AH

National
Qualifications
2025

X810/77/21

**Business Management
Questions**

THURSDAY, 22 MAY

1:30 PM – 4:15 PM

Total marks — 80

SECTION 1 — 40 marks

Attempt ALL questions.

SECTION 2 — 40 marks

Attempt ALL questions.

It is recommended that you spend 15 minutes reading over the information provided in the Case Study before responding to the questions.

Write your answers clearly in the answer booklet provided. In the answer booklet, you must clearly identify the question number you are attempting.

Use **blue** or **black** ink.

Before leaving the examination room you must give your answer booklet to the Invigilator; if you do not, you may lose all the marks for this paper.

SQA ©

SECTION 1 — 40 marks

Read ALL the information in the case study and attempt ALL the questions.

The following questions are based on ALL the information provided and on knowledge and understanding you have gained whilst studying the course.

1. Explore the reasons for Apple relocating some of its manufacturing from China to India.

8

2. Discuss the effects on the United States (US) of Apple's profit repatriation.

6

3. Analyse whether Apple should discontinue the development of its autonomous vehicles. (A force field analysis diagram **must** be used in your answer.)

8

4. Discuss the impact of the European Union's (EU) Digital Markets Act (DMA) on the digital technology industry.

6

5. Evaluate Apple's diversity progress, shown in **Exhibit 2**.

8

6. Describe how Apple's stakeholders could have been affected by its performance between 2021 and 2023, shown in **Exhibit 3**.

4

SECTION 2 — 40 marks

Attempt ALL questions

7. (a) Describe how an organisation's environmental policy might affect its functional areas.   **6**

    (b) In 2024, Chinese fast fashion retailer Shein reported that it found cases of child labour being employed by manufacturers in its supply chain.

    Discuss the consequences of an organisation using child labour.   **4**

8. Explore the ideas of the classical school of management.   **10**

9. (a) Explore the trait theory of leadership.   **4**

    (b) Describe the impact of Belbin's team roles on a group's performance.   **6**

10. Discuss the use of the following analytical techniques:

    • Gantt chart
    • critical path analysis
    • force field analysis.   **10**

[END OF QUESTION PAPER]

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