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Business management

Higher level

Paper 1

Thursday 28 April 2022 (afternoon)

1 hour 15 minutes

Instructions to candidates

- Do not open this examination paper until instructed to do so.
- A clean copy of the **business management case study** is required for this examination paper.
- Read the case study carefully.
- A clean copy of the **business management formulae sheet** is required for this examination paper.
- Section A: answer two questions.
- Section B: answer question 4.
- A calculator is required for this examination paper.
- The maximum mark for this examination paper is **[40 marks]**.

Section A

Answer **two** questions from this section.

1. (a) Describe **two** long-term benefits for *PU* of its marketing strategies (lines 60–64). [4]
(b) Explain the possible impacts on *PU* of the ethical issues it faces (lines 101–117). [6]
2. (a) Outline **two** steps that Adriana should take if she decides to dismiss the head of the Faculty of History, Jim (lines 89–100). [4]
(b) Explain strategies, in addition to redundancies, that *PU* could use to solve its cash-flow problems (lines 56–59). [6]
3. (a) Outline **two** STEEPLE factors that influence *PU*'s decisions. [4]
(b) Explain ways in which *PU* could achieve greater sustainability in the 2022/23 academic year (lines 118–131). [6]

Section B

Answer the following question.

4. In January 2021, a respected guide to universities rated *PU* top in two categories:
- Sustainability – for reducing its pollution, waste and carbon footprint.
 - Teaching excellence – for developing innovative teaching methods resulting in highly positive feedback from students.

Before the accident at the nearby chemical plant in September 2021, *PU*'s student accommodation and teaching facilities were highly rated. However, the university was rated poorly for digital innovation and support services, with support staff not always understanding the needs of students.

In surveys, students generally rated *PU* highly for the quality of its courses and facilities. The campus was also voted one of the best in the country, but this changed after the accident.

After the accident, *PU* continued to experience unexpected changes to its culture:

- The level of diversity in classes and university accommodation has fallen, as there are fewer international students.
- The shortage of students has meant a continuing fall in income for *PU*. This has increased competition between faculties for available finance.
- Less time and effort is spent on student welfare.
- Lecturers have to meet demanding targets to produce online courses and materials.
- There is greater emphasis on contingency planning.

The government grants received by *PU* for the purchase of IT equipment did not address all equipment shortages. Due to an increase in online teaching, *PU* purchased 500 laptops for students, at a cost of \$500 each. Each laptop has a useful life of three years. After three years, each laptop will be sold to local schools for \$50.

- (a) Define the term *contingency planning*. [2]
- (b) Explain **two** elements of *PU*'s organizational culture after the accident at the nearby chemical plant. [4]
- (c) (i) Using the straight line method, calculate the annual depreciation for each laptop (*show all your working*). [2]
- (ii) Comment on the usefulness to *PU* of the results of your calculation in part (i). [2]
- (d) Using information from the case study and additional information above, discuss the importance to *PU* of the extended marketing mix in the provision of services at the university. [10]

References: