Knox Grammar School
2021
Business Studies

HSC Trial Examination

General Instructions

- Reading time – 5 minutes
- Working time – 3 hours
- Write using a black pen
- Board-approved calculators may be used
- Write your Student Number at the top of the front cover, multiple choice answer sheet and every writing booklet
- Answer the multiple choice questions on the answer sheet provided

Total marks - 100

Section I
20 marks
- Attempt Questions 1- 20
- Allow about 35 minutes for this section

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

Section III
20 marks
- Attempt Question 25
- Allow about 35 minutes for this section

Section IV
20 marks
- Attempt Question 26 or 27
- Allow about 35 minutes for this section

Select the alternative A, B, C, or D that best answers the question. Fill in the response oval completely.

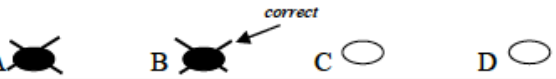
Sample 2 + 4 = (A) 2 (B) 6 (C) 8 (D) 9

A ○ B ● C ○ D ○

If you think you have made a mistake, put a cross through the incorrect answer and fill in the new answer.

A ● B ⊗ C ○ D ○

If you have changed your mind and have crossed out what you consider to be the correct answer, then indicate this by writing the word *correct* and drawing an arrow as follows:



Section I
Multiple Choice (20 marks)

1. A small business owner is attempting to secure a loan so they can pay to advertise a new product.

   Which TWO key business functions are most involved in this decision?

   (a) Operations and Marketing
   (b) Finance and Marketing
   (c) Finance and Operations
   (d) Operations and Human Resources

2. A business introduces weekly meetings to discuss how to improve the efficiency of manufacturing.

   Which of the following best describes this quality management strategy?

   (a) Quality Control
   (b) Quality Assurance
   (c) Quality Consistency
   (d) Quality Improvement

Use the following information to answer Questions 3 and 4

Chargrill Tom's

Gross profit	$80,000	Sales	$100,000
Expenses	?	Net profit	$20,000
Assets	$90,000	Owner's equity	$20,000
Liabilities	?		

3. What are the expenses for this business?

   (a) $20,000
   (b) $60,000
   (c) $70,000
   (d) $80,000

4. What are the liabilities for this business?

   (a) $20,000
   (b) $60,000
   (c) $70,000
   (d) $80,000

5. The plant and machinery in a business is a part of:

   (a) Transforming resources
   (b) Transformation process
   (c) Transformed resources
   (d) An influence on operations

6. A business has decided to change its marketing mix, develop new products and delete a range of existing products.

   Which marketing process does this refer to?

   (a) Establishing new marketing objectives
   (b) Redefining the financial forecast
   (c) Implementing, monitoring and controlling
   (d) Identifying target market

7. Which of the following best identifies examples of involuntary separation?

   (a) Retirement and dismissal
   (b) Resignation and dismissal
   (c) Dismissal and retrenchment
   (d) Retrenchment and retirement

8. Achieving differentiation for a service involves varying the:

   (a) Quality of materials
   (b) Level of tangibility
   (c) Level of augmentation of features
   (d) Qualifications and experience of the service provider

9. Which of the following is an ethical influence on marketing?

   (a) Implied conditions
   (b) Price discrimination
   (c) Engaging in fair competition
   (d) Deceptive and misleading advertising

10. Which pricing strategy would a business use to quickly increase market share?

    (a) Price points
    (b) Price skimming
    (c) Price penetration
    (d) Competition based pricing

11. What is the Government body that administers the Corporations Act?

    (a) Australian Securities and Investments Commission
    (b) Australian Competition and Consumer Commission
    (c) The Australian Prudential Regulation Authority
    (d) Australian Securities Exchange

12. Alfred believes that he has been unfairly dismissed by his employer.

    Where would this unfair dismissal claim be heard?

    (a) Fair Work Commission
    (b) Fair Work Ombudsman
    (c) Local Court
    (d) Unfair Dismissal Tribunal

13. Billaroo sells its Australian sheepskin products to U.S. retailers.

    Which of the following methods of international payment carries the most risk for the Billaroo?

