MA99 EDUCATION

Business Studies: Practice Paper 1 01

NSW BUSINESS STUDIES STAGE 6 SYLLABUS 2010 FOR HSC 2027 AND 2028

1. Instructions

A complete paper in the structure of the Business Studies HSC examination. Complete it under timed conditions before reading the marking guidance. A paper you have read the answers to has been studied, not attempted, and the two are not the same thing.

General instructions

- Reading time: five minutes.
- Working time: three hours.
- Write using black pen.
- Write your Section II answers in the spaces provided. Write your Section III and Section IV answers in a separate writing booklet.
- A calculator approved for the examination may be used.
- Write your student number at the top of every page you hand in.
- In Questions 21 to 28, show all relevant working in questions involving calculations.

Total marks: 100

Section I, 20 marks. Attempt Questions 1 to 20. Allow about 36 minutes for this section. Section II, 40 marks. Attempt Questions 21 to 25. Allow about 72 minutes for this section. Section III, 20 marks. Attempt Question 26. Allow about 36 minutes for this section. Section IV, 20 marks. Attempt EITHER Question 27 OR Question 28. Allow about 36 minutes for this section.

The minute figures above are this suite's own budget, derived from the mark allocation: 180 minutes for 100 marks is 1.8 minutes a mark. They are guidance, not a rule in the examination specification.



Figure 1 · How the 100 marks are split across the sections. Your time should follow the same split.

2. Section I · Objective response

Section I

20 marks. Attempt Questions 1 to 20. Allow about 36 minutes for this section. Select the alternative A, B, C or D that best answers the question.

2.1 Section I answer grid

Circle the letter on the question, then copy it here.

Q	1	2	3	4	5	6	7	8	9	10
Q	**11**	**12**	**13**	**14**	**15**	**16**	**17**	**18**	**19**	**20**

Question 1

1 MARK

A business that changes the number of production staff rostered each week to match seasonal orders is responding to which characteristic of its transformation processes?

A Volume
B Variation in demand
C Variety
D Visibility

Question 2

1 MARK

A business that researches what customers want before deciding what to make is using

A A production orientation
B A selling orientation
C A relationship orientation
D A marketing orientation

ITEM	AMOUNT
Current assets	$180,000
Of which inventory	$60,000
Current liabilities	$150,000

Question 3

1 MARK

On these figures the current ratio is

A 1.20 to 1
B 0.80 to 1
C 0.83 to 1
D 3.00 to 1

Question 4

1 MARK

Acquisition, in the processes of human resource management, refers to

A Training staff for roles they will hold later
B Retaining staff through monetary and non monetary rewards
C Attracting and selecting the staff the business needs
D Ending the employment relationship, voluntarily or otherwise

Question 5

1 MARK

Which of the following is a transformed resource in a hairdressing salon?

A The stylist
B The customer
C The salon's chairs and basins
D The lease over the premises

Stimulus · A cost based price

The following is a hypothetical business. Quillon Signage Pty Ltd sets the price of a standard sign by adding a markup of 55 per cent to the $46.00 it costs to make. A competitor sells a comparable sign for $64.00.

Question 6

1 MARK

Quillon's price, and its position against the competitor, are

A $71.30, which is $7.30 above the competitor
B $25.30, which is below the competitor
C $71.30, which is $7.30 below the competitor
D $101.20, which is above the competitor

Question 7

1 MARK

A bank overdraft is best matched to

A The purchase of a new depot
B A long term expansion into another state
C A short term shortfall in working capital
D The replacement of the whole vehicle fleet

MEASURE	FIGURE
Employees	300
Working days in the year	240
Days lost to absence	1,650

Question 8

1 MARK

The average number of days lost per employee is closest to

A 2.3 days
B 6.9 days
C 13.8 days
D 5.5 days

LINE	UNITS A DAY	PRODUCTS ON THE LINE
Standard	18,000	6
Premium	900	40

Question 9

1 MARK

On this evidence the premium line is best served by

A A process layout, because variety is high and volume is low
B A product layout, because output per day is low
C A fixed position layout, because the product cannot be moved
D An office layout, because the work is largely administrative

