MA99 EDUCATION

Business Management: Summary 02

NSW BUSINESS STUDIES STAGE 6 SYLLABUS 2010 FOR HSC 2028

Every case fact below is dated and sourced so you can quote it as written.

1. The topic on one page

DOT POINT	KEY POINT	CASE FACT TO QUOTE
Management	Coordinating people, money, materials and information to reach goals, efficiently and effectively	
Features of effective management	Goals reached, resources used well, functions coordinated, stakeholders kept, change handled	JB Hi-Fi Australia cost of doing business 12.46% of sales, FY26 (JBH FY26 results)
Skills of management	Nine skills. Name the skill, then show it being used	Marks closed GYG's US business after three months in the US himself (GYG, 22 May 2026)
Business goals	Profits, market share, growth, share price, social, environmental	GYG listed at $22.00, closed day one at $30.00 (ABC News, 20 June 2024)
A mix of goals	Goals compete; name the trade	WGAC: "We would sacrifice some donation this year" to grow (University of Melbourne profile)
Staff involvement	Innovation, motivation, mentoring, training	GYG franchisees: 9 to 12 months paid training (Franchising Information Pack, 20 May 2024)
Reconciling stakeholders	Name the conflict, the strategy, then judge it	GYG kept menu price growth "well below the level of cost growth" (FY26 results)
Classical approach	Planning, organising, controlling; hierarchy; autocratic	JB target of 210 stores, 13 to 15 a year (JBH FY10 results); GYG operations manuals
Behavioural approach	Leading, motivating, communicating; teams; participative or democratic	JB values "Respect and Empower" (Annual Report 2021); PwC CEO chosen by partner ballot (19 August 2026)
Contingency approach	No single best way: adapt to the situation	JB Hi-Fi's COVID "flexible model" (Annual Report 2021); GYG US exit, May 2026
Coordinating functions	Operations, marketing, finance, HR are interdependent	WGAC, March 2020: demand ran ahead of supply; store closed to new customers (Fortune, 18 October 2020)
SME coordination	Founders split roles, outsource, use systems, delegate, restructure	WGAC: products made by factory partners in China (WGAC blog, 24 July 2024)
Operations and quality	Control, assurance, continuous improvement	GYG Clean menu: ingredient audit May 2016, three years with suppliers
Marketing	Target market first, then the mix	JB Hi-Fi: "a young tech-savvy demographic" (JBH FY26 Appendix 4E)
Finance	Cash flow statement, income statement, balance sheet	GYG FY26: continuing NPAT $40.6m; group loss $26.7m; $171m cash, no debt
Cash flow management	Profit is not cash	Dick Smith: $11.8m dividend approved with a cash shortfall of about $31m (DSHE Holdings v Potts [2022] NSWCA 165, per Lavan)
Human resources	Recruitment, training, contracts, separation	JB Hi-Fi: four CEO successions since 2010, all internal
Ethics	Above the legal minimum	PwC: confidential government tax information used for private clients (ABC, 5 June 2023)
Managing change	Identify the need, set achievable goals, manage resistance, use consultants	WGAC restructure, 21 August 2025; Switkowski review of PwC, 27 September 2023

2. The approaches, side by side

APPROACH	VIEW OF MANAGEMENT	STRUCTURE AND STYLE	REAL EVIDENCE
Classical	Planning, organising, controlling	Tall, hierarchical; autocratic	JB store targets; GYG manuals
Behavioural	Leading, motivating, communicating	Flatter, teams; participative	JB "Respect and Empower"; PwC ballot
Contingency	Adapting to changing circumstances	Whatever fits the situation	JB in COVID; GYG US exit

Figure 1 · The three approaches on the same points. Source: MA99, from the syllabus; examples from the sources cited in Section 1.

The similarity to name. Classical and behavioural both aim for coordinated effort towards the goals. They differ on where it comes from: the system, or the people. JB Hi-Fi uses both at once.

Participative against democratic. Participative: the manager consults, then decides. Democratic: the group decides. PwC's partner ballot is democratic.

3. The case facts to quote

Who Gives A Crap (private company, founded 2012)

Registered as Good Goods Pty Ltd on 22 December 2011 (ABN Lookup). Donates 50 per cent of profits (Inside Retail, 1 September 2026).

Crowdfunding in July 2012 presold $50,000 of product (Fortune, 18 October 2020). Bootstrapped about nine years; first outside equity, $41.5m, September 2021 (SmartCompany, 14 September 2021).