    (a) Payment in advance
    (b) Letter of credit
    (c) Clean payment
    (d) Bill of exchange

14. A vaccine manufacturing company has changed its production methods to enable scale by increased use of machinery.

    Which of the following could be a reason for employees resisting change?

    (a) Inventory costs will increase
    (b) Inertia
    (c) Redundancy payments will be expensive
    (d) Technology will be expensive

15. A cosmetics company has invested in market research to better understand the needs of the 65+ age demographic.

Which of the following describes this process?

(a) Selling approach
(b) Marketing approach
(c) Production approach
(d) Market research approach

16. Yolo, a large consulting firm in the Sydney CBD, have developed a dress code for all staff. This dress code, among other details, emphasises the need for staff to be in professional, corporate attire at all times, and have a clean and tidy personal presentation.

Which of the following marketing strategies relates to Yolo's policy on professional dress?

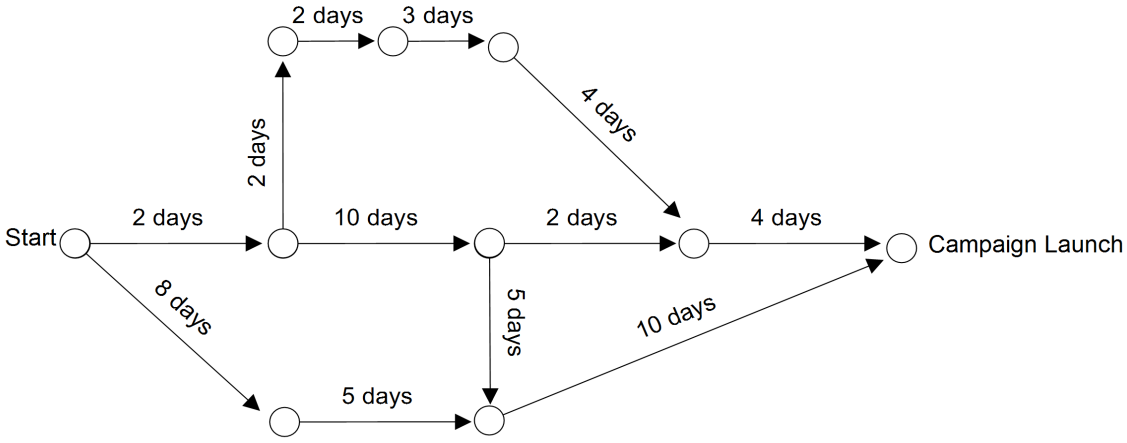
(a) Product
(b) Promotion
(c) Processes
(d) Physical evidence

17. The economic outlook forecasts an increase in global economic growth and an increase in domestic and global interest rates.

What are the likely consequences for Australian businesses?

(a)	Increased demand for Australian exports	Increase in the cost of borrowing
(b)	Increased demand for Australian exports	Decrease in the cost of borrowing
(c)	Decreased demand for Australian exports	Increase in the cost of borrowing
(d)	Decreased demand for Australian exports	Decrease in the cost of borrowing

Use the following information to answer Question 18



Marketing Campaign for the Launch of a New Soft Drink

18. How long is the critical path of the campaign launch?

(a) 17 days
(b) 18 days
(c) 23 days
(d) 27 days

Use the following information to answer Question 19 and 20.

A business provided the following financial information.

	2020 ($)	**2021 ($)**
Current Assets	44 000	55 000
Non-Current Assets	125 000	125 000
Current Liabilities	40 000	65 000
Non-current liabilities	?	?
Owner's equity	13 000	15 000

19. Which of the following shows the non-current liabilities and liquidity ratio for 2020?

	Non-current liabilities	Liquidity ratio (Current assets÷ current liabilities)
(a)	$116 000	0.85 : 1
(b)	$100 000	0.85 : 1
(c)	$100 000	0.72 : 1
(d)	$116 000	1.10 : 1

20. Which of the following best describes the change in both liquidity and gearing from 2020 to 2021?

	Liquidity (Current assets ÷ current liabilities)	Gearing (Total liabilities ÷ Total Equity)
(a)	Improved	Worsened
(b)	Improved	Improved
(c)	Worsened	Worsened
(d)	Worsened	Improved

End of Section I

Question 21 (10 marks)

"Naturally Wild" is an Australian producer of kangaroo and crocodile meat that is considering exporting into Asia.