Question 10

1 MARK

A product in the maturity stage of its life cycle is best supported by

A Heavy informative advertising to build first awareness
B Product modification and sales promotion to defend share
C Skimming pricing while the product is new
D Withdrawal from the market

Question 11

1 MARK

A business funds an expansion out of profit it did not distribute to its owners. The cost of that finance is best described as

A The interest charged on the retained amount
B Nothing at all, because it is internal finance
C The issue cost of new shares
D The dividend the owners gave up

Question 12

1 MARK

An award differs from an enterprise agreement because an award

A Is negotiated at a single workplace
B Cannot contain wage rates
C Sets an industry wide safety net of minimum terms
D Applies only to managerial employees

Question 13

1 MARK

Sequencing differs from scheduling because sequencing determines

A The order in which jobs will be done
B When each job will start and finish
C How long each job will take
D Which employee will be rostered on each job

Question 14

1 MARK

Advertising that leads a consumer to a decision on a false impression is unlawful principally because it

A Reduces the seller's own profit
B Distorts the decision the consumer would otherwise have made
C Is in poor taste
D Always involves a stated price

ITEM	AMOUNT
Total liabilities	$3,600,000
Owner's equity	$2,400,000
Proposed new loan	$600,000

Question 15

1 MARK

If the proposed loan is taken, the debt to equity ratio will

A Fall from 1.50 to 1.25
B Rise from 0.67 to 0.78
C Rise from 1.50 to 1.75
D Stay at 1.50, because equity is unchanged

Question 16

1 MARK

A business uses non monetary rewards principally to

A Avoid paying the minimum wage
B Remove the need for an enterprise agreement
C Reduce the total wage bill to zero
D Recognise performance in ways money does not, such as flexibility and development

Question 17

1 MARK

A business moving from established technology to leading edge technology is most exposed, in the short term, to

A A fall in the quality of its output
B Retraining cost and disruption during the changeover
C A rise in the cost of holding inventory
D Loss of control over its intellectual property

Question 18

1 MARK

Exclusive distribution is chosen when a business wants to

A Protect brand image and control service at the point of sale
B Place the product in as many outlets as possible
C Sell only through its own website
D Reduce the price the consumer pays

Question 19

1 MARK

Capitalising an expense makes a set of financial reports misleading because it

A Reduces the reported value of assets
B Increases reported liabilities
C Has no effect on reported profit
D Moves a cost out of this year's expenses and onto the balance sheet

Question 20

1 MARK

Benchmarking staff turnover against comparable organisations is useful as an effectiveness indicator because it

A Guarantees that turnover will fall
B Measures worker satisfaction directly
C Shows whether the business's own figure is high for its industry
D Sets the wage rates the business must pay

3. Section II · Short answer

Section II

40 marks. Attempt Questions 21 to 25. Allow about 72 minutes for this section. Answer in the spaces provided on the examination paper. Write in full sentences and use business terminology.

Question 21

10 MARKS

Stimulus · Marrowby Meals Pty Ltd

The following is a hypothetical business. Marrowby Meals Pty Ltd makes chilled ready meals at one factory. It runs a high volume standard line and a low volume premium line under the same roof, on shared refrigeration and shared despatch. Over the past two years the business moved from inspecting finished meals to setting and auditing a documented standard at each stage of the process. It produces 4,600,000 units a year and each failed unit costs $3.10 to recover.

