



**BUSINESS, ACCOUNTING
AND FINANCIAL STUDIES
EXAMINATION**

PAPER 2B

Paper 2B Question 8

8. A fast food chain is going to set up a new branch and is considering hiring shop supervisor for the branch through internal recruitment. At the same time, in order to fulfil corporate social responsibility, the chain is planning to hire people with mild mental and physical disabilities for the branch.

(a) Describe the advantages of hiring shop supervisor through internal recruitment. (8 marks)

(b) With reference to the functions of human resources management, suggest support measures that the chain could provide to employees with mild mental and physical disabilities. (12 marks)

(Total: 20 marks)

Paper 2B Question 8 - Marking Scheme

QUESTION 8

Marks

(a) Advantages:

8

- enhances the morale and motivation of the employees: e.g. makes them work harder to compete for promotion chances; promoted employees can get higher job satisfaction
- saves time and cost: e.g. by providing a simplified recruitment process; by making use of readily available employees' record
- easier adaption for the promoted employees: e.g. they are familiar with the working environment and culture of the chain
- better understanding of candidates: e.g. the chain knows the background, strengths and weaknesses of current employees from their past performance

(2 marks for each relevant advantage, max. 8 marks)

(b) Support measures:

12

- staffing and placement: e.g. assign jobs and duties according to staff's abilities
- training: e.g. tailor-made training programmes to facilitate staff's adaptation, learning and practice
- performance appraisal: e.g. give more frequent feedback, set realistic performance standards
- compensation and benefit management: e.g. provide special allowances, ensure an equitable compensation system to maintain their positive working attitude
- managing relations and motivation: e.g. be sensitive to their needs and feelings, avoid discrimination, enhance their self-image

(3 marks for each relevant support measure, max. 12 marks)

20 marks

Paper 2B Question 8a – Sample 1E

a) Internal recruitment means hiring employees inside the company by internal transfer or promotion.

Firstly, internal recruitment can help the company to save costs. Because internal recruitment do not have to post job openings on newspapers, job fairs and online, thus it helps the fast food chain to save costs on the promotion of recruitment. While external recruitment have to post the openings on mass media in order to raise the awareness of outsiders to apply.

The candidate showed a good understanding of the advantages of hiring shop supervisor through internal recruitment and provided detailed explanation.

Paper 2B Question 8a – Sample 1E

Secondly, internal recruitment is less time consuming. Because there will not be a large amount of applicants to interview during the selection process. Only a few applicants will examine by the fast food chain. The time required for interview, having background research is smaller than that of external recruitment. Thus the fast food chain can make the decision in a more rapid way.

Thirdly, internal recruitments allow the employees to adopt to the working environment easier and faster.

Paper 2B Question 8a – Sample 1E

a). Because they are already familiar with the working environment of the shop, such as the relationship with the co-worker and the rules and regulations are well understood. While external applicants have to adopt to the working environment and regulations harder and longer as they do not understand them at all.

Fourthly, internal recruitment can motivate the shop's employees. Because there are more promotion opportunities for the employees in the food chain apply rather than recruit people from outside. Thus, they will have this as the incentive to work harder and perform better. This motivates them while having external recruitment will make them dissatisfied as they may not get advancement opportunities and recognition from their supervisors.

Paper 2B Question 8a – Sample 2E

a) The first advantage is that it can **save time** because they do not have to look for supervisor through ^{other} recruitments

~~The~~ The second advantage is that ~~the~~ ~~work~~ hiring a supervisor through internal recruitment can **motivate** **other staff** which means they will work harder.

The third one is that subordinates will feel that they belong to the company which increase their sense of belonging and motivates them.

The fourth one is that the company do not have to put money on setting up advertisement or job fair to attract a potential ship supervisor through external recruitment which means it can **save their budget and** **expense.**

The candidate was able to explain briefly the advantages of hiring shop supervisor through internal recruitment but failed to give sufficient elaboration.

Paper 2B Question 8a – Sample 3E

8a) First of all, hiring supervisor through internal recruitment, chain can compare different people and do following selection, they can according to the company needs and hire people with specific disabilities. High quality of workers therefore can be hired.

Secondly, advertising cost can be saved, chain do not need to spend extra cost on of having hiring message on newspaper, they can having hiring message on any web site, those ^{saved} costs can be use on buying new machine or having training on employees.

The candidate just listed a few points which were largely irrelevant and failed to demonstrate the understanding of the promotion-from-within practice.

Paper 2B Question 8a – Sample 4C

8 a). 透過內部招聘聘請分店主管的好處有，員工普遍接受這一做法，員工士氣上升，升職後能更快適應新環境和減少外部招聘的开支。

首先，內部招聘這一做法，普遍被員工所接受。相較外人成為主管，由內部產生的人員更為下屬所接受，上司和下屬關係也會較由外部招聘的好。工作時已不會因他是由外部招聘而來而产生不滿，在工作環境中減少了不必要的爭端，使工作環境也較好。例如為快餐連鎖店的大眾樂，該公司在聘請主管這一職位上，也是傾向於內部招聘，減少下屬怨氣，使工作環境更理想。

其次由內部招聘，可以使員工士氣上升，由於使內部招聘，員工會在工作上更努力，更用心，為求得到管理層的賞識，博得升職機會。因此在內部招聘期間，快餐連鎖店內員工士氣會上升，使員工的生產力上升，~~管理~~管理效率亦會提升。正如大眾樂集團，在內部招聘期間，員工更願意超時工作，而且工作亦會更認真，該公司也帶來好處。

考生對內部招聘這聘請方法有良好理解，能夠詳盡解釋其好處。

Paper 2B Question 8a – Sample 4C

另外，内部招聘聘请主管，所招聘的人能很快适应新环境、新职位。由于是内部招聘，所招聘的是原公司的职员，自然对工作环境熟悉，即使升上主管，工作环境也没有太大变动，在一段时间后较外部招聘来的短，在快餐店这些地方，若主管迟迟没法适应新环境是很困难的，很快应付一些突发状况的，而这是不允许的，所以使用内部招聘，员工能很快适应主管职位，并不会怠慢客人。

最后，内部招聘能省去外部招聘的开支。若使用外部招聘，公司可能要用猎头公司、招聘会等，而这些所花费的开支不小，作为快餐店主管并非须花费这么多，并不划算。而且省下的开支可作为其他用途，如改善餐单、食物质量等，这些更能有效吸引消费者来消费。正如大家乐集团，会定期推出新产品吸引消费者，如慢煮咖喱牛腩，便是将原本的咖喱牛腩改善而推出的，备受好评。

Paper 2B Question 8a – Sample 5C

8(a) 透過內部招聘聘請分店主管的好處首先是降低聘請成本，因為內部招聘不須對外宣傳，減少宣傳費用，只須貼於公司內部就可聘請。減少對外的宣傳費。

而且能易於選擇分店主管。內部招聘可了解現有員工的能力，從而選出合適的人選。例如：工作充實更佳的員工。

再者，內部招聘可節省時間。內部招聘時公司不用透過網上、製作傳單等吸引人才。只需考慮公司的人才狀況，節省一大堆時間，也能避免職位空缺。

最後，還可減少人力資源的運用。運用公司內的人才，本身已有快餐店的營運知識，不用提供額外協助，也不必甄選外部沒有快餐店知識的新人。

考生對內部招聘這聘請方法有基本認識，能夠簡單解釋其好處。

Paper 2B Question 8a – Sample 6C

(c) 透過內部招聘聘請名店主營的好處有以下三種

(1) 內部的員工他們已在店內工作一段時間對業務已熟悉上手快。

(2) 內部的員工他們已在店內工作一段時間，公司對他們的各種應變能力已掌握的差不多。

(3) 內部的員工他們已在店內工作一段時間，公司對他們的人品也已有相當的了解。

考生不理解內部招聘這聘請方法，只列出一些與問題不太相關的答案。

Paper 2B Question 8b – Sample 7E

b) Human resources management aims to attract, retain and increase the quality of the workers in the company.

In performance management, the fast food chain can specially design another set of performance appraisal standards to meet the abilities of mild mental and physical disabilities employees. For example, the performance appraisal standard will be much lower on their working efficiency, communication skills and interaction with customers. This helps them to set an attainable goals but a bit challenging goals. Thus they will not be too hard to meet the shops' objective and motivates them to perform harder.

