

HONG KONG INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS

AND

HONG KONG ASSOCIATION FOR BUSINESS EDUCATION

**HONG KONG DIPLOMA OF SECONDARY EDUCATION
EXAMINATION 2017 / 18**

**BUSINESS, ACCOUNTING AND FINANCIAL STUDIES
MOCK EXAMINATION**

**PAPER 2B
BUSINESS MANAGEMENT MODULE**

Time allowed: 2 hours 15 minutes

This paper must be answered in English

INSTRUCTIONS:

1. There are three sections in this paper: Section A (24 marks), Section B (36 marks) and Section C (20 marks).
2. All questions in Section A and B are compulsory. You are required to answer one of the two questions in Section C.
3. Show **all** your workings.

SECTION A

Answer **ALL** questions in this section.

1. Explain two advantages to a company placing advertisements in commercial websites to recruit staff. (4 marks)

2. Tai Yau fast food chain found that the food material cost was higher than the budgeted amount in the third quarter of the year. Identify and propose two remedial actions to deal with its problems. (4 marks)

3. Suggest and explain two appropriate internal communication methods to enhance employee relations when a company needs to carry out a mass layoff. (4 marks)

4. Tat Man Ltd. sells batteries to car dealers and auto mechanics. The annual demand is approximately 6,400 batteries. Tat Man Ltd. pays \$40 for each battery and estimates that the annual holding cost is 25 percent of the battery's value. It costs approximately \$20 to place an order (managerial and clerical costs). Tat Man Ltd. currently orders 534 batteries per month and wants to apply the EOQ model in its inventory management.
 - (a) Explain the main objective of inventory management. (2 marks)
 - (b) Determine the Economic Order Quantity (*EOQ*) and the number of orders to be placed by Tat Man Ltd. in a year. (4 marks)

5. (a) What is meant by marketing segmentation? (2 marks)
(b) Explain the differences between budget hotels and five-star hotels in tourism industry in terms of the demographic factors of their consumer groups. (4 marks)

SECTION B

Answer **ALL** questions in this section.

6. Kelvin's Take-away has been selling handmade sandwiches and salads with natural, preservative-free ingredients for more than 3 years in the Central District. Because of its freshness and quality, Kelvin's food is very popular among those health-conscious consumers.

Recently, several groups of previous customers who had moved their offices to West Kowloon expressed that they missed the food of Kelvin's. They wonder why Kelvin's does not open any shops there. They also request Kelvin's to open a Café to let them enjoy the food in a relaxing place. The owner, Kelvin Li, seeks advice from the business consultant, Mary Chan.

Mary said, "Many new premium office buildings are located in West Kowloon, the market should be huge and profitable." She added, "With the increasing income level and changing lifestyle, the café business seems promising. The café can be named as 'Kelvin's Café'. This is brand extension strategy."

Kelvin worries about the risks of running a café. He said, "Many restaurants face the problems of labour shortage and high labour turnover. Because of the Statutory Minimum Wage, many people would rather work as security guards, which is less physically demanding than working as waiters or dishwashers. Even they join the catering industry, many of them only work for a few months, or just a few days, and then quit the job. Also, the operation of a café is totally different from a take-away shop as customers will demand a higher service level."

Mary replied, "The labour problems are really severe nowadays. We can change the compensation system from time-based pay to performance-based pay so as to attract applicants and to retain employees. We may use hygiene factors and motivators of Herzberg's Dual-factor Theory to motivate employees. Since a café is totally different from a take-away shop, we need to formulate different service marketing strategies."

Kelvin queried, "I doubt whether performance-based pay works for waiters and waitresses. Can you tell me more specific suggestions of hygiene factors and motivators?"

- (a) Explain two benefits of brand extension strategy suggested by Mary. (4 marks)
- (b) With reference to the characteristics of services, suggest the appropriate product and pricing strategy for Kelvin's Café. (4 marks)
- (c) Give two reasons to explain why performance-based pay does not work for the waiters and waitresses. (4 marks)
- (d) Suggest two hygiene factors and two motivators that can be used to motivate employees of Kelvin's Café. (6 marks)

(Total: 18 marks)

7. Chika Group is a Japan listed company and it now operates 890 restaurants in Japan selling ramen, udon, yakitori and pasta, as well as 340 restaurants overseas. The company hopes to set foot in 27 countries and increase its presence to a total of 6,000 branches by March 2025.

In a senior management meeting, Mr. Fukabori, the CEO of Chika Group, said, “We plan to make use of our surplus cash to grasp profitable business opportunities. Wong’s Yunnan Rice Noodles in Hong Kong is one of our targets. Wong’s is well known for its Yunnan-style rice noodles and expanded its business in recent years to 49 outlets in Hong Kong, including the core districts of Causeway Bay and Wan Chai. The acquisition will help us accelerate expansion in the Hong Kong and mainland China markets, riding on the popularity of the Wong’s brand of rice noodles.”