MEASURE	BEFORE THE CHANGE	AFTER THE CHANGE
Defect rate	2.4 per cent	0.9 per cent
Failed units a year	110,400	41,400
Recovery cost a year	$342,240	$128,340

(a) Identify TWO transformed resources used by Marrowby Meals. (2 marks)

(b) Outline how variation in demand affects the scheduling of the premium line. (3 marks)

(c) Explain the effect of the change shown in the stimulus on Marrowby's recovery cost, and name the quality management strategy responsible. (5 marks)

Question 22

10 MARKS

(a) Distinguish between market segmentation and positioning. (3 marks)

(b) Explain how TWO elements of the promotion mix could be used by a retailer launching its own brand range, and assess which is likely to be more effective for a business with a small promotional budget. (7 marks)

Question 23

5 MARKS

(a) Identify TWO objectives of financial management. (2 marks)

(b) Outline the difference between an income statement and a cash flow statement. (3 marks)

Question 24

10 MARKS

(a) Describe TWO legal influences on human resource management. (4 marks)

(b) Explain how a business could use job design and training and development to reduce staff turnover in a workforce that is largely part time and casual. (6 marks)

Question 25

5 MARKS

(a) Outline ONE advantage and ONE disadvantage of leasing as a source of finance. (2 marks)

(b) Explain how offering a discount for early payment affects a business's cash flow. (3 marks)

4. Section III · Business report

Section III

20 marks. Attempt Question 26. Allow about 36 minutes for this section. Answer in a writing booklet. Your answer will be assessed on how well you apply business knowledge, use the stimulus, and present your answer in a report format.

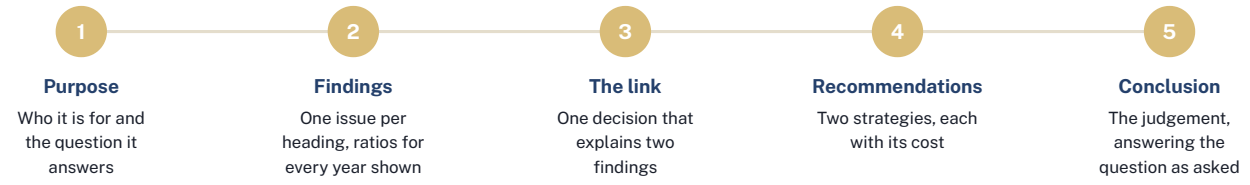


Figure 2 · A business report the marker can follow. Headings carry the structure, figures carry the evidence, and the recommendation carries the marks.

Question 26

20 MARKS

Stimulus

The following is a hypothetical business. Greymoor Timber Pty Ltd manufactures hardwood flooring for builders and renovators from a single mill in regional New South Wales. It sells on 30 day credit terms to about 90 building firms and to four flooring wholesalers. Two years ago the four owners decided to chase volume. They offered longer credit terms to win two large builder accounts, took on a second drying kiln financed by a five year loan, and held the list price steady while the cost of kiln dried hardwood rose. Sales have grown. The owners are pleased with the growth and puzzled by the bank, which has declined to extend the overdraft and has asked for a report on the business's financial position before it will look again. The figures below are for the two most recent financial years.

ITEM	YEAR 1	YEAR 2
Sales	$5,400,000	$6,300,000
Cost of goods sold	$3,240,000	$3,969,000
Gross profit	$2,160,000	$2,331,000
Total expenses	$1,512,000	$1,827,000
Net profit	$648,000	$504,000
Accounts receivable	$540,000	$900,000

ITEM	YEAR 1	YEAR 2
Current assets	$1,260,000	$1,512,000
Current liabilities	$840,000	$1,260,000
Total liabilities	$2,100,000	$2,730,000
Owner's equity	$2,800,000	$2,940,000

In this table, total expenses are the operating expenses below gross profit, with cost of goods sold shown separately. Finance Topic Notes section 6.4 explains the two layouts of the expense ratio.

Analyse the financial performance and financial position of Greymoor Timber Pty Ltd over the two years shown, and recommend TWO financial management strategies the business should adopt. Present your answer in the form of a business report. In your report you may also refer to a business you have researched yourself, where it helps you support a recommendation.

Write your response in a separate writing booklet.

5. Section IV · Extended response

Section IV

20 marks. Attempt EITHER Question 27 OR Question 28. Allow about 36 minutes for this section. Answer in a writing booklet. Write about 800 words. Your answer will be assessed on how well you apply business knowledge and terminology, and sustain a judgement.

Question 27

20 MARKS

Evaluate the effectiveness of quality management and inventory management strategies in improving the performance objectives of a business.