In human resources planning, the fast food chain can have suitable placement for the mild mental and physical abilities employees. Because they have limited abilities, the shop can offer them with some simple and repeat jobs, such as cleaning tables in the fast food shop. Thus they can more easily to get familiarize with their working progress

The candidate demonstrated a very good understanding of various functions of human resources management. Those supporting measures were well-elaborated in the context of a fast food chain.

Paper 2B Question 8b – Sample 7E

b) and will not be too complicated for them to follow.

In **compensation and benefit management**, the fast food shop can provide more non-monetary rewards, such as more paid time off and **increase their transportation and medical allowances.** Because employees with mild mental and physical disabilities may not be able to work for a long continuous time and their medical expenses is very heavy too. These measures can **provide more financial support to them and to show care to them.**

In **training and development management**, the fast food shop can provide more training such as the **skills of cleaning dishes or the working process of cleaning the table.** Thus, they can have more instructions and they are easy to follow and **minimise the occurrence of mistakes.** This help them to be more familiarize with their job at the beginning of working.

The candidate demonstrated a very good understanding of various functions of human resources management. Those supporting measures were well-elaborated in the context of a fast food chain.

Paper 2B Question 8b – Sample 7E

b) In the **relationship with employees**, the fast food shop should give some introduction to its existed employees about ~~not~~ **avoiding discrimination** towards the disabled employees and **show more care** to them to let them accept to be the co-workers in the same shop. Thus, the disabled workers can work without discrimination in the shop and maintain a good relationship with its colleagues.

The candidate demonstrated a very good understanding of various functions of human resources management. Those supporting measures were well-elaborated in the context of a fast food chain.

Paper 2B Question 8b – Sample 8E

(b). In terms of **training** the fast food chain can provide the training to physical disability and mild mental's employees. The training can about the selling process and cooking process. It help them know how to services the customer and become a knowledge employees.

In the aspect of **compensation**, the fast food chain can give the ^{holiday for} sick leave to employees with mild mental and physical disabilities. It ^{is} because they **often need to see the** **doctor** and have body check. It can let them have time to see doctor.

In terms of **development** the fast food chain can give the opportunity to development. The employees with mild mental and physical disability also have ability to be a manager and supervisor.

Paper 2B Question 8b – Sample 8E

In terms of **development**, the fast food chain can give the opportunity to development. The employees with mild mental and physical disability also have ability to be a manager and supervisor.

In the aspect of **performance appraisal**, the fast food chain can **set a low standard to evaluate the employees** with mild mental and physical disability. Because they have slowly efficiency to work.

In terms of manpower, fast food chain can give them ~~less~~ chance to lead off and recruit. They have ability to become a staff of fast food chain.

The candidate was able to list a few functions of human resources management and suggest some relevant supporting measures with basic explanation. Yet, it was expected to include the application in a fast food chain context.

Paper 2B Question 8b – Sample 9E

b) The first support measures could be providing medical benefits. As they are not entirely healthy because of mild mental and physical disabilities. They ~~can~~ can provide their medical benefits ~~by~~ For example body check-up or physiotherapy.

The 2nd support measures could be giving them higher chances of promotions because employees with mild mental and physical disabilities can feel much better if they get promoted as they will feel ~~as~~ like they belong to the society.

The 3rd support measures could be providing the training for example some classes. Because they might find it difficult to do a job if they don't have any knowledge about it. In order to make them confident, ~~they~~ HRM can provide them training.

Paper 2B Question 8b – Sample 9E

The 4th one is provide the more chances. The more chances they get can help them gain more experience. Therefore, they will be skillful in many different ~~positions~~ positions.

The 5th one is that they can support them by putting the right candidate into the right position. So, they won't feel annoyed while doing something they are good at.

Finally, they can organize outdoor activities for them every year as they might stress out. Therefore, they can relax and and feel better while being employed.

The candidate failed to show a basic understanding of various functions of human resources management. Therefore, some irrelevant supporting measures and points were included in the answer.