3 founders (2012), 50 staff (April 2019), nearly 300 (2026). Cumulative donations passed $20m by March 2026 (econews, 25 March 2026).

Restructure, 21 August 2025: about 50 roles, 19 per cent of staff; reasons: time zones and operating costs; "not about individual performance" (WGAC blog).

Guzman y Gomez (public company, listed June 2024)

FY26: network sales $1,377.8m (up 17.9%); revenue $520.4m (up 21.8%); NPAT from continuing operations $40.6m; group statutory loss $26.7m after a $67.3m loss on the discontinued US business; $171m cash and term deposits, no debt (GYG FY26 results, 21 August 2026).

US: FY25 network sales $12.2m, underlying EBITDA loss $13.2m (FY25 results). Exit announced 22 May 2026, one off cost US$30m to US$40m.

Quality: Clean menu from May 2016; free range chicken from September 2016; "it took three years" (Franchising Information Pack).

JB Hi-Fi (public company, listed October 2003)

FY26 group sales $11,064.0m, NPAT $489.9m, 355 stores (JBH FY26 results, 17 August 2026). Net profit margin 4.4 per cent (MA99 calculation: 489.9 ÷ 11,064.0).

JB Hi-Fi Australia sales growth by quarter, FY26: 6.0, 6.5, 4.0, 0.3 per cent (FY26 presentation).

CEOs: Uechtritz (2000), Smart (2010), Murray (2014), Smart again (2021), Wells (October 2025); every successor internal.

Dick Smith Electronics and PwC Australia (counter examples)

Dick Smith: floated December 2013 at $2.20; $60m inventory write down November 2015; receivers January 2016; creditors at least $260m out of pocket (ABC News, 13 July 2016).

PwC: a partnership (ABN entity type "Other Partnership"). Tax leaks scandal published January 2023; CEO resigned May 2023; government business sold for $1, July 2023; 329 redundancies and 37 partner retirements, March 2024. Revenue $3.4bn (FY2023) to $2.1bn (FY2025) (Consultancy.com.au, 18 August 2026).

4. Finance in one view

REPORT	SHOWS	OVER	ANSWERS
Cash flow statement	Receipts and payments	A period	Can it pay its bills?
Income statement	Revenue less expenses	A period	Is it profitable?
Balance sheet	Assets, liabilities, equity	One date	What does it own and owe?

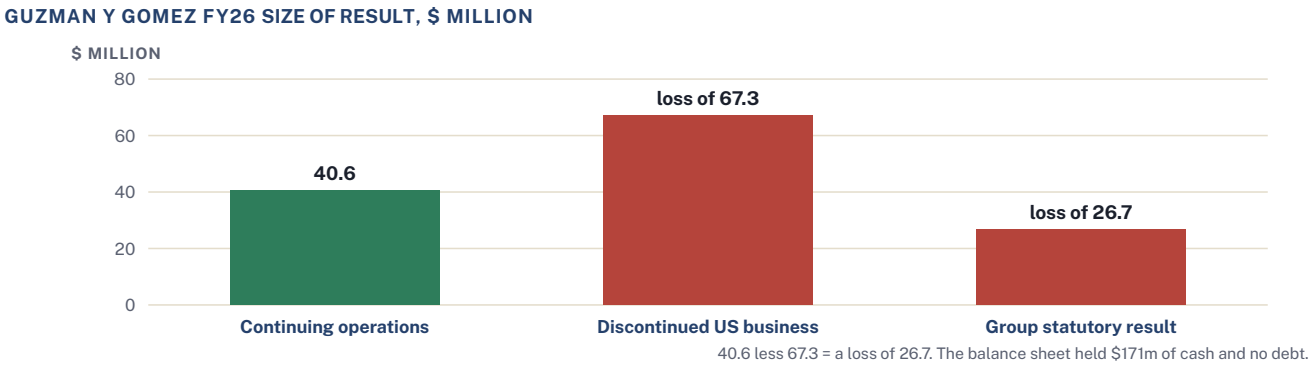


Figure 2 · GYG FY26: one year, three profit figures. Source: GYG FY26 results, 21 August 2026.

Profit is not cash. A business can show a profit and run out of cash: customers have not paid, stock sits unsold, loans fall due. Strategies: collect before you pay (WGAC's presales), match finance to the asset (JB's finance leases for new stores, FY04), keep a buffer (GYG's $171m), distribute payments, discounts for early payment, factoring.