Write your response in a separate writing booklet.

OR

Question 28

20 MARKS

Assess the influence of the legal framework on the human resource management of a business.

Write your response in a separate writing booklet.

Answer ONE of the two. As in the HSC examination, the two questions are drawn from different topics: Question 27 from Operations, Question 28 from Human resources. Either way, name a real business in every paragraph.

End of paper.

6. Marking guidance

Complete the paper first, under timed conditions. A generous mark finds nothing.

Section I · Answer key

One mark each. The distractors are common errors, so a lost item shows a distinction not yet made.

Q	ANSWER	WHY THE KEY IS RIGHT, AND WHY EACH OF THE OTHER THREE IS NOT
1	B	Demand rises and falls through the year and capacity is flexed to match it. (A) Volume is how much is produced, not how much it moves about. (C) Variety is the range of different outputs, which is not what changed here. (D) Visibility is how much of the process the customer sees.
2	D	The market decides the product, which is the defining move of a marketing orientation. (A) A production orientation makes what the business can make well, then sells it. (B) A selling approach produces first and then persuades, which reverses the order described. (C) Relationship orientation is about retaining a customer already won, which comes later.
3	A	Current assets divided by current liabilities. (B) This is the quick ratio, which takes inventory out first. (C) This is the ratio inverted, liabilities over assets. (D) This divides current assets by inventory, which is not a ratio in the syllabus.
4	C	Acquisition covers analysis of need, recruitment and selection. (A) That is development, which follows acquisition. (B) That is maintenance. (D) That is separation.
5	B	The customer enters the process and is changed by it, which is what transformed means. (A) The stylist is a transforming human resource: the person doing the changing. (C) Chairs and basins are facilities, which are transforming resources. (D) A lease is a contract, not a resource that passes through the process.
6	A	Cost plus the markup, then compared with the competitor's price. (B) This is the markup itself, not the price it produces. (C) The price is right but the direction is reversed. (D) This adds 120 per cent rather than 55 per cent.
7	C	An overdraft covers a gap between payments out and receipts in. (A) A depot is a long term asset and belongs on a mortgage. (B) Long term expansion is matched to long term finance. (D) A fleet is a long lived asset and is usually leased or financed long term.
8	D	Days lost divided by the number of employees. (A) This is the absenteeism rate as a percentage, not a number of days. (B) This divides days lost by working days rather than by employees. (C) This divides by half the working days (1,650 / 120 = 13.8).
9	A	Forty products at 900 units a day is the classic case for a process layout. (B) A product layout suits high volume and low variety, which is the other line. (C) Fixed position layout is for products too large or fragile to move. (D) Nothing in the stimulus describes administrative work.
10	B	Maturity is defended by changing the product and promoting it, not by introducing it again. (A) Building first awareness belongs to the introduction stage. (C) Skimming is an introduction stage strategy. (D) Withdrawal belongs to decline, which has not been reached.
11	D	Retained profits carry no interest and no issue cost, and the forgone dividend is a real opportunity cost. (A) No interest is charged, because nothing has been borrowed. (B) Internal does not mean free; the owners provided the funds by not being paid. (C) No shares have been issued, which is one of the advantages of retaining profit.
12	C	An award applies across an industry or occupation and sets the floor. (A) Workplace level negotiation describes an enterprise agreement. (B) Awards contain minimum wage rates, which is much of their point. (D) Awards generally do not cover senior managerial staff at all.
13	A	Sequencing is order, scheduling is timing. (B) Timing is scheduling. (C) Duration is an input to scheduling, not the definition of sequencing. (D) Rostering is a scheduling and task design decision.
14	B	Consumer law protects the integrity of the consumer's decision. (A) The law is not concerned with the seller's profit here. (C) Taste is an ethical question, not the basis of the prohibition. (D) Misleading conduct need not involve price at all.
15	C	Liabilities rise while equity does not, so gearing rises. (A) Adding debt cannot reduce gearing. (B) 0.67 is equity over liabilities before the loan, and the inverted ratio would fall to 0.57, not rise. (D) Equity is unchanged, which is exactly why the ratio moves.