Paper 2B Question 8b – Sample 10C

第一项是在**工作简化方面**，通过商店能**提供简单的工作**给予残障员工，由于轻度智障及肢体残障员工的工作能力较低，难以完成复杂或高度技术性工作，因此快餐连锁店**提供简单的工作**，例如**负责清洗餐桌**，为顾客提供服务，例如将碗盘从客人提取食物至座位，让他们能制定自身工作，并从工作中获得工作满足感及成就感。

第二项是在**考核方面**，通过商店能**提供简单的工作**考核员工的工作表现，例如**考核**由于轻度智障及肢体残障员工的工作能力较低，因此公司应为他们**制定较为简单的考核目标**，例如每月迟到个案少于6次，或每月缺席日数少于5天，或每月成功完成客人要求5次，员工能**达成考核目标**，从而满足自身尊严，并满足他们的工作成就感。

Paper 2B Question 8b – Sample 10C

第三項是在**僱傭條件方面**，連鎖店能給予更**多**的活
印，並給予僱員更多的**关心及懷**，例如連鎖店能**為**乾度智障
及肢體殘障僱員提供**其他**員工所沒有的團隊活動，滿足他們的
社交需要，並**且**公司更能給予僱員更多**額外**的**同候**，
例如分店經理同候是工的工作情況及**適應程度**，適度程度，
了解他們的需要，並作出更多的**关心及懷**，讓員工感到
滿意及快樂。

第四個是在**培訓及發展方面**，連鎖店應給予公平及良好的發展機會，
例如連鎖店外投乾度智障及肢體殘障人士的工作表現及能力，
向他們提供應有的晉升機會及職位，提供公平及平等的晉升模式，
而且，連鎖店應因應員工能力較其他員工低，而給予適當的培訓，
內容及培訓方法，讓他們有發展潛能及個人所長的機會。

Paper 2B Question 8b – Sample 10C

第五個是在**激勵方面**，連鎖店應給予僱員更多的非物質獎勵，例如連鎖店應給予輕度智障及肢體殘障人士**口頭獎勵**，例如讚賞他們的工作態度，認同他們的工作表現，~~並~~~~能~~~~夠~~~~的~~~~他~~~~們~~ ~~以~~~~此~~~~來~~~~推~~~~動~~ **提升自我價值**，滿足他們對工作的使命感，達成感(他們)，提升自信。

(六)

第六個是在**薪酬及福利方面**，連鎖店公司應為僱員提供適當的薪酬，例如公司在裁員最低工資，向輕度智障及肢體殘障的僱員**提供應有的工資**，不是因為是工作不能做，而薪酬是工作的薪酬，並應向員工提供適當的福利，例如在有的勞工假期，並為他們**提供更多的額外假期**，減輕他們的工作量時數及工作量的負擔。

考生對各種人力資源功能有良好的理解，能清楚解釋快餐連鎖店可支援輕度智障及肢體殘障僱員的措施。

Paper 2B Question 8b – Sample 11C

8b) 首先，連鎖店可為輕度智障及肢體殘障的僱員提供適切的培訓，~~如~~如落單的機器如何運作及清潔機器的方式等。因為輕度智障人士在智力方面不及常人，因此一件事或一個動作需要多解釋及慢慢教他們才會明白；而肢體殘障人士在工作時可能會有不便，甚至因為肢體有殘障而容易受傷，因此連鎖店可提供培訓，教導他們正確的工作姿勢或教他們店舖早期的如何運作。

其次，連鎖店可適切地發展輕度智障及肢體殘障僱員的才能。如肢體殘障僱員並智力並沒有問題，連鎖店便可分配相對較難或需要較為思考及記憶力的工作給他們；而對於輕度智障人士，連鎖店可分配較簡單的工作給他們，如抹桌子等。

Paper 2B Question 8b – Sample 11C

另外，連鎖店可在店內的設計上多考慮輕度智障及肢體殘障的人士。例如如果與果元間的門闊度是否足夠讓坐輪椅的人士通過、餐牌目錄是否易明。

此外，連鎖店亦可定期辦這些僱員的需要。因為他們所需的輔助品可能較多，連鎖店可因應他們的需要安排，令他們有愉快的工作環境。

考生能建議可支援輕度智障及肢體殘障僱員的措施，但未能清楚展現對人力資源功能的良好理解，亦未能應用於快餐連鎖店的情境。

Paper 2B Question 8b – Sample 12C

(b) 第一可以在工資上面對他們有所補貼。
第二可以在培訓上面對他們提供方便。
第三可以在工作上面對他們提供便利，讓他們
在工作上做力所能及的工作。

考生未能展現對人力資源功能有基本理解，
只能非常簡單地描述可支援輕度智障及肢體
殘障僱員的措施。

Ways to get 5**

- * Study all key concepts
- * read the questions carefully
- * Underline key terms being asked