5. Change, in four parts

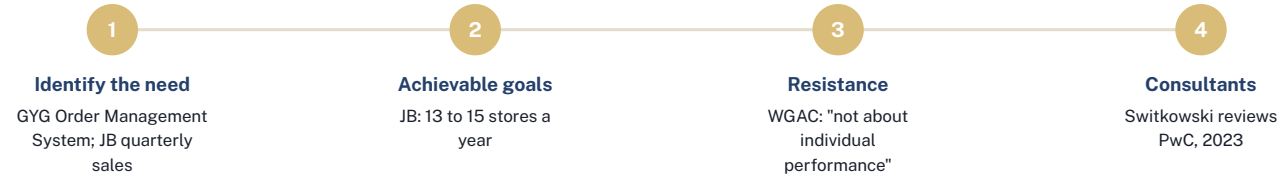


Figure 3 · Managing change, with one real example for each part. Source: GYG FY26 results; JBH FY10 results; WGAC blog, 21 August 2025; ABC News, 27 September 2023.

Remember

Name the skill, the goal, the approach or the step. Then put a real business, a figure and a date beside it. Then judge.

Contingency is the conclusion you reach, not a third box. Profit is not cash. The law is the floor, and ethics is above it.

6. Ten second checks

Cover the page and answer each out loud. Tick only the ones you got without hesitating.

- [ ] The nine skills of management, all nine.
- [ ] The six goals, and which one WGAC cannot have (share price: it is a private company).
- [ ] One similarity between the classical and behavioural approaches.
- [ ] Three ways WGAC coordinated its functions as an SME.
- [ ] The four parts of managing change, in order.
- [ ] The difference between quality control and quality assurance, with GYG.
- [ ] Why Dick Smith's dividend was a cash flow failure.
- [ ] What GYG's FY26 income statement shows that its balance sheet does not.
- [ ] One voluntary and one involuntary separation, both real.

> If a sentence would still make sense with the business's name removed, it has not earned a mark yet.

About this resource

MA99 EDUCATION

Scope

NSW Business Studies, Year 11. Written to the NSW Business Studies Stage 6 Syllabus 2010, Business Management, for students sitting the HSC in 2028. A new Business Studies syllabus is first examined in HSC 2029. Every worked context uses real, sourced businesses (Who Gives A Crap, Guzman y Gomez, JB Hi-Fi, Dick Smith Electronics and PwC Australia), with figures dated and sourced; any business in a practice stimulus that is not real is labelled hypothetical, and every number was recomputed from its inputs before printing.

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MA99 EDUCATION

Business Management: Practice Questions

02

NSW BUSINESS STUDIES STAGE 6 SYLLABUS 2010 FOR HSC 2028

1. Instructions

This practice set covers Topic 2, Business management. Work through Section I, then Section II, then Section III. Answer every question. Write your answers in the spaces provided. Show all working for the calculations and give money answers to the nearest dollar. Suggested working time is 60 minutes. Total 34 marks. Marking guidance follows the divider, so cover it while you attempt the questions.

Real and hypothetical businesses

Questions that name JB Hi-Fi, Guzman y Gomez (GYG), Who Gives A Crap (WGAC) or PwC Australia use real, sourced facts. Questions 10 and 11 use hypothetical figures, labelled as such, because the point is the calculation. Where a question says "a business you have studied", use a real business.

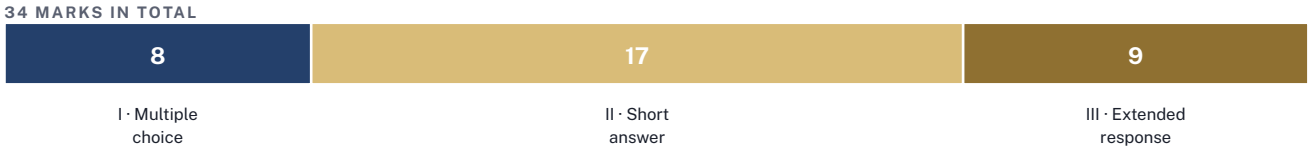


Figure 1 · How the 34 marks are split across the sections. Your time should follow the same split.

2. Section I · Multiple choice

FOUNDATION Recall and identify the core ideas of Topic 2. 8 marks.

Choose the alternative A, B, C or D that best answers each question. Each question is worth 1 mark.

