

| Criteria   | Marks |
|--|-------|
| • Demonstrates a detailed understanding of why managers may be resistant to change | 4     |
| • Demonstrates an understanding of why managers may be resistant to change         | 3     |
| • Demonstrates some understanding of why managers may be resistant to change       | 2     |
| • Demonstrates limited understanding of why managers may be resistant to change    | 1     |

#### *Sample answer:*

Resistance to change is often because of costs involved, such as purchasing new equipment, redundancy payments, retraining and reorganising plant layout. For example, retraining can be considered expensive even though without adequate training workers may not have the skills, knowledge or confidence to perform new tasks. Resistance to change may also be due to inertia. Inertia is a state where stakeholders become comfortable in their present state due to security and stability. Managers may resist change because it can create risks, uncertainty and fear of job loss or higher workloads.

**Question 21 (b)**

| Criteria   | Marks |
|--|-------|
| <ul style="list-style-type: none"> <li>Draws out and relates the implications of using sequencing and scheduling to improve business operations</li> </ul>   | 6     |
| <ul style="list-style-type: none"> <li>Defines scheduling and sequencing and shows the relationship between them and improving business operations</li> </ul>  | 5     |
| <ul style="list-style-type: none"> <li>Provides characteristics and features of sequencing and scheduling with some link to improving business operations</li> </ul>                                       | 4     |
| <ul style="list-style-type: none"> <li>Sketches sequencing and scheduling in general terms with limited link to improving business operations</li> </ul>   | 3     |
| <ul style="list-style-type: none"> <li>Sketches sequencing and scheduling in general terms</li> </ul>  | 2     |
| <ul style="list-style-type: none"> <li>Names one tool used in sequencing and scheduling</li> </ul> OR <ul style="list-style-type: none"> <li>Sketches in general terms sequencing or scheduling</li> </ul> | 1     |

**Sample answer:**

Sequencing (order of tasks) and scheduling (time taken to complete tasks) are important in the transformation process. Sequencing and scheduling tools are used to ensure that the transformation process is completed in the most efficient order. A key role of these tools is to perform a detailed task analysis to determine exactly what needs to be completed. Tools such as Gantt charts and critical path analysis assist managers to set the most efficient operations process. Sequencing and scheduling can be used to improve the performance objectives of speed, dependability, flexibility and costs in operations. Monitoring and controlling of scheduling and sequencing can ensure that managers have the required information to make improvements in processes that allow the operations process to run efficiently and effectively. Without effective monitoring and controlling of scheduling and sequencing the business may operate inefficiently which can lead to decreased profits and decreased long term viability.

Students may take an alternative approach, that if correct, should be rewarded.

**Question 22 (a)**

| Criteria   | Marks |
|--|-------|
| <ul style="list-style-type: none"> <li>Sketches in general terms TWO strengths for the café</li> </ul>   | 2     |
| <ul style="list-style-type: none"> <li>Sketches in general terms ONE strength for the café</li> </ul> OR <ul style="list-style-type: none"> <li>Identifies TWO strengths for the café</li> </ul> | 1     |

**Sample answer:**

Strengths of the business include the fact that Bill and Jane are experienced operators. They have a popular product that is distinct from its competitors and appeals to a specific market.

**Question 22 (b)**

| Criteria  | Marks |
|---|-------|
| • Sketches in general terms TWO opportunities for the café  | 2     |
| • Sketches in general terms ONE opportunity for the café<br>OR<br>• Identifies TWO opportunities for the café | 1     |

**Sample answer:**

A trend for healthier eating and the growing population in the area are two possible opportunities for the business. Both of these could allow the business to increase sales and profits.

**Question 22 (c)**

| Criteria  | Marks |
|---|-------|
| • Identifies issues related to the threat posed by the multinational franchise and provides points for and/or against a relevant marketing strategy which could be used | 6     |
| • Provides points for and/or against a relevant marketing strategy which could be used  | 5     |
| • Provides characteristics and features of a relevant marketing strategy which could be used  | 4     |
| • Sketches in general terms one relevant marketing strategy which could be used   | 2–3   |
| • Makes a general statement about marketing<br>OR<br>• Identifies one relevant marketing strategy that could be used<br>OR<br>• Identifies a threat                     | 1     |

**Sample answer:**

The main threat posed by the multinational franchise is loss of market share. This will impact on profitability and possibly on long-term viability. One marketing strategy which they could adopt is branding eg signage, packaging, advertising material. The brand should position the business as different from the competition (eg healthier, locally owned). By developing a brand, the business is able to distinguish itself from the competitors and build a loyal customer base, keeping sales and market share. However, establishing a brand in this way could be expensive, especially since the business does not have the same marketing budget as the multinational.