Q	ANSWER	WHY THE KEY IS RIGHT, AND WHY EACH OF THE OTHER THREE IS NOT
16	D	They reach motivations that a pay rise does not reach. (A) Minimum wages are a legal floor and cannot be avoided by any reward design. (B) Rewards do not displace an industrial instrument. (C) Non monetary rewards sit alongside pay, they do not replace it.
17	B	The staff have to learn it and output falls while they do. (A) Leading edge technology is usually adopted to raise quality, not lower it. (C) New technology does not of itself raise inventory holding cost. (D) Intellectual property risk belongs with outsourcing and global sourcing.
18	A	One outlet in a territory lets the business control how the brand is presented. (B) That is intensive distribution. (C) Selling direct only is a channel choice, not the meaning of exclusive distribution. (D) Exclusive distribution usually supports a higher price, not a lower one.
19	D	The cost is recorded as an asset, so this year's profit is flattered. (A) Capitalising raises assets rather than reducing them. (B) Liabilities are not touched by the treatment. (C) Profit is exactly what it affects.
20	C	A turnover figure means nothing until it is compared with something. (A) Measuring a figure does not change it. (B) Satisfaction is measured by survey, and turnover is at best a proxy for it. (D) Wage rates come from awards, agreements and the labour market.

Section II · Indicative content and bands

Precision carries these marks, not length. On any item you did not take outright, read the middle band sentence: it is usually the more recognisable.

ITEM	MARKS	INDICATIVE CONTENT, AND WHAT A MIDDLE BAND RESPONSE DOES INSTEAD
21(a)	2	Two of materials, information or customers, applied to this business. One mark each. **Middle band instead.** Names transforming resources, such as staff or the factory, which are the other half of the distinction.
21(b)	3	Defines variation in demand, applies it to a low volume line with forty products, and reaches the scheduling consequence: shorter runs, more changeovers, reserve capacity. **Middle band instead.** Defines variation in demand and stops there, never reaching scheduling.
21(c)	5	Names quality assurance and separates it from control: it audits the process, it does not inspect the output. Uses both figures, so 69,000 fewer failed units and about $213,900 a year avoided, and says why prevention keeps saving. **Middle band instead.** Names quality assurance, says quality improved, quotes one figure or none, and asserts the cost effect rather than working it out.
22(a)	3	Defines segmentation as dividing a market into groups and positioning as the place the product holds against competitors, then links them: segment first, position inside the segment chosen. **Middle band instead.** Defines both terms accurately and leaves them side by side, so the distinguishing step the verb asks for never happens.
22(b)	7	Two named elements of the promotion mix, each applied to an own brand launch with a mechanism. Then assesses against a stated criterion, such as cost per person reached, and commits to one. A real launch helps: Woolworths launched over 445 new own brand products in F26 (Woolworths F26 results, 26 August 2026). **Middle band instead.** Applies two elements correctly, then closes by saying both are useful. The assessment is the last third of the answer.
23(a)	2	Names two of profitability, growth, efficiency, liquidity and solvency. One mark each. **Middle band instead.** Names an objective of the business in general, such as customer service or market share, which is not a financial objective in the syllabus.
23(b)	3	Revenue less expenses over a period, against cash in and out over the same period, then the distinction that carries the mark: a profitable business can still run out of cash. **Middle band instead.** Describes both statements separately and correctly, which outlines two things rather than a difference.
24(a)	4	Two from the employment contract, awards and agreements, minimum standards, work health and safety, anti discrimination, termination. Two marks each: what it requires, and what the business must do. **Middle band instead.** Names and defines two legal influences without saying what the business does differently, which halves a describe question.
24(b)	6	Handles both strategies separately and applies both to a part time workforce: broader or more predictable roles and a path out of casual work, against paid induction and transferable skills. Names the mechanism that reduces separation, and the cost of training leavers. **Middle band instead.** Explains both strategies in terms that would fit any workforce. Part time and casual appear once and are never used again.