Question 1

1 MARK

Which of the following best describes the classical approach to management?

A Management as planning, organising and controlling
B Management as leading, motivating and communicating
C Adapting the management style to suit changing circumstances
D Sharing every decision equally with all employees

Question 2

1 MARK

JB Hi-Fi's values include "Respect and Empower", and the group "surveys its employees periodically" (JB Hi-Fi Annual Report 2021). These are evidence of which approach to management?

A The classical approach
B The contingency approach
C The behavioural approach
D Scientific management

Question 3

1 MARK

Which statement best describes a flat organisational structure compared with a tall structure?

A It has many layers of management and a narrow span of control
B It has many layers of management and a wide span of control
C It has few layers of management and a wider span of control
D It removes the need for any managers at all

Question 4

1 MARK

In 2026 PwC Australia's CEO was reappointed "via independent partner ballot with majority support" (PwC Australia, 19 August 2026). The way the leader was chosen is best described as

A autocratic
B democratic
C classical
D contingency

Question 5

1 MARK

The four key business functions coordinated by management are

A planning, organising, leading and controlling
B product, price, promotion and place
C primary, secondary, tertiary and quaternary
D operations, marketing, finance and human resources

Question 6

1 MARK

In May 2016 GYG had an independent nutritionist audit every ingredient and set an "Unacceptable Additives" list for its suppliers (GYG Franchising Information Pack, 20 May 2024). This practice is best described as

A quality control, because it checks finished meals for faults
B quality assurance, because it builds quality into the system before faults occur
C promotion, because it is mainly an advertising message
D controlling, because it compares profit with a budget

Question 7

1 MARK

Which statement best explains the difference between cash flow and profit?

A Cash flow and profit are always the same amount
B Cash flow is the movement of cash into and out of a business, while profit is total revenue less total expenses
C Profit is the movement of cash into and out of a business, while cash flow is total revenue less total expenses
D Profit can be negative but cash flow can never be negative

Question 8

1 MARK

In August 2025 WGAC restructured about 50 roles, 19 per cent of its workforce, saying the change "is not about individual performance" (WGAC blog, 21 August 2025). For the employees whose roles ended, this was

A voluntary separation through retirement
B voluntary separation through resignation
C involuntary separation through redundancy
D involuntary separation through dismissal for misconduct

3. Section II · Short answer

STANDARD Apply and explain the theory, including two short calculations and a real financial stimulus. 17 marks.

Answer all questions in the space provided. Show full working for the calculations.

Question 9

2 MARKS

Define ethical business behaviour and identify one example of unethical behaviour from a business you have studied.

Question 10

3 MARKS

A hypothetical small business (not a real company) has sales revenue of $60,000 and total costs of $51,000 for a month. Calculate its profit, and express that profit as a percentage of sales. Show your working.

Question 11

2 MARKS

A hypothetical employee has ordinary time earnings of $1,200 a week. The superannuation guarantee rate is 12 per cent. Calculate the superannuation the employer owes for one week. Show your working.

Use this stimulus for question 12

Guzman y Gomez, FY26 (year to 30 June 2026), from the GYG FY26 results release, 21 August 2026.

Revenue from continuing operations $520.4m (FY25: $427.1m). Net profit after tax from continuing operations $40.6m. Net loss after tax from discontinued operations (the US business, closed in May 2026) $67.3m. Statutory group result: a loss of $26.7m. Cash and term deposits at 30 June 2026: $171m. Debt: nil.

Question 12

4 MARKS

(a) Calculate GYG's FY26 net profit after tax from continuing operations as a percentage of revenue. (1 mark)

(b) Using the stimulus, explain why GYG's income statement and balance sheet are both needed to describe its financial performance in FY26. (3 marks)

Question 13

3 MARKS

Explain how effective cash flow management contributes to the success of a small to medium enterprise.

Question 14

3 MARKS

Describe the role of the marketing function, with reference to the target market and marketing mix of a business you have studied.

4. Section III · Extended response

EXAM-STYLE Sustain a comparison and a judgement across a full extended response. 9 marks.

Write your answer in extended prose. Name a real business in every paragraph, and use accurate business terminology throughout.

Question 15

9 MARKS

Compare and contrast the classical and behavioural approaches to management, with reference to a business you have studied. In your answer, refer to organisational structure and leadership style.

5. Marking guidance

Mark your response accurately. The purpose of a mark is to find the change worth making, and a generous mark finds nothing.