Students may take an alternative approach, that if correct, should be rewarded.

**Question 23 (a)**

| Criteria  | Marks |
|---|-------|
| <ul style="list-style-type: none"> <li>• Provides how employer associations influence human resources, including one relevant example</li> </ul>  | 4     |
| <ul style="list-style-type: none"> <li>• Provides how employer associations influence human resources including an example</li> </ul>   | 3     |
| <ul style="list-style-type: none"> <li>• Describes an employer association with limited reference to its influence on human resource management</li> </ul> <p data-bbox="197 551 245 584">OR</p> <ul style="list-style-type: none"> <li>• Sketches in general terms the main features of employer associations and names one relevant employer association</li> </ul> | 2     |
| <ul style="list-style-type: none"> <li>• Sketches in general terms the main features of employer associations</li> </ul> <p data-bbox="197 712 245 745">OR</p> <ul style="list-style-type: none"> <li>• Names one relevant employer association</li> </ul>  | 1     |

***Sample answer:***

Employer associations act on behalf of employers in collective bargaining sessions and before industrial tribunals and courts. They provide advice on matters such as unfair dismissals and discrimination issues, make submissions to safety net wage claims, negotiate agreements and lobby governments with the views of employers. The Australian Industry Group is one example of an employer association.

**Question 23 (b)**

| <b>Criteria</b>   | <b>Marks</b> |
|---|--------------|
| • Provides how maintenance can be used to improve business performance with reference to a specific example | 6            |
| • Provides how maintenance can be used to improve business performance including an example                 | 5            |
| • Provides characteristics and features of maintenance and makes a link to improved business performance    | 4            |
| • Sketches maintenance in general terms with limited link to improved business performance                  | 3            |
| • Sketches maintenance in general terms   | 2            |
| • Provides some relevant information  | 1            |

***Sample answer:***

One area of maintenance that could be used to improve business performance would be flexible and family-friendly work arrangements. This will allow employers to attract and retain talented staff. Flexible working conditions allow employees to balance work and family responsibilities more effectively. Flexible conditions include flexible remuneration options, career break schemes, job sharing, work-from-home arrangements, family leave and part-time options. Family-friendly programs recognise the interdependence of work and family life. Employees are able to leave and re-enter the workforce thus reducing separation, recruitment, and training costs for new employees. Such programs give a positive image to the community and may attract good quality staff. It should also increase productivity, improve morale, reduce absenteeism and costs by having lower staff turnover.

Students may take an alternative approach, that if correct, should be rewarded.

**Question 24 (a) (i)**

| Criteria  | Marks |
|---|-------|
| • States correct opening cash balance for March | 1     |

**Sample answer:**

10 000 [units '\$' are not necessary]

**Question 24 (a) (ii)**

| Criteria               | Marks |
|------------------------|-------|
| • States correct month | 1     |

**Sample answer:**

May [and does not refer to any other month]

**Question 24 (b)**

| Criteria   | Marks |
|--|-------|
| • Makes the relationship evident between government influences and financial management  | 4     |
| • Makes the relationship evident between one government influence and financial management<br>• Sketches in general terms another influence  | 3     |
| • Provides characteristics and features of two government influences on financial management<br>OR<br>• Makes the relationship evident between one government influence and financial management | 2     |
| • Sketches in general terms one government influence on financial management<br>OR<br>• Names two government influences on financial management  | 1     |

**Sample answer:**

All businesses pay taxes. There are various types of taxes that businesses pay eg payroll tax and company tax. Businesses also act as tax collectors for the government eg GST. Businesses need to take this into account when planning for the future and understanding their costs.

The Australian Securities and Investments Commission is an independent statutory authority. It enforces and administers the Corporations Act. It assists in reducing fraud and unfair practices in financial markets and products. It ensures companies adhere to the law, collects information about companies and makes this information available to the public. This includes financial information that must be disclosed in financial reports. ASIC is also responsible for the supervision of trading on Australia's domestic licensed equity, derivatives and futures market.

