



X810/77/21

Business Management

Duration — 2 hours 45 minutes

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 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.



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. (a) BMW Group has finalised its plans to create a fully-electric MINI.
 Discuss the impact on BMW Group of its decisions to:
 - manufacture in China
 - use a joint venture agreement with GWM
 - build a new production facility in China. 8
- (b) Explore the effect of BMW Group's foreign direct investment (FDI) on China, its host country. 6
2. Evaluate the possible challenges with the methods BMW Group uses to encourage a committed workforce. 4
3. Explain how BMW Group's 'Smart Factory' technology may affect the financial data shown in **Exhibit 2**. 6
4. Analyse BMW Group's strategy to fully electrify all its vehicles. (Your response must include a force field diagram.) 8
5. Using **Exhibit 3**, describe the impact of the trends in BMW Group's sustainability indicators between 2017 and 2019. 8

SECTION 2 — 40 marks

Attempt ALL questions

6. (a) During the UK lockdown due to the Coronavirus in 2020, online sales surged resulting in many organisations focusing on their e-commerce models.
Explore the possible effects of an organisation developing its e-commerce capability on the following functional areas:
- human resources
 - marketing
 - operations.
- 6
- (b) Explain how the UK and Scottish Governments supported organisations during the Coronavirus crisis.
- 4
7. (a) Describe the role of a change agent in managing the change process.
- 6
- (b) Evaluate the use of the piecemeal approach to change.
- 4
8. Discuss the costs and benefits of scientific management.
- 10
9. (a) Describe Belbin's team roles.
- 6
- (b) Other than team roles, explore the characteristics of an effective team.
- 4

[END OF QUESTION PAPER]

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