Ms. Kato, the group’s Chief Financial Officer, responded, “I have some reservations. I have collected some financial data from this rice noodle company and find that there are some problems in Wong’s.” Ms. Kato then presented the following financial data of Wong’s to the participants in the meeting:

	2015 (HK\$'000)	2016 (HK\$'000)
Sales	128,000	128,500
Current assets	24,600	12,200
Fixed assets	50,200	72,800
Current liabilities	9,240	18,900
Total liabilities	41,250	56,670
Net profit	6,040	2,070

Ms. Kato continued, “If we use all our surplus cash to acquire Wong’s, we will have the problem of insufficient working capital.”

Mr. Miyano, the group’s Marketing Director, added, “From the perspective of Marketing, Wong’s is very poor in retaining customers. They have done nothing to enhance customer loyalty.”

Mr. Fukabori said, “Funding is a problem but our future must be considered seriously. Wong’s excels in many areas. We can supplement each other as we have a very strong Marketing team to develop customer retention strategies.”

- Compute any three types of financial ratios for Wong’s Yunnan Rice Noodles in 2015 and 2016 (round to 2 decimal places). (3 marks)
- Based on the financial ratios in (a), identify three major problems of Wong’s Yunnan Rice Noodles. (3 marks)
- Apart from using the surplus cash for profitable opportunities, suggest two possible reasons for Chika Group to take over Wong’s Yunnan Rice Noodles. (4 marks)
- Explain two problems arising from insufficient working capital. (4 marks)
- Suggest two strategies to enhance customer loyalty of Wong’s Yunnan Rice Noodles. (4 marks)

(Total: 18 marks)

SECTION C

Answer **ONE** question in this section.

8. Hong Kong's property market is expected to remain robust in the near future, amidst strong domestic and foreign demand and an improvement in economic conditions. The housing loans also hit an extremely high record in banks.

“Whilst domestic demand is strong, mainland Chinese buyers have been investing in Hong Kong residential properties as a hedge against possible further depreciation of the renminbi,” according to a recent property market survey.

- (a) Explain with examples how a bank manages its risks of granting housing loans to local customers buying residential properties.

(8 marks)

- (b) With respect to the property market in Hong Kong, compare and contrast the buying decision-making process between the local buyers and mainland buyers.

(12 marks)

(Total: 20 marks)

9. Super Food Company Limited is a leading brand producing high quality dairy products, which originated in Hong Kong with its own plants located in the New Territories. With a focus on staff training and effective performance appraisal, this company gains a significant global market share selling through overseas wholesale agents and local self-owned retail chains.

- (a) Explain with examples the basic steps of performance appraisal process in Super Food Company Limited.

(8 marks)

- (b) With reference to the marketing mix strategies, compare and contrast the differences between selling dairy products through overseas wholesale agents and local self-owned retail chains.

(12 marks)

(Total: 20 marks)

END OF PAPER

香 港 會 計 師 公 會
及
香 港 商 業 教 育 學 會
香 港 中 學 文 憑 考 試 2017/18
企 業、會 計 與 財 務 概 論 科
模 擬 考 試
試 卷 二 乙
商 業 管 理 單 元

兩小時十五分鐘完卷
本試卷必須用中文作答

考生須知：

1. 本試卷分為三部分：甲部（24分）、乙部（36分）及丙部（20分）。
2. 甲、乙兩部全部試題均須作答，丙部兩題試題中選答一題。
3. 列示所有計算

甲部

全部試題均須作答。

1. 解釋一家公司在商業網站刊登廣告招聘員工的兩項優點。 (4分)
2. 大有快餐連鎖店發現公司食材成本於今年第三季高過預算金額。列舉及建議兩項補救措施應付此問題。 (4分)
3. 建議及闡釋兩項適用於公司內部溝通方法，以便在大量裁員時能改善員工關係。 (4分)
4. 達文有限公司銷售電池予汽車分銷商及汽車零件商。公司每年電池需求量大概為 6400 個。電池每個來貨價\$40 及估計每年存置成本為電池貨品價值 25%。公司每張訂單需花費（管理及文員成本）接近\$20。公司現時每月落訂單電池數目為 534 個。公司現正想在存貨管理中應用經濟訂購量模式。
 - (a) 解釋公司存貨管理主要目的。 (2分)
 - (b) 計算經濟訂購量(EOQ)及公司每年需落訂單次數。 (4分)
5.
 - (a) 何謂市場分隔？ (2分)
 - (b) 解釋廉價酒店及五星級酒店在旅遊業中顧客群的人口因素不同之處。 (4分)

乙部

全部試題均須作答。

6. 啟文外賣店在中環已經營運超過三年，主要售賣由天然及不含防腐劑材料製成的三文治及沙律。由於食品質素高及新鮮，啟文外賣店廣受注重健康的消費者的歡迎。

最近有幾批已經搬遷到西九龍的顧客表示，他們很想念啟文的食物。他們不明白啟文為何不在該區開店營業。他們還要求啟文開一間小餐館，讓他們可以輕鬆愉快地享用美食。店主李啟文就此向他的企業顧問陳瑪莉徵詢意見。