**Question 24 (c)**

| <b>Criteria</b>   | <b>Marks</b> |
|---|--------------|
| • Identifies issues and provides points for and/or against factoring as a strategy for cash flow management | 4            |
| • Provides characteristics and features of factoring and provides one point for or against factoring        | 3            |
| • Sketches in general terms factoring   | 2            |
| • Makes a general statement about cash flow management  | 1            |

***Sample answer:***

Factoring is the selling of accounts receivable for a discounted price to a finance or specialist factoring company. The business saves on the costs involved in following up on unpaid accounts and debt collection. Factoring is an important source of short-term finance because the business will receive up to 90% of the amount of receivables within 48 hours of submitting its invoices to the factoring company. The business will improve its cashflow. It does not receive the full amount of accounts and has to pay commission, therefore it is a more expensive way to manage cashflow. Factoring improves liquidity at the expense of some of its working capital in the short term.

Students may take an alternative approach, that if correct, should be rewarded.



## Section III

### Question 25

| Criteria   | Marks |
|--|-------|
| <ul style="list-style-type: none"> <li>Provides reasons in favour of an appropriate source of finance for the factory expansion</li> <li>Identifies issues and provides points for and/or against outsourcing compared with the factory expansion</li> <li>Makes evident the relationship between global factors in operations if using outsourcing</li> <li>Makes effective use of the information provided, demonstrating extensive knowledge and understanding relevant to the question</li> <li>Presents a sustained, logical and cohesive business report integrating relevant business terminology and concepts</li> </ul> | 17–20 |
| <ul style="list-style-type: none"> <li>Provides reasons in favour of a source of finance for the factory expansion</li> <li>Provides points for and/or against outsourcing compared with the factory expansion</li> <li>Provides characteristics and features of global factors in operations</li> <li>Makes some use of the information provided, demonstrating some knowledge and understanding relevant to the question</li> <li>Presents a logical and cohesive business report using relevant business terminology and concepts</li> </ul>  | 13–16 |
| <ul style="list-style-type: none"> <li>Provides characteristics and features of a source of finance</li> <li>Provides characteristics and features of factory expansion and/or outsourcing</li> <li>Sketches in general terms global factors in operations</li> <li>Includes features of a business report and uses some business terminology and concepts</li> </ul>  | 9–12  |
| <ul style="list-style-type: none"> <li>Sketches in general terms a source of finance</li> <li>Sketches in general terms outsourcing and/or factory expansion</li> <li>Sketches in general terms a global factors</li> <li>May include some features of a business report and uses basic business terminology</li> </ul>  | 5–8   |
| <ul style="list-style-type: none"> <li>Refers to a source of finance and/or outsourcing/expansion and/or global factors</li> <li>Uses basic business terminology</li> </ul>  | 1–4   |

**Answers could include:**

- internal sources of finance
- external sources of finance
- factory expansion vs outsourcing – advantages and disadvantages
- global factors – global sourcing, economies of scale, scanning and learning, research and development.

## Section IV

### Question 26

| Criteria  | Marks |
|---|-------|
| <ul style="list-style-type: none"> <li>• Draws out and relates implications of causes of workplace disputes and strategies used to resolve disputes</li> <li>• Applies relevant case study/studies and contemporary business issues</li> <li>• Presents a sustained, logical and cohesive response and communicates clearly using relevant business terminology and concepts</li> </ul> | 17–20 |
| <ul style="list-style-type: none"> <li>• Provides why and/or how workplace disputes are caused and how they can be resolved</li> <li>• Uses relevant case study/studies and contemporary business issues</li> <li>• Presents a logical and cohesive response using relevant business terminology and concepts</li> </ul>  | 13–16 |
| <ul style="list-style-type: none"> <li>• Provides characteristics and features of causes of workplace disputes and/or strategies used to resolve disputes</li> <li>• May make reference to case study/studies and contemporary business issues</li> <li>• Communicates using business terminology and concepts</li> </ul>   | 9–12  |
| <ul style="list-style-type: none"> <li>• Sketches in general terms causes of workplace disputes and/or the strategies used to resolve disputes</li> <li>• May make reference to case study/studies and/or contemporary business issues</li> <li>• Communicates using some business terminology and concepts</li> </ul>  | 5–8   |
| <ul style="list-style-type: none"> <li>• Makes limited reference to workplace disputes and/or strategies to resolve disputes</li> <li>• May identify case study/studies</li> <li>• Uses basic business terminology</li> </ul>   | 1–4   |

***Answers could include:***

- causes of workplace disputes
- workplace disputes – resolution – negotiation, mediation. Grievance procedures, involvement of courts and tribunals