(a) Examine ONE sociocultural and ONE psychological influence that marketing management need to consider in this business. **4**

(b) How does globalisation affect marketing management at Naturally Wild? **6**

End of Question 21

Question 22 (10 marks)

EucaLife, an Australian-based manufacturer of wood furniture has recently experienced an increase in demand for desks and cabinetry. This has resulted in the purchasing of new machinery to manufacture the furniture and a larger warehouse to store their products before delivery. However, sourcing high quality timber within Australia has become a challenge due to recent Australian bushfires.

(a) How can EucaLife's operations be influenced by ONE legal regulation? **2**

(b) Outline the advantages and disadvantages of holding stock at EucaLife. **4**

(c) Assess the use of global sourcing as an operations strategy for this business. **4**

End of Question 22

Question 23 (10 marks)

Lobe Ltd. is a leading Australian retailer of shoes. As part of Lobe's expansion plans, it is looking to acquire Vibe Shoes. Lobe has a debt-to-equity ratio (total liabilities/total equity) of 2.73:1. An excerpt of the balance sheet for Vibe Shoes is provided below.

Vibe Shoes			
Current Assets	**$**	**Current Liabilities**	**$**
Cash	**10,000**	Accounts Payable	**20,000**
Inventory	**15,000**		
		Non-current Liabilities	
Non-current Assets			
Building	**120,000**	Mortgage	**60,000**
Vehicles	**40,000**		
Research and Development	**20,000**	**Owners' Equity** Retained profits	**125,000**
Total Assets	**205,000**	**Total liabilities + Owners' Equity**	**205,000**

Additional information:

- Industry average (debt to equity ratio): 1:1

(a) Explain ONE limitation of financial reports that Lobe must consider as part of its acquisition of Vibe Shoes. **2**

(b) How does the influence of government impact the financial management of Lobe? **2**

(c) Discuss ONE appropriate source of finance that Lobe could use to fund the acquisition of Vibe Shoes. **6**

End of Question 23

Question 24 (10 marks)

Mara Clothing has 1000 staff employed in their retail stores in Australia. The business had previously used awards as the basis of employment contracts for pay and conditions. Staff and management are considering the use of a single enterprise agreement**.** Staff turnover has increased from 10% to 18%, decrease productivity due to increased number of disputes between employees.

(a) Justify the use of an enterprise agreement at Mara Clothing. **2**

(b) Why should Mara use grievance procedures as part of its workplace dispute processes? **3**

(c) Recommend TWO appropriate human resource strategies that could be used by Mara Clothing to improve effectiveness measures. **5**

End of Question 24

Section III

Question 25 (20 marks)

Answer the question in a SEPARATE writing booklet.

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

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

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Kave Lens is a US brand and leader of luxury sunglasses and prescription premium eyewear including lenses and frames. They are looking to expand their business into Australia but are concerned about the current financial position of the business. Worldwide market share has declined from 15% to 10% due to aggressive competition.

Excerpt of financial performance:

2019		**2020**	
Sales	$25,000,000	Sales	$18,000,000
Expenses	$ 8,000,000	Expenses	$8,000,000
Net profit.	$2,000,000	Net Profit/Loss.	($1,000,000)

Management is considering the type of promotions it will undertake.

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

- Describe TWO consumer laws that must be considered by Kave Lens as they enter the Australian market.
- How could market research be used to improve sales and market share?
- Recommend TWO appropriate profitability management strategies that could be used to improve the financial performance of Kave Lens.