ITEM	MARKS	INDICATIVE CONTENT, AND WHAT A MIDDLE BAND RESPONSE DOES INSTEAD
25(a)	2	One mark each. The asset is used without the capital outlay, so cash is preserved, against a higher total cost over the term and no ownership at the end. **Middle band instead.** Gives two advantages, or repeats the advantage in the negative and calls it a disadvantage.
25(b)	3	Cash arrives sooner, the receivables cycle shortens and the overdraft need falls, and the discount is revenue given up. The business is paying for the timing. **Middle band instead.** Says the business is paid faster and stops. The cost of the discount is the other half of the mechanism.

> Every figure in a stimulus is there to be used. An unused figure is a mark you declined.

Section III · The business report

About 800 words on Greymoor Timber Pty Ltd, a hypothetical hardwood flooring manufacturer. Report format means a short purpose statement, headings, evidence from the stimulus, and a recommendation. These descriptions are tied to the verb and to the examination specification for the section. Where a line goes beyond those two, it is this suite's own reading.

QUESTION 26

What a band 6 response does

Calculates and names the ratios the figures support, for both years, and uses them as evidence rather than as a list: gross profit, net profit, current ratio, accounts receivable turnover. Connects the ratios to each other rather than reporting them in turn: sales grew 16.7 per cent while net profit fell from $648,000 to $504,000, because the gross margin fell from 40.0 per cent to 37.0 per cent and collection slowed from 36.5 days to 52.1 days. Names the mechanism the owners cannot see: growth bought with credit terms converts profit into receivables, and receivables are not cash. Uses report format, and recommends two strategies specific to this business with the cost of each stated.

What a band 4 response does instead

Reports four or five ratios correctly and in order, one paragraph each, with no link between them. Describes the fall in profit and leaves the cause as costs went up. Leaves the receivables line unused, which is the line carrying the liquidity problem. Recommends in general terms, such as improve cash flow, without naming the lever in this business.

The three things that separate them, with the verb analyse, followed by recommend in front of you.

- The link between the ratios. A band 6 report says why the margin fall and the receivables rise are the same decision seen twice. A band 4 report lists them as two findings.
- Arithmetic that is present and correct. Every recommendation in the top band is anchored to a figure the report has already calculated, and no figure is quoted that the stimulus does not support.
- A recommendation with a cost attached. Recommending tighter credit terms without naming the sales at risk is an instruction, not a recommendation.

Using a real business in this report

The stimulus business is hypothetical, so every finding comes from its table. A real case study can support a recommendation, in one sentence each. Wesfarmers sets trade receivables on terms generally up to 30 days (Wesfarmers 2026 Annual Report, Note 5), against Greymoor's 52 days. Wesfarmers also recycled capital by selling seven former BPI Bunnings properties for $379 million in FY2026 (Wesfarmers 2026 full year results, 27 August 2026), which is sale and lease back, a working capital strategy the syllabus names.

Section IV · The extended response

What a band 6 response does

States a judgement in the first paragraph and returns to it at the end, rather than summarising. Names the criterion it judges against and holds to it. Develops two or three named strategies, each applied to one named business with a consequence attached. Says what each strategy cost the business, and uses at least one term the question did not supply.

What a band 4 response does instead

Defines the strategies at length, then attaches an adjective: effective because it improves quality and reduces costs. Lists five or six strategies rather than developing two or three. Names a business once, then writes about businesses in general. Reports benefits only, and ends on a summary or on it depends.

The three things that separate them, with the verb evaluate in the first question and assess in the second in front of you.

- A criterion. A band 6 response says what effectiveness is being measured against before it measures anything.
- Evidence that is specific and dated. Two figures from one business beat six general claims about all businesses.
- A stated cost. An evaluation that reports only benefits has described the strategies with approval, which is not what the verb asked for.

QUESTION 27 · OPERATIONS

Indicative content

- Quality management at all three levels: control inspects output, assurance audits a documented standard for the process, improvement removes the cause, continuously and with all staff.
- Inventory management: the cost and the protection of holding stock, against just in time, which cuts holding cost and removes the buffer.
- Performance objectives named and used as the syllabus uses them (the syllabus lists quality, speed, dependability, flexibility, customisation and cost; this question draws mainly on quality, dependability, cost and speed).
- A criterion, such as whether the strategy lifted the objective the business competes on once its cost is counted.