Section I · Multiple choice

Q	ANSWER	WHY
1	A	Planning, organising and controlling is the classical view. B is behavioural, C is contingency.
2	C	Values that empower staff and regular engagement surveys are leading, motivating and communicating.
3	C	Fewer levels means each manager supervises more people.
4	B	The partners (the owners) vote and the result stands. A participative manager would consult, then decide alone.
5	D	B is the marketing mix, C the industry sectors, A the functions of management.
6	B	It prevents faults at the supplier, before production. Quality control would check finished meals.
7	B	Cash flow is timing; profit is revenue less expenses for the period.
8	C	The roles ended because of the restructure, not the people's conduct: redundancy, which is involuntary.

Section II · Marking guidance

Q	MARKS	WHAT A FULL MARK ANSWER CONTAINS
9	2	Definition: acting honestly, fairly and responsibly, beyond the minimum the law requires (1). A real, specific example, such as PwC's Peter-John Collins sharing confidential government tax information for private clients (ABC News, 5 June 2023), or Dick Smith's CEO and CFO approving an $11.8m dividend despite a cash shortfall (DSHE Holdings v Potts [2022] NSWCA 165) (1).
10	3	Profit = $60,000 less $51,000 = $9,000 (1). Method: $9,000 ÷ $60,000 × 100 (1). Answer: 15 per cent (1).
11	2	Method: 12 per cent of $1,200, or $1,200 × 0.12 (1). Answer: $144 for the week (1).
12	4	(a) 40.6 ÷ 520.4 × 100 = 7.8 per cent (1). (b) The income statement shows performance over the period, and that the continuing business was profitable while the US business lost $67.3m, giving a group loss of $26.7m (1). The balance sheet shows position at a date: $171m of cash and term deposits and no debt, so the loss did not threaten GYG's ability to pay its debts (1). Judgement: the income statement alone overstates the risk and the balance sheet alone hides the US failure, so both are needed (1).
13	3	Cash flow is the movement of cash in and out, and a business fails when it cannot pay debts as they fall due, even if profitable (1). Strategies: timing payments, discounts for early payment, factoring, a cash buffer, collecting before paying (1). A real example, such as WGAC presold $50,000 of product before its first production run (Fortune, 18 October 2020), or Dick Smith's collapse in January 2016 after cash was tied up in stock (1).
14	3	Marketing identifies customer needs and directs the business's offer towards a target market (1). The mix: product, price, promotion and place (1). Real application, such as JB Hi-Fi targeting "a young tech-savvy demographic" with price leadership, JB Perks and 355 stores plus online (JBH FY26 reports), or WGAC moving from online subscription to Whole Foods from April 2024 (1).

Section III · Extended response

MARKS	CRITERIA
7 to 9	Compares and contrasts both approaches in a sustained, logical response, with similarities and differences. Clearly refers to organisational structure and leadership style. Integrates relevant, dated evidence from a real business. Reaches a judgement about when each approach suits.
4 to 6	Describes both approaches with some comparison. Refers to structure and/or leadership style. Some reference to a business.

MARKS	CRITERIA
1 to 3	Identifies or outlines features of one or both approaches, with limited comparison.

Model points a strong response raises

Classical: planning, organising and controlling; a tall, hierarchical structure with many levels and a narrow span of control; an autocratic style with decisions at the top. Evidence: JB Hi-Fi's 2010 target of 210 stores at 13 to 15 a year (JBH FY10 results); GYG's operations manuals (Dynamic Business, 22 December 2009); PwC's 2024 move to be "centre-led" (Consultancy.com.au, 31 March 2024).

Behavioural: leading, motivating and communicating; a flatter structure built around teams; a participative or democratic style. Evidence: JB Hi-Fi's "Respect and Empower" value and employee surveys (Annual Report 2021); WGAC's founder delegating at "60 or 70% good enough" (Inside Retail, 1 September 2026); PwC's CEO chosen by partner ballot (19 August 2026).

Similarities: both aim for coordinated effort towards the business's goals, and both can operate in the same business at once, as at JB Hi-Fi.

Differences: where decisions are made, how staff are motivated, and the kind of work each suits.

Judgement: classical suits routine work where consistency matters; behavioural suits work that needs judgement and acceptance of change. A top response uses contingency as the conclusion, not as a third description.

> Make one change per attempt.

DATE	MARK OUT OF 34	THE ONE CHANGE I MADE NEXT TIME

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