End of Question 25

Section IV

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

Answer the question in a SEPARATE writing booklet.

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

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

Question 26 (20 marks)

How does corporate social responsibility, technological and economic influences impact the strategies used in human resource management?

OR

Question 27 (20 marks)

How does variety, technology and sequencing and scheduling influence the operations strategies used by a business?

End of Paper

2021 HSC Business Studies
TRIAL MARKING CRITERIA

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

Question 21 10 marks

"Naturally Wild", is an Australian producer of kangaroo and crocodile meat that is considering exporting into Asia.

(a) Examine ONE sociocultural and ONE psychological influence that marketing management need to consider in this business. **4**

Criteria	Mark
Comprehensively inquires into ONE social and ONE psychological influence that marketing management need to consider in Naturally Wild	4
Comprehensive inquiry into ONE influence and less detail in ONE	3
Sketches in general terms into sociocultural and psychological influences	2
Limited information	1

Markers feedback:
Many students were able to describe both influences on the marketing of this business. However many less were able to clearly show exactly how they effect a marketing strategy or process. Some just referred to this influence will effect the demand and or goods being sold. The better students were able to clearly show exactly how marketing may have to alter promotional activities, pricing and or conduct further market research. There were a few students that attempted to explain both as one without any differentiation. Students need to go over the directive verb examine and also maybe marketing management threw some students

(b) How does globalisation affect marketing management at Naturally Wild? **6**

Criteria	Mark

Comprehensively details how globalisation affects marketing management at Naturally Wild	6
Provides how globalisation affects marketing management at Naturally Wild	4-5
Relates cause and effect of globalisation and marketing management – superficial engagement with stimulus (if no global link then capped at 3)	3
Sketches in general terms globalisation/marketing management	2
Limited information	1

Answers could include:

Global marketing management: Standardisation, Customisation, Global Pricing, Global Branding, Competitive Positioning

Students may take an alternative approach but must clearly link globalisation to marketing management

Feedback:
This question created a clear range of marks.
A band results
There were a few students that deserved the top mark and in this a 6 marker few students will achieve this. These students had a great lead in to the question – defining the overall concept and effect of globalisation. Then they examined two global strategies such as global branding and pricing (standardisation and customisation) and clearly defined these and showed the effects of these on this business with great stimulus integration.

B- C band
Other students were able to often do one well and the other lacked the depth and effects. There were many students that misread the question and or syllabus and went into some detail on how domestic marketing strategies alter as a result of these expansions. Students should just refer more closely to the syllabus here. Especially in an exam situation there may not be time for major reflection.

Question 22 10 marks

EucaLife, Australian-based manufacturer of wood furniture has recently experienced an increase in demand for desks and cabinetry. This has resulted in the purchasing of new machinery to manufacture the furniture and a larger warehouse to store their products before delivery. However, sourcing high quality timber within Australia has become a challenge due to recent Australian bushfires.

(a) How can EucaLife's operations be influenced by ONE legal regulation?
2

Criteria	Mark
Comprehensively details how EA's operations can be influenced by ONE legal regulation -must mention legislation name plus stimulus integration	2
Sketches in general terms/ Limited information	1

Answers could include:
WH&S, FWA, CCA

Markers comments:

- Overall, this was done reasonably well.
- Many students provided a good explanation of how
- The main differentiator between 1 and 2 marks was the use of legislation.
- Legislation outside of Operations would only be awarded if it was linked to operations - e.g. Competition and Consumer Act covers warranties and this links with warranties within 'outputs'
- Criteria for attaining a mark for using legislation:
    - Name of legislation was correct - e.g. Work Health and Safety Act 2011
    - Year was not necessary
    - "Act" was necessary - this clearly shows that you are referring to legislation. While this may seem harsh, this was necessary - simply stating "WHS" or "Work Health and Safety" was not enough

- If there was only one minor issue with the name of the legislation then the mark was still awarded - e.g. Workplace Health and Safety Act was awarded as the only minor issue was 'Workplace' instead of 'Work'.

