# Analysis of Business Management Exams 2017-2020

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|  | **2017 exam** | **2018 exam** | **2019 exam** | **2020 exam** | **2021 exam** |
| **UNIT 3 OUTCOME 1** |  |  |  |  |  |
| • types of businesses including sole traders, partnerships, private limited companies, public listed companies, social enterprises and government business enterprises | Task words: define (1 mark) and outline (2 marks) | Task word: define (2 marks)  Section B: describe (2 marks) | Task word: outline (2 marks) | Task word: outline (2 marks)  Section B Q1 |  |
| • business objectives including to make a profit, to increase market share, to fulfil a market and/or social need and to meet shareholder expectations |  | Task word: describe (2 marks) |  | Task word: define (2 marks)  Section A Q1(a) |  |
| • characteristics of stakeholders of businesses including their interests, potential conflicts between stakeholders, and corporate social responsibility considerations |  | Task word: outline and explain ( 5 marks) |  |  |  |
| • the areas of management responsibility including operations, finance, human resources, sales and marketing, and technology support, and how each area contributes to the achievement of business objectives | Task word: outline (1 mark)  Explain (2 marks) | Task word: analyse (10 marks) |  |  |  |
| • management styles including autocratic, persuasive, consultative, participative and laissez-faire | Task word: explain (3 marks) |  |  | Task word: Evaluate (5 marks)  Sectiion A Q1(b) |  |
| • the appropriateness of management styles in relation to the nature of task, time, experience of employees and manager preference |  |  | Task word: evaluate suitability (5 marks) |  |  |
| • management skills including communicating, delegating, planning, leading, decision-making and interpersonal |  |  | Task word: analyse (part of 10 mark theme)  Section B: task word – explain x 2 (6 marks) |  |  |
| • the relationship between management styles and management skills |  |  |  |  |  |
| • corporate culture both official and real, and strategies for its development. |  |  | Task word: analyse (part of 10 mark theme) |  |  |
| **UNIT 3 OUTCOME 2** |  |  |  |  |  |
| • the relationship between managing employees and business objectives |  |  | Task word: analyse (part of 10 mark theme) |  |  |
| • key principles of the following theories of motivation: Hierarchy of Needs (Maslow), Goal Setting Theory (Locke and Latham) and the Four Drive Theory (Lawrence and Nohria) | Task word: Examine Locke and Latham (4 marks) | Task word: describe and explain (6 marks) | Task word: explain (6 marks) – student could choose ANY theory |  |  |
| • motivation strategies including performance related pay, career advancement, investment in training, support and sanction | Task word: describe (2 marks) |  | Task word: explain (6 marks) | Task word: Evaluate, identify and justify (10 marks)  Section A Q4 |  |
| • advantages and disadvantages of motivation strategies and their effect on short- and long-term employee motivation |  |  |  | Task word: Evaluate, identify and justify (10 marks)  Section A Q4 |  |
| • training options including on-the-job and off-the-job training, and the advantages and disadvantages of each | Task word: discuss (4 marks) |  |  |  |  |
| • performance management strategies to achieve both business and employee objectives, including management by objectives, appraisals, self-evaluation and employee observation |  |  |  | Task word: Propose and justify (3 marks)  Section A Q1(c) |  |
| • termination management including retirement, redundancy, resignation and dismissal, entitlement and transition issues |  |  | Task word: describe one entitlement issue and one employee transition issue (4 marks) |  |  |
| • the roles of participants in the workplace including human resource managers, employees, employer associations, unions, and the Fair Work Commission | Task word: Explain x 2 (6 marks) |  |  | Task word: Explain (3 marks)  Section A Q3(a) |  |
| • awards and agreements as methods of determining wages and conditions of work |  | Task word: explain, propose and justify (7 marks) |  | Task word: Compare (4 marks)  Section A Q3(b) |  |
| • an overview of the dispute resolution process including grievance procedures, mediation and arbitration. | Task word: distinguish (3 marks) |  |  |  |  |
| **UNIT 3 OUTCOME 3** |  |  |  |  |  |
| • the relationship between operations management and business objectives |  |  |  | Task word: explain (3 marks)  Section B Q2 |  |
| • key elements of an operations system: inputs, processes and outputs |  | Task word: describe (6 marks) – social enterprise |  |  |  |
| • characteristics of operations management within both manufacturing and service businesses |  |  | Task word: compare man. And service business (4 marks) |  |  |
| • strategies to improve the efficiency and effectiveness of operations related to technological developments, including the use of automated production lines, computer-aided design, computer-aided manufacturing techniques and website development | Task word: Evaluate (10 mark question) |  | Section B: Task word – describe (3 marks) |  |  |