A model plan, with the evidence a band 6 response would use.

- **Judgement.** Quality management at Toyota has been highly effective, and its lapses show what it costs to let it slip. Just in time is effective only with targeted buffers, and Qantas shows dependability can be rebuilt, at a price.
- **Toyota, quality improvement.** The Toyota Production System rests on jidoka, where a machine stops itself or an operator pulls the stop cord when an abnormality occurs, and on kaizen, daily improvement by all employees (Toyota, "Toyota Production System", retrieved 1 October 2026). The cost of a lapse: US$1.1 billion spent on recalls and about US$800 million in lost sales in the year to 31 March 2010 (Bowen et al., University of Washington teaching case, April 2011), then a US$1.2 billion penalty for misleading consumers about the defects (US Department of Justice, 19 March 2014).
- **Toyota, quality assurance.** In June 2024 Toyota disclosed six cases across seven models since 2014 certified by non-standard test methods and halted three models (Toyota Times, June 2024). Japan's transport ministry issued a correction order on 31 July 2024 (Toyota, 31 July 2024). Assurance fails when schedule pressure outruns the documented standard.
- **Toyota, inventory.** Just in time is "making only what is needed, when it is needed, and in the amount needed" (Toyota, retrieved 1 October 2026). Its weakness showed in 2011: after the earthquake Toyota's Japanese production fell 78 per cent year on year in April 2011 (Toyota, 27 May 2011). Toyota then mapped its suppliers in the RESCUE database and held extra inventory "for certain components only" (MMRC Discussion Paper 514, June 2019). With one to four months of semiconductor inventory (CFO Kenta Kon, Supply Chain Dive, 14 May 2021), it avoided the early 2021 cuts that hit Volkswagen, GM and Ford (Reuters via nippon.com, 9 March 2021), yet still cut planned September 2021 output by 40 per cent (Reuters, 19 August 2021). The buffer delayed the shortage. It did not remove it.
- **Qantas, dependability.** In July 2022 on time performance was 52 per cent and cancellations 7.5 per cent (Qantas FY22 results speech, 25 August 2022). Qantas hired more than 1,500 people and rostered more crew over fewer flights (same

source). Qantas Domestic reached 81 per cent on time in FY26, up 4 points, credited to "fleet health investment" (Qantas FY26 investor presentation, 27 August 2026).

- **Close.** Return to the criterion. Quality strategy is effective where it prevents the defect rather than finds it; inventory strategy is effective where the buffer sits on the part most likely to fail.

QUESTION 28 · HUMAN RESOURCES

Indicative content

- The legal framework named precisely: the employment contract (common law, minimum employment standards, minimum wage rates, awards, enterprise agreements), work health and safety and workers compensation, anti discrimination and equal employment opportunity.
- The difference between legal compliance and ethical responsibility.
- Courts and tribunals as the point where a dispute becomes a binding outcome.
- A criterion, such as how far the law changed what management actually did, and what it cost.

A model plan, with the evidence a band 6 response would use.