(b) Outline the advantages and disadvantages of holding stock at EucaLife. **4**

Criteria	Mark
Details advantages and disadvantages of holding stock at EA (at least 2 of each) with stimulus examples	4
Some detail on advantages and disadvantages of holding stock at EA (3 in total)	3
Sketches in general terms on holding stock	2
Limited information on stock	1

Answers could include:

Advantages:

- Dependant on the industry of the business
- Mitigates risk for the firm
- Ability to access discounts for component parts (volume aggregation i.e. bulk buy discounts**) (cost)**
- Less handling costs
- Buffer stock for any uncertainty in the market
    - Allows the firm to meet unexpected demand (allows to meet **speed** to market)
- Difficult to access some component parts (sourcing issues) (e.g. lead time of specific component parts or if quality is a problem)
- Location (e.g. remote location of a business may require it to store inventory)

Disadvantages:

- the costs associated with holding stock including storage charges*, spoilage, insurance, theft* and handling expenses
- the invested capital, labour and energy cannot be used elsewhere as it has been used to create the stock

- Funds tied up, cash flow can be affected, may need to sell stock at reduced prices (to move inventory)
- the cost of obsolescence, which can occur if stock remains unsold

Markers Comments:

- Overall, this was done quite well
- 2 x advantages and 2 x disadvantages required
- Some advantages/disadvantages were very similar in nature/wording and therefore may not have been awarded marks separately
- Some points made did not relate to why you would hold stock
- Some students got confused with the term 'stock' - it is referring to inventory, not shares within a business
- Stimulus integration was required in advantages AND disadvantages (more than just the name of the business)

(c) Assess the use of global sourcing as an operations strategy for this business.
4

Criteria	Mark
Comprehensive judgement on the use of global sourcing as an operations strategy at EA – stimulus integration - at least 2 detailed judgement points	4
Some judgement on the use of global sourcing as an operations strategy at EA – stimulus integration	3
Sketches in general terms on the use of global sourcing (capped at 2 if no stimulus or just business name)	2
Limited information on global sourcing	1

Answers could include:

Global sourcing refers to the purchasing of inputs for the transformation processes
Increasingly businesses are not constrained due to location – they are able to source inputs from any location around the globe. An effective global sourcing strategy involves a business sourcing its inputs from many different countries, creating a global web of supply enabling access to

difficult to source inputs, quality of inputs due to access of capability, expertise and capacity of supplier, cost of inputs. Provides flexibility, sure up of supply (mitigate from supply constraints).

Question 23 (10 marks)

Lobe Ltd. is a leading Australian retailer of shoes. As part of Lobe's expansion plans, it is looking to acquire Vibe Shoes. Lobe has a debt-to-equity ratio (total liabilities/total equity) of 2.73:1. An excerpt of the balance sheet for Vibe Shoes is provided below.

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Current Assets	**$**	**Current Liabilities**	**$**
Cash	**10,000**		**20,000**
Inventory	**15,000**	Accounts Payable	
Non-current Assets	**120,000**	**Non-current Liabilities**	**60,000**
Building	**40,000**	Mortgage	
Vehicles	**20,000**		
Research and Development		**Owners' Equity** Retained profits	**125,000**
Total Assets	**205,000**	**Total liabilities + Owners' Equity**	**205,000**

Additional information:

- Industry average (debt to equity ratio): 1:1

(a) Explain ONE limitation of financial reports that Lobe must consider as part of its acquisition of Vibe Shoes.

2

Criteria	Mark
Relates cause and effect of ONE limitation of financial reports that Lobe must consider - must reference stimulus from the balance sheet	2
Limited information	1

Answers could include:
Valuing assets such as building $120,000 (market value, depreciation, appreciation, historical cost)
Capitalising expenses such as R&D $20,000
Debt repayment of mortgage.