**Question 27**

| <b>Criteria</b>  | <b>Marks</b> |
|--|--------------|
| <ul style="list-style-type: none"> <li>• Makes a judgement on the importance of a mix of promotional strategies in the marketing of goods and services</li> <li>• Applies relevant case study/studies and contemporary business issues</li> <li>• Presents a sustained, logical and cohesive response and communicates clearly using relevant business terminology and concepts</li> </ul> | 17–20        |
| <ul style="list-style-type: none"> <li>• Makes evident the relationship between the mix of promotional strategies and the marketing of goods and services</li> <li>• Uses relevant case study/studies and contemporary business issues</li> <li>• Presents a logical and cohesive response using relevant business terminology and concepts</li> </ul>                                     | 13–16        |
| <ul style="list-style-type: none"> <li>• Provides characteristics and features of promotional strategies and their importance in marketing</li> <li>• May make reference to case study/studies and contemporary business issues</li> <li>• Communicates using business terminology and concepts</li> </ul>   | 9–12         |
| <ul style="list-style-type: none"> <li>• Sketches in general terms promotional strategies and/or the marketing of goods and services</li> <li>• May make reference to case study/studies and contemporary business issues</li> <li>• Communicates using some business terminology and concepts</li> </ul>  | 5–8          |
| <ul style="list-style-type: none"> <li>• Makes limited reference to marketing strategies</li> <li>• May identify case study/studies</li> <li>• Uses basic business terminology</li> </ul>  | 1–4          |

**Answers could include:**

- elements of the promotion mix – advertising, personal selling and relationship marketing, sales promotions, publicity and public relations
- the communications process – opinion leaders, word of mouth

# Business Studies

## 2014 HSC Examination Mapping Grid

### Section I

| Question | Marks | Content         | Syllabus outcomes |
|----------|-------|-----------------|-------------------|
| 1        | 1     | Marketing       | H5                |
| 2        | 1     | Finance         | H2                |
| 3        | 1     | Human resources | H4                |
| 4        | 1     | Human resources | H2                |
| 5        | 1     | Operations      | H4                |
| 6        | 1     | Marketing       | H4                |
| 7        | 1     | Operations      | H2                |
| 8        | 1     | Marketing       | H2                |
| 9        | 1     | Marketing       | H4                |
| 10       | 1     | Finance         | H4                |
| 11       | 1     | Marketing       | H1                |
| 12       | 1     | Human resources | H2                |
| 13       | 1     | Human resources | H4                |
| 14       | 1     | Finance         | H5                |
| 15       | 1     | Operations      | H2                |
| 16       | 1     | Human resources | H3                |
| 17       | 1     | Operations      | H3                |
| 18       | 1     | Operations      | H8                |
| 19       | 1     | Finance         | H10               |
| 20       | 1     | Finance         | H10               |

### Section II

| Question    | Marks | Content                            | Syllabus outcomes      |
|-------------|-------|------------------------------------|------------------------|
| 21 (a)      | 4     | Operations strategies              | H2, H6, H8, H9         |
| 21 (b)      | 6     | Operations processes               | H2, H6, H8, H9         |
| 22 (a)      | 2     | Marketing process                  | H2, H6, H8, H9         |
| 22 (b)      | 2     | Marketing process                  | H2, H6, H8, H9         |
| 22 (c)      | 6     | Marketing strategies               | H2, H4, H5, H7, H8, H9 |
| 23 (a)      | 4     | Human resources — Key influences   | H2, H8, H9             |
| 23 (b)      | 6     | Human resources — Processes of HR  | H2, H5, H6, H8, H9     |
| 24 (a) (i)  | 1     | Financial management strategies    | H9, H10                |
| 24 (a) (ii) | 1     | Financial management strategies    | H9, H10                |
| 24 (b)      | 4     | Influences on financial management | H2, H5, H6             |
| 24 (c)      | 4     | Financial management strategies    | H2, H5, H6             |

**Section III**

| <b>Question</b> | <b>Marks</b> | <b>Content</b>  | <b>Syllabus outcomes</b> |
|-----------------|--------------|---|--------------------------|
| 25              | 20           | Business report — Finance and operations<br>Influences on financial management<br>operations strategies | H8, H9, H6, H5, H4, H2   |

**Section IV**

| <b>Question</b> | <b>Marks</b> | <b>Content</b>                           | <b>Syllabus outcomes</b> |
|-----------------|--------------|--|--------------------------|
| 26              | 20           | Strategies in human resources management | H5, H2, H6, H8, H9       |
| 27              | 20           | Marketing strategies                     | H2, H5, H6, H8, H9       |