- **Judgement.** The legal framework has a decisive influence. At Qantas it reversed the financial logic of a cost strategy; at Woolworths it repriced salaried labour years after the pay was set.
- **Qantas, the employment contract and the courts.** On 30 November 2020 Qantas announced it would outsource more than 2,000 ground roles at 10 airports, claiming about $100 million a year in savings (ABC News, 30 November 2020). The Federal Court found the outsourcing was unlawful adverse action, driven partly by avoiding future bargaining (ABC News, 30 July 2021). The Full Federal Court dismissed Qantas' appeal (ABC News, 4 May 2022), and the High Court dismissed its final appeal (ABC News, 13 September 2023). Qantas paid $120 million in compensation in December 2024 and a $90 million penalty imposed on 18 August 2025 (Qantas Annual Report 2026, 27 August 2026). Calculated: $210 million, about two years of the claimed saving ($210m ÷ $100m = 2.1).
- **Qantas, work health and safety.** Qantas Ground Services was fined $250,000, plus $21,000 compensation, for standing down health and safety representative Theo Seremetidis after he raised a COVID-19 risk in 2020 (ACTU, 6 March 2024). After a labour hire worker was killed at Sydney Airport on 7 September 2025, the Board cut the safety component of the executive scorecard to zero (Qantas Annual Report 2026).
- **Woolworths, awards and salaries.** On 5 September 2025 the Federal Court held that a salary can be set off against award entitlements only within the same pay period, and that hours attracting penalties must be recorded even for salaried staff (Federal Court, [2025] FCA 1092; K&L Gates, 8 September 2025). Woolworths recognised a further $710 million provision in the first half of F26 (Woolworths F26 results, 26 August 2026).
- **Woolworths, disputes.** During the 17 day warehouse strike the Fair Work Commission ruled the picket lines unlawful (ABC News, 7 December 2024). The agreement reached stopped the productivity framework triggering automatic discipline (United Workers Union, 9 December 2024). Woolworths put the cost at $240 million in Australian Food sales and $95 million in group EBIT (Woolworths half year results, February 2025).
- **Close.** The limit of the influence: the courts punished the reason for the Qantas outsourcing, avoiding bargaining, not outsourcing itself. Compliance sets the floor; the cost of falling below it is what changes management behaviour.

> Marking your own paper generously is the most expensive kindness in the course.

What this paper covers, and what the set covers

Section I carries five items on each of the four topics and Section II ten marks of each. Section III sits on one topic. Section IV offers two questions from two different topics, as the examination specification requires, and both tables count Question 27. If you answer Question 28 in this paper, move its 20 marks from Operations to Human resources.

TOPIC	SEC I	SEC II	SEC III	SEC IV	TOTAL
Operations	5	10	0	20	35
Marketing	5	10	0	0	15
Finance	5	10	20	0	35

TOPIC	SEC I	SEC II	SEC III	SEC IV	TOTAL
Human resources	5	10	0	0	15
Whole paper	20	40	20	20	100

TOPIC	P1	P2	P3	P4	P5	EXAM	MARKS	PER CENT
Operations	35	35	15	15	35	35	170	28.3
Marketing	15	35	15	35	15	15	130	21.7
Finance	35	15	35	15	35	15	150	25.0
Human resources	15	15	35	35	15	35	150	25.0
All four topics	100	100	100	100	100	100	600	100.0

Real businesses, and hypothetical stimulus

The syllabus asks you to investigate actual business case studies, and a Section IV marker rewards a real business named in every paragraph. The model plans here use the suite's case studies: Qantas and Toyota for Operations, JB Hi-Fi, Woolworths and Coles for Marketing, Wesfarmers and Qantas for Finance, Qantas and Woolworths for Human resources, with every figure dated and sourced. The stimulus businesses in Sections I to III are hypothetical, as HSC stimulus businesses often are. Use them to answer the question set on them, and never cite one as a case study. Keep your case studies current. The Case Study Method document shows you how to update a figure, check a source and bend a case study to a question you did not expect.

Attempt record

Come back every few weeks and date it. Improvement in a written subject is invisible from the inside, which is why students who are getting better so often believe they are not.

DATE	MARK OUT OF 100	THE ONE THING TO FIX NEXT TIME

Fill one row every time you sit a set. A tracker with three rows in it is worth more than a perfect one you never started, because the pattern you are looking for only shows up across attempts, not inside one.

About this resource

MA99 EDUCATION

Scope

NSW Business Studies, Year 12. Written to the NSW Business Studies Stage 6 Syllabus 2010, all four topics (Operations, Marketing, Finance, Human resources), for students sitting the HSC in 2027 and 2028. A new Business Studies syllabus is first examined in HSC 2029. Every worked context uses real, sourced case studies (Qantas, Toyota, JB Hi-Fi, Woolworths and Wesfarmers), 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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