

Question 1

Marks	0	1	2	Average
%	36	35	29	0.9

The following is an example of a high-scoring response.

Productivity is a measure of efficiency, that is, the amount of outputs produced compared to the amount of input needed. A productive organisation does not waste time or resources and this is more profitable, allowing it to invest in improving the quality of its outputs, thus allowing it to match or better its rivals. Furthermore, if an organisation runs on time and is a reliable source of goods and services, customers are drawn to it, allowing it to increase its market share and compete with rivals.

Question 2

Marks	0	1	Average
%	44	56	0.6

The following is an example of a high-scoring response.

Corporate culture refers to the shared values and beliefs of an organisation, which can influence the actions and decision-making styles of managers and employees.

Question 3

Marks	0	1	Average
%	31	69	0.7

Corporate culture is the shared values and beliefs of the people of the organisation. It can be official (written) or real (unwritten).

The following is an example of a high-scoring answer.

Corporate culture refers to the shared values and beliefs which are held within an organisation. They can influence the management style, communication within the organisation and the working relationship amongst staff.

Marks	0	1	2	Average
%	32	30	38	1.1

Methods that can be used to develop an organisation's corporate culture include:

- training and development
- promotion
- appraisals
- employ externally
- change management style
- alter priorities such as budgets
- change style of dress and language.

The following is an example of a high-scoring answer.

One way that management can develop corporate culture is through rituals. This involves management establishing social gatherings and developing habits which are unique to the organisation. If management develops rituals, employees will feel valued as they are part of the organisations customs and behaviours. This can lead to a much more positive corporate culture.

Question 4

Marks	0	1	2	3	Average
%	22	28	33	17	1.5

The following is an example of a high-scoring response.

A persuasive management style is where a manager convinces employees to undertake certain actions, however they still maintain complete control over decision making, and communication is one-way top down (management passes down to subordinates). As the staff turnover at Gadget Industries may be the result of uncertainty and lack of direction in the workplace, the persuasive would be suitable as it means that the manager can include the reasons why certain actions need to take place. If employees have a better understanding of the task and why it must be done, then staff turnover may decrease.

Question 5

Marks	0	1	2	3	4	Average
%	9	13	35	32	12	2.3

High-scoring responses provided a clear explanation of one management style and its features, and then justified how this style was appropriate when implementing the new policy. Many responses did not clearly link the management style to implementing the policy, while others referred to developing a new policy, rather than the scenario.

The following is an example of a high-scoring response.

An autocratic management style would be appropriate. This is where the manager makes decisions without staff input and informs staff of those decisions so that they can be enacted. This involves one-way communication and centralised authority and would be best as it is very time efficient, with no time spent gathering feedback or suggestions from stakeholders. It also leads to less confusion about what needs to be done as the policy being implemented will be clearly outlined and communicated to the staff. While the autocratic style can result in low morale, a quick, effective response is needed so that the policy can be implemented efficiently to avoid poor customer relations. Furthermore customers will want to see immediate, decisive action taken and so a time efficient and firm approach will help them see that Swanston Airlines is taking the issue seriously and will work to fix it promptly and without confusion about what should be done.

Question 6

Marks	0	1	2	3	4	Average
%	12	19	32	26	11	2.1

Management styles include:

- autocratic
- persuasive
- consultative
- participative.

The following is an example of a high-scoring response.

Productivity is the level of outputs compared to the amount of inputs, and indicates efficiency and effectiveness. A management style is a way in which a manager communicates and their attitude towards making decisions. Zac could use an autocratic style of management, which is where the manager dictates the decision made with no employee input. It is a hierarchical, top-down form of communication and is effective in promoting hard work and efficiency. To tackle the drop in productivity, Zac could make the decision to implement a specific goal that is achieved by his employees. The centralised decision-making is suited to the nature of the situation, which if not attended to, could result in a decrease in profits and market share. By outlining concise and clear objectives for his employees, they would be able to work to a common goal, such as increasing the number of security systems installed each day, in order to increase productivity. A disadvantage of Zac implementing this style is that employees may feel devalued by their lack of input and ability to communicate in the decisions being made. It may also create a negative corporate culture where teamwork is not valued.

