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| | |
|---|---|
| Given name/s | |
| Family name | |
| Teacher | |

Trial 1 external assessment 2027

**Question and response book**

# Business

SAMPLE

**Time allowed**

- Planning time — 15 minutes
- Working time — 120 minutes

**General instructions**

- Answer all questions in this question and response book.
- Write using black or blue pen.
- Respond in paragraphs consisting of full sentences.
- Planning paper will not be marked.

**Section 1 (17 marks)**

- 3 short response questions

**Section 2 (24 marks)**

- 1 extended response question

Practice material in the layout of the 2025 QCAA external assessment. Not a QCAA assessment.



Sample pages only. Full paper and marking guide: captivateeducation.com.au/trial-exams/qce/business

# Section 1

**Instructions**

- If you need more space for a response, use the additional pages at the back of this book.
  - On the additional pages, write the question number you are responding to.
  - Cancel any incorrect response by ruling a single diagonal line through your work.
  - Write the page number of your alternative/additional response, i.e. See page …
  - If you do not do this, your original response will be marked.
- This section has three questions and is worth 17 marks.

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**DO NOT WRITE ON THIS PAGE**
**THIS PAGE WILL NOT BE MARKED**

SAMPLE

Do not write outside this box.

**QUESTION 1** (2 marks)

Explain how legislative compliance can act as a driver of change for a business. Provide one example in your response.

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Do not write outside this box.

**QUESTION 2** (6 marks)

Identify and explain each stage of Lewin's change management model.

**Stage 1:**

**Explanation:**

**Stage 2:**

**Explanation:**

**Stage 3:**

**Explanation:**

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# Business marking guide and response

**Trial 1 external assessment 2027** · 41 marks

**Teacher copy – not for distribution to students.**

Where a response does not meet any of the descriptors for a question or a criterion, a mark of '0' will be recorded.

## Marking guide

### Short response

### Question 1 (2 marks)

| Sample response | The response: |
|---|---|
| Legislative compliance acts as a driver of change because when governments introduce or amend laws, a business must alter its practices, products or processes to remain lawful, whether or not it wishes to change. For example, if new packaging laws banned single-use plastic plant pots, a garden retailer would be forced to change its potting and sales processes to comply. | **Criterion: Explaining**<br>• explains how legislative compliance can act as a driver of change **[1 mark]**<br>• provides a relevant example **[1 mark]** |

SAMPLE

## Question 2 (6 marks)

| Sample response | The response: |
| --- | --- |
| **Stage 1: Unfreeze.** The business prepares for change by recognising that the current way of operating is no longer effective, communicating the need for change and reducing the forces holding the existing behaviour in place, so that stakeholders are ready to move away from current practices.<br><br>**Stage 2: Change.** The business implements the change by moving to the new way of operating. New processes, structures or behaviours are introduced and supported, for example through training, while uncertainty is highest.<br><br>**Stage 3: Refreeze.** The business embeds the new way of operating so that it becomes the accepted norm. New practices are reinforced through policies, support and recognition so that stakeholders do not revert to old behaviours. | **Criterion: Explaining**<br>• identifies Lewin's stage 1: Unfreeze **[1 mark]**<br>• explains Lewin's stage 1 **[1 mark]**<br>• identifies Lewin's stage 2: Change **[1 mark]**<br>• explains Lewin's stage 2 **[1 mark]**<br>• identifies Lewin's stage 3: Refreeze **[1 mark]**<br>• explains Lewin's stage 3 **[1 mark]** |

SAMPLE

## Question 3 (9 marks)

| Sample response | The response: |
|---|---|
| One force for change is the business's declining financial performance: profit has fallen every year from $1.2 million in 2019 to $0.15 million in 2025 (Stimulus 3). This decline means the business cannot continue operating as it has, because the current model no longer meets the owners' strategic goal of a 10% profit margin (Stimulus 4), pushing the business towards transformation.<br><br>A second force for change is changing customer behaviour: the proportion of households buying plants online has risen from 9% to 31% and garden centre foot traffic has fallen 18% (Stimulus 7), while customers are directly requesting an online store (Stimulus 9). The business risks continuing to lose customers to Competitor 2 if it does not change.<br><br>One force against change is staff resistance: long-serving employees state that the business has 'never needed computers to sell plants' and are worried about retraining and job security (Stimulus 10). This resistance could slow or derail implementation of any option.<br><br>A second force against change is the capital cost of transformation: the online store would cost $180 000 to establish plus $60 000 each year (Stimulus 8), which is significant while profit is only $0.15 million (Stimulus 3) and restrains the owners from acting.<br><br>One management strategy the business could use to overcome resistance to change is participation, involving staff in planning the change through the promised staff meeting so they influence how it is implemented. | **Criterion: Analysing**<br>• identifies a force for change from the case study **[1 mark]**<br>• analyses the first force for change **[1 mark]**<br>• identifies a second force for change from the case study **[1 mark]**<br>• analyses the second force for change **[1 mark]**<br>• identifies a force against change from the case study **[1 mark]**<br>• analyses the first force against change **[1 mark]**<br>• identifies a second force against change from the case study **[1 mark]**<br>• analyses the second force against change **[1 mark]**<br>• identifies a relevant management strategy for overcoming resistance to change **[1 mark]** |

*Note (additional teaching material): relevant forces for change include declining profit (Stimulus 3), loss of market share (Stimulus 6), the shift to online purchasing (Stimulus 7, 11), customer requests (Stimulus 9) and the strategic plan goals (Stimulus 4); relevant forces against change include staff resistance (Stimulus 10), establishment costs (Stimulus 8) and the ageing in-store customer base (Stimulus 1, 7). Relevant management strategies for overcoming resistance to change are communication, participation, negotiation, manipulation and threat — or other suitable response consistent with a reasonable understanding.*

SAMPLE