| • strategies to improve the efficiency and effectiveness of operations related to materials, including forecasting, master production schedule, materials requirement planning and Just In Time | Task word: Evaluate (10mark question)  Section B: explain (3 marks) | Task word: describe x 2 (8 marks) |  | Task word: analyse (4 marks)  Section A Q5(b) |  |
| • strategies to improve the efficiency and effectiveness of operations related to quality, including quality control, quality assurance and Total Quality Management | Task word: Evaluate (10 mark question)  Section B: compare (4 marks) |  |  |  |  |
| • strategies to improve the efficiency and effectiveness of operations through waste minimisation in the production process, including the principles of lean management | Task word: describe principle of lean management (2 marks)  Explain how lean management can be used to reduce level of wastage (4 marks) |  | Task word: explain lean management to improve effectiveness and efficiency (6 marks) | Task word: explain (3 marks)  Section A Q5(a) |  |
| • corporate social responsibility considerations in an operations system, including the environmental sustainability of inputs and the amount of waste generated from processes and production of outputs |  | Task word: analyse (10 marker) | Task word: define (2 marks) |  |  |
| • global considerations in operations management, including global sourcing of inputs, overseas manufacture, global outsourcing and an overview of supply chain management. |  |  |  | Task word: discuss (6 marks)  Section A Q5(c) |  |
| **UNIT 4 OUTCOME 1** |  |  |  |  |  |
| • the concept of business change (pro vs reactive change) |  |  | Task word: describe (4 marks) |  |  |
| • key performance indicators as sources of data to analyse the performance of businesses, including percentage of market share, net profit figures, rate of productivity growth, number of sales, rates of staff absenteeism, level of staff turnover, level of wastage, number of customer complaints and number of workplace accidents |  | Task word: define (2 marks) | Section B: Task word: define (2 marks) | Task word: explain (6 marks)  Section B Q4 |  |
| • key principles of the Force Field Analysis theory (Lewin) |  | Task word: explain (5 marks) |  |  |  |
| • driving forces for change in business, including managers, employees, competitors, legislation, pursuit of profit, reduction of costs, globalisation, technology, innovation and societal attitudes | Task word: explain (4 marks) |  |  | Task word: analyse (6 marks)  Section A Q6 |  |
| • restraining forces in businesses, including managers, employees, time, organisational inertia, legislation and financial considerations | Task word: explain (4 marks) |  |  | Task word: outline (4 marks)  Section B Q6 |  |
| • the two key approaches, lower cost and differentiation, to strategic management by Porter’s Generic Strategies (1985). | Task word: Identify and discuss (5 marks) |  | Task word: analyse (4 marks) | Task word: compare (4 marks)  Section A Q2 |  |
| **UNIT 4 OUTCOME 2** |  |  |  |  |  |
| • the importance of leadership in change management |  | Task word: explain (6 marks) with link to contemporary business case study | Task word: analyse (part of 10 mark theme) |  |  |
| • management strategies to respond to key performance indicators, including staff training, staff motivation, change in management styles or management skills, increased investment in technology, improving quality in production, cost cutting, initiating lean production techniques and redeployment of resources (natural, labour and capital) |  | Task word: explain x 2 (8 marks) |  | Task word: explain (6 marks)  Section B Q3 |  |
| • management strategies to seek new business opportunities both domestically and globally |  |  | Task word: propose and justify (5 marks) |  |  |
| • an overview of the principles of the Learning Organisation (Senge) |  |  | Task word: analyse (part of 10 mark theme) |  |  |
| • low-risk strategies to overcome employee resistance, including communication, empowerment, support and incentives |  | Task word: describe (4 marks) | Task word: analyse (part of 10 mark theme)  Task word: explain (3 marks) |  |  |
| • high-risk strategies to overcome employee resistance, including manipulation and threat |  | Task word: describe (4 marks) |  |  |  |
| • key principles of the Three Step Change Model (Lewin) | Task word: Apply (6 marks) |  | Task word: apply x 2 (4 marks) |  |  |
| • the effect of change on stakeholders, including managers, employees, customers, suppliers and the general community | Task word: Analyse impact of reduction in waste on a stakeholder (4 marks) |  |  |  |  |
| • corporate social responsibility considerations when implementing change | Task word: Justify a CSR consideration (3 marks) | Task word: analyse (10 marker) |  |  |  |
| • the importance of reviewing key performance indicators to evaluate the effectiveness of business transformation. | Task words: describe (2 marks) | Task word: analyse (6 marks) | Task word: analyse (part of 10 mark theme)  Task word: interpret (5 marks) | Task word: explain (5 marks)  Section B Q5 |  |