3c.

Marks	0	1	2	3	4	Average
%	15	23	32	19	10	1.9

Some management skills are:

- communication
- problem-solving
- technical skills
- negotiation
- time management.

The following is an example of a high-scoring response.

One management skill is communication. This is the process of creating and exchanging information. Zac will need to communicate with customers and try to find the source of problems. Once identified, Zac will then need to communicate to staff the changes that must occur in the production of the security systems to ensure that these problems do not arise again.

To address the issue of customer complaints, Zac could use problem solving skills. This would enable him to identify and rectify the cause of the customer complaints, which may be the cost of the product. Once the problem is identified, Zac could choose a course of action to decrease the number of customer complaints. He would also need to evaluate the effectiveness of his implemented strategy to ensure it achieves the objective of minimising complaints.

Question 7

Marks	0	1	2	3	4	Average
%	16	19	30	23	11	2

The following is an example of a high-scoring response.

Suppliers are the businesses that provide a business with its raw materials and resources. By reducing wastage, this could have a negative impact on suppliers as there may be less demand for resources as the business is making better use of the resources they have. Suppliers may see decreases in their quantities they deliver, and receive less pay. Reducing level of wastage will likely positively impact shareholders. Shareholders are those who own part of the business. With wastage levels decreasing, this will significantly reduce costs for the business in the long term. As a result, shareholders may receive increased dividends through improved profit margins, and they will receive a better return on investment as the business increases in value and so do their shares.

Question 8

Marks	0	1	2	3	4	Average
%	3	10	33	32	21	2.6

The most common responses focused on employees and shareholders, although other stakeholders included:

- management
- suppliers (of food, fuel, etc.)
- suppliers (of technology)
- competitors
- the airport.

High-scoring responses described the stakeholder and their interest clearly and then went on to fully explain how they had been affected by the breakdown. Many students simply defined the stakeholders or didn't link the effect to the breakdown. It was also noted that many students defined the term 'stakeholders' when this was not required, and so wrote less on the effects. Students are reminded that writing definitions for key terms in a question is not always the starting point and that they should focus on answering the question asked.

The following is an example of a high-scoring response.

A stakeholder is an individual or group that interacts with the organisation and has a vested interest in its activities. One key stakeholder is the employees who work for the organisation who would have been significantly affected by the technology breakdown. Dealing with 'very unhappy customers' would have caused significant stress while customers being 'unable to board flights' would mean they could not do their jobs. As a result it is likely that morale and motivation will be very low, thus limiting their ability to be productive and satisfied at work.

Another stakeholder is the shareholders, that is, those who own shares of Swanston Airlines. The customer dissatisfaction and likely bad press caused by the technology breakdown could make the organisation less profitable, resulting in smaller dividends. This will be very frustrating and disappointing and could result in them selling shares or demanding that the organisation take immediate action to become profitable again.

Question 9

Question 1a.

Marks	0	1	Average
%	43	57	0.6

Question 1b.

Marks	0	1	2	Average
%	55	27	18	0.6

The following is an example of a high-scoring response.

Financial managers are able to budget for new and upcoming technology such as solar power that will enable the business to reduce its energy usage. By enabling Shandra's Dairy to have the funds to purchase solar panels they're able to decrease their economic footprint and make use of natural forms of energy.

Question 10

Question 1a.

Marks	0	1	Average
%	20	80	0.8

The following is an example of a high-scoring response.

A sole trader is a small business, owned and operated by a single proprietor, often with the primary objective of making a profit.

Question 1b.

Marks	0	1	2	Average
%	11	62	27	1.2

The following is an example of a high-scoring response.

A partnership is a structure that can consist of 2 to 20 people and combines the expertise and capital of these people. They also have unlimited liability, however, a business may choose to operate under this structure as it means there's more perpetuity for the business, in that even if one person leaves or passes away, the life of the business will still continue. If this were the case with a sole trader the business would no longer operate.