(b) How does the influence of government impact the financial management of Lobe?
2

Criteria	Mark
Details how the influence of government impact on the financial management of Lobe	2
Limited information	1

Answers could include:

- Either one with an implication must be included
- ASIC, Company taxation

Markers Comments:

- Most students memorised the syllabus and were able to identify ASIC or Company Taxation
- Most students were able to provide an example of an effect or implication of either on Lobe.
- Company tax - direct tax levied on company profits - stronger candidates referenced current tax brackets, etc.
- ASIC - Lobe must comply with the Corporations Act 2001 Cth, Lobe must submit annual financial statements to ASIC, if Lobe is looking to do a debenture they must submit prospectus document to ASIC, etc.

(c) Discuss ONE appropriate source of finance that Lobe could use to fund the acquisition of Vibe Shoes.

6

Criteria	Mark
Comprehensively provides advantages and disadvantages of an appropriate source of finance that Lobe could use to fund the acquisition of Vibe Shoes	6
Provides some advantages and disadvantages of an appropriate source of finance that Lobe could use to fund the acquisition of Vibe Shoes	4-5
Relates cause and effect or describes a source of finance OR correctly discusses a source of finance BUT not appropriate based on the stimulus IF student has covered long term debt then capped at 3	3
Sketches/Limited information - if student has covered S-T debt capped at 2	1-2

Answers could include:
Equity is the most appropriate source of finance as Lobe already has a high D/E such as: rights issue, share purchase plan, placement, new issue (as long as no confusion with IPO).

Markers Comments:

- Most candidates did well in this question.
- The majority of students who discussed equity as an appropriate source selected Rights Issues.

Question 24 10 marks

Mara Clothing has 1000 staff employed in their retail stores in Australia. The business had previously used awards as the basis of employment contracts for pay and conditions. Staff and management are considering the use of a single enterprise agreement**.** Staff turnover has increased from 10% to 18%, decrease productivity due to increased number of disputes between employees.

(a) Justify the use of an enterprise agreement at Mara Clothing.
2

Criteria	Mark
Provides information that justifies the use of an enterprise agreement – with stimulus	2
Limited information or correct justification with no stimulus	1

Sample answer
Enterprise agreements can be made between Mara and with a number of employees (1000) such as their retail staff outlining pay and conditions as part of a consultative process. Given that staff turnover is high at 18% this might deliver additional remuneration benefits such as higher pay than current industry award and allow for employee input. EA would also allow Mara to tailor the contractual agreement that suits the business with staff who work on weekends, overtime and thus will provide productivity and flexibility to Mara Clothing. Furthermore, the agreement will include dispute resolution methods and an expiry date. The EA would be advantageous for both the 1000 staff and company to address current challenges.

(b) Why should Mara use grievance procedures as part of work place dispute processes**?**
3

Criteria	Mark
Relates cause and effect of the use of grievance procedure at Mara	3
Description of grievance procedure	2
Limited information	1

Sample answer:
Mara should use grievance procedures as it allows management to attempt to handle grievances in such a way that they do not escalate and become more serious formal resolution methods which are costly and time consuming impacting productivity. In addition, all 1000 staff will have visibility/transparency (would most likely be stipulated in the EA) in the process which would address the increased number of disputes and lower current high staff turnover ratio of 18%. Staff will feel valued as every dispute is treated as important and there is a decision.

(c) Recommend TWO appropriate human resource strategies that could be used by Mara Clothing to improve effectiveness measures.
5

Criteria	Mark
Comprehensively provides reasons in favour of TWO appropriate HR strategies and links it to effectiveness measures with stimulus egs	5
Provides reasons in favour of TWO appropriate HR strategies and links it to effectiveness measures	3-4
Sketches in general terms human resource strategies	2
Limited information.	1

Answers could include:
Leadership style, recruitment, rewards, training and development, performance management, workplace disputes.

Markers comments:
Strong responses included stimulus specific examples, elaborated on the strategy with clear justification of the benefits.

Section III
Question 25 20 marks
Answer the question in a SEPARATE writing booklet.