瑪莉說：「西九龍有很多新的優質寫字樓，這地區的市場應該很龐大及有利可圖。」她補充說：「隨著收入提高和生活方式的改變，小餐館似乎大有可為。我們可採取品牌延伸策略，為該餐廳命名為“啟文小館”。」

啟文很擔憂經營小餐館的風險。他說：「很多餐館都面對員工短缺和員工流動率偏高的問題。由於有法定最低工資，許多人寧可擔任保安人員，也不願從事體力要求較高的侍應或洗碗工作。即使他們加入了飲食行業，很多只工作數月，甚至數天，便辭職不幹。再加上小餐館的運作模式與外賣店完全不同，顧客對服務水平有更高的要求。」

瑪莉作出回應：「現在的員工問題的確很嚴重。我們可以更改薪酬方式，由按工作時間支薪變更為按工作表現支薪，以吸引更多申請人及挽留員工。我們可以採納赫茨伯格的兩因子理論，以保健因子及激勵因子來激勵員工。由於小餐館與外賣店的運作完全不同，我們需要制定不同的服務營銷策略。」

啟文問道：「對侍應而言，我懷疑按工作表現支薪是否有效。你能告訴我更多關於保健因子及激勵因子的具體建議嗎？」

- (a) 就瑪莉建議的品牌延伸策略，解釋這個方法的兩項優點。 (4 分)
- (b) 根據服務的特徵，建議適用於啟文小館的產品及定價策略。 (4 分)
- (c) 提供兩個理由以說明按工作表現支薪不適用於侍應。 (4 分)
- (d) 建議兩項保健因子及兩項激勵因子用以激勵啟文小館的員工。 (6 分)

(總分：18 分)

7. 千佳集團是日本上市公司，在日本經營八百九十家餐廳，業務遍及拉麵、烏冬、烤肉和意式麵食，在海外亦有三百四十家餐廳。該公司希望在二零二五年三月前擴充到二十七個國家，開設六千家分店。

在一次高級管理層會議裏，千佳集團的行政總裁圭一郎先生表示：「我計劃運用我們的現金盈餘來抓緊有利可圖的商機，香港的黃氏雲南米線是我們的目標之一。黃氏以雲南風味的米線馳名，近年已擴展至四十九家分店，包括香港的銅鑼灣及灣仔等核心地區。藉著收購黃氏雲南米線，並利用其知名度，我們可以加快擴展香港和中國內地的市場。」

該集團首席財務官加藤女士回答說：「我有一些保留。我已搜集了這家米線公司的一些財務數據，發現了黃氏有一些問題。」加藤女士隨即向會議成員提交下列財務數據：

	2015 (港幣千元)	2016 (港幣千元)
銷售額	128,000	128,500
流動資產	24,600	12,200
固定資產	50,200	72,800
流動負債	9,240	18,900
總負債	41,250	56,670
淨利	6,040	2,070

加藤女士繼續說道：「如果我們運用所有現金盈餘來收購黃氏，會產生流動資金不足的問題。」

集團市場營銷總監宮野先生補充說：「從市場營銷的角度來看，黃氏在顧客挽留方面非常差劣。他們沒有採取任何措施以加強客戶忠誠度。」

圭一郎先生說：「資金是一個問題，但我們的未來必須認真去考慮。黃氏在很多方面都非常出色。我們可以互補不足，運用我們非常強大的營銷團隊來為他們開發挽留顧客的策略。」

- 計算 2015 年及 2016 年黃氏雲南米線的任何三項財務比率。(3 分)
(調整至小數後兩位)
- 根據(a)項所得的財務比率，指出黃氏雲南米線的三個主要問題。(3 分)
- 撇除運用現金盈餘以捕捉有利可圖的商機，提供兩個理由來支持千佳集團收購黃氏雲南米線。(4 分)
- 解釋兩個流動資金不足所引起的問題。(4 分)
- 建議兩個策略來增強黃氏雲南米線顧客的忠誠度。(4 分)

(總分：18 分)

丙部

本部只須選答一題。

8. 香港房地產市場因應本地及海外強大需求及經濟狀況的改善，預期維持強勁增長。房屋貸款金額在銀行界屢創新高記錄。

根據最近一項物業市場調查報告：本地需求仍然強勁，中國內地買家以投資住宅物業作為對沖人民幣可能貶值的工具。

- (a) 舉例解釋在給予房貸與本地購買住宅物業客戶時，一家銀行應如何管理風險。 (8 分)
- (b) 就有關香港物業市場，比較本地買家及中國內地買家在購買住宅物業上決策過程的分別。 (12 分)

(總分：20 分)

9. 超級食品有限公司是一家生產奶類產品市場中具領導優勢的品牌公司，它創立於香港及在新界自設廠房生產。隨著公司專注員工培訓及有效員工考績評核，公司通過海外批發代理商及本地自設零售連鎖店銷售，獲取全球極大的市場佔有率。

- (a) 舉例解釋超級食品有限公司進行員工考績評核的基本步驟。 (8 分)
- (b) 參考市場營銷組合策略，比較銷售奶類產品中經海外批發代理商與本地自設零售連鎖店分銷的不同之處。 (12 分)

(總分：20 分)

試卷完