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

- Demonstrate knowledge and understanding relevant to the question
- Apply the hypothetical business situation
- Communicate using relevant business terminology and concepts
- Present a sustained, logical and cohesive response in the form of a business report

---

Kave Lens is a US brand and leader of luxury sunglasses and prescription premium eyewear including lenses and frames. They are looking to expand their business in Australia but are concerned about the current financial position of the business. Worldwide market share has declined from 15% to 10% due to aggressive competition.

Excerpt of financial performance:

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Sales	$25,000,000	Sales	$18,000,000
Expenses	$ 8,000,000	Expenses	$8,000,000
Net profit.	$2,000,000	Net Profit/Loss.	($1,000,000)

Management is considering the type of promotions it will undertake.

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

Section III – Question 25

Criteria	Mark
· Comprehensively provides characteristics and features of TWO Consumer Laws · Comprehensively details how market research can improve sales and market share · Comprehensively provides reasons in favour of TWO profitability management strategies that improves financial performance · Makes effective use of the information provided, demonstrating extensive knowledge and understanding relevant to the question · Presents a sustained, logical and cohesive business report integrating relevant business terminology and concepts	17 - 20
· Provides characteristics and features of ONE TWO Consumer Laws · Provides how market research can improve sales and market share · Provides reasons in favour of TWO profitability management strategies that improves financial performance · Makes some use of the information provided, demonstrating some knowledge and understanding relevant to the question · Presents a logical and cohesive business report using relevant business terminology and concepts	13 - 16
· Sketches in general terms TWO Consumer Laws · Sketches in general terms how market research can improve sales and market share · Provides characteristics and features of TWO profitability management strategies that improves financial performance · Includes features of a business report and uses some business terminology and concepts	9 - 12
· Provides a basic sketch in general terms on TWO Consumer Laws · Provides a basic sketch of market research · Sketches in general terms of TWO profitability management strategies that improves financial performance · May include some features of a business report and uses basic business terminology	5 - 8

· Refers to the Consumer Laws · Refers to market research · Refers to profitability strategies · Uses basic business terminology	1 - 4

Section IV

Question 26 (20 marks)

How does corporate social responsibility, technological and economic influences impact the strategies used in human resource management?

Marking criteria	**Mark**
· Comprehensively details how can financial corporate social responsibility, technological and economic influences impact the strategies used in human resource management. · 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
· Details how corporate social responsibility, technological and economic influences impact the strategies used in human resource management. · Uses relevant case study/studies and contemporary business issues · Presents a logical and cohesive response using relevant business terminology and concepts	13 - 16
· Provides characteristics and features on how corporate social responsibility, technological and economic influences impact the strategies used in human resource management. · May refer to case study/studies and contemporary business issues · Communicates using business terminology and concepts	9 - 12

· Sketches in general terms how corporate social responsibility, technological and economic influences impact the strategies used in human resource management. · May refer to case study/studies and contemporary business issues · Communicates using some business terminology and concepts	5 – 8
· Refers to corporate social responsibility, technological and economic influences impact the strategies used in human resource management. · May identify case study/studies · Uses basic business terminology	1 - 4

Question 27 (20 marks)

How does variety, technology and sequencing and scheduling influence the operations strategies used by a business?

Marking criteria	**Mark**
· Comprehensively details how variety, technology and sequencing and scheduling influence the operations strategies used by a business · 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
· Details how variety, technology and sequencing and scheduling influence the operations strategies used by a business · Uses relevant case study/studies and contemporary business issues · Presents a logical and cohesive response using relevant business terminology and concepts	13 - 16
· Provides characteristics and features to how variety, technology and sequencing and scheduling influence the operations strategies used by a business · May refer to case study/studies and contemporary business issues · Communicates using business terminology and concepts	9 - 12

· Sketches in general terms how variety, technology and sequencing and scheduling influence the operations strategies used by a business · May refer to case study/studies and contemporary business issues · Communicates using some business terminology and concepts	5 – 8
· Refers to variety, technology and sequencing and scheduling influence the operations strategies used by a business · May identify case study/studies · Uses basic business terminology	1 - 4