Apply the 'business concepts to the case'

1. Brief lead-in introduction
2. Clearly define / explain the 'terms' in the question
3. Provide example(s)
4. Elaborate your answers fully
5. Be specific

Paper 2B Question 9

9. A smartphone manufacturer has developed a new mobile phone model and is considering setting a price for the new mobile phone. It is also planning to analyse the purchase decision-making process of its customers in order to launch the product successfully.

- (a) Describe the factors to be considered by the smartphone manufacturer when setting the price for its new mobile phone. (8 marks)
- (b) With reference to the purchase decision-making process, explain the steps customers would go through for the purchase of a new mobile phone. (12 marks)

(Total: 20 marks)

Paper 2B Question 9- Marking Scheme

8

(a) Factors:

- marketing objectives: e.g. survival, profit maximisation, capture of market share or image of high quality
- other marketing mix strategies: e.g. match the objectives of its product, place and promotion strategies
- cost of the products: e.g. the price should be high enough to cover the total cost of the product
- nature of the market: e.g. higher price in markets with less competition
- affordability of the market: e.g. higher price if the purchasing power of target customers is high
- customers' perception: e.g. customers' perception of the value of the products, whether the product is unique in comparison to others
- competitors' strategies: e.g. similar or even more attractive pricing strategy than competitors' to capture sales

(2 marks for each factor, max. 8 marks)

Alternative answers:

e.g. high price sensitivity ✓ (*nature of the market*)

e.g. poor economic environment ✓ (*affordability of the market*)

e.g. high market demand ✓ (*affordability of the market*)

1
(factor)

+

1
(explanation / example related to mobile phone)

Paper 2B Question 9- Marking Scheme

(b) Steps:

12

1. need recognition/stimulus: e.g. handset broken or attracted by new functions
2. information search: e.g. from personal sources (e.g. friends, relatives, etc.), commercial sources (e.g. websites, magazines, etc.) or public sources (e.g. Consumer Council, consumer ratings, etc.)
3. formulation and evaluation of alternatives: e.g. choose several models of suitable handset, set selection criteria, compare the features, price and quality of different models
4. purchase decision: e.g. decide on the handset model to purchase based on the evaluation result
5. post-purchase behavior: e.g. evaluate the performance of the handset to see whether it meets customers' expectations

(3 marks for each relevant step in correct sequence, max. 12 marks)

20 marks

1 + 1 + 1
(step) (describe the step) (application: mobile phone)

1 + 2
(step) (application: mobile phone with clear and complete elaboration)

Must follow correct sequence;

→ consider first step and mark correct following steps only.

Paper 2B Question 9a – Sample 1E

9(a) Internal factors:

- 'Cost of production', when the manufacturer deciding the price of the new smartphone, it should consider whether the price of the smartphone can cover all the cost involved in the production so that a profit can be made. Such as the research and development cost and the production cost (eg. labour and renting cost). These cost should also be considered to set the price so that the manufacturer will not suffer a loss.

- 'Business objectives', the manufacturer should set the price of the smartphone based on their business objective. If the manufacturer is new company and lack of public awareness, its objective is to increase market share and awareness, the price should not set too high in order to attract customer. But if it is a mature company, it can set a high price to maximize its profit.

- 'Cooperation with other market mix', for example, when there is promotion, the price should cut down significantly to attract people buying during the promotion period.

External factor

- 'General economic conditions', if there is a recession coming, the demand for high-tech product will decrease as people want to

Paper 2B Question 9a – Sample 1E

keep more cash in hand, no one will buy luxury items. The sales volume of this new smartphone will be low as no one willing to buy it at high price. Therefore, the manufacturer should set a low price so that people are willing to buy during bad economic conditions.

- 'Type of the market', the smartphone market is a monopolistic competition, there is a lot of sellers of smartphone in the market and there is keen competition. Therefore, when the manufacturer launch a new phone, it need to use competitive pricing and set the price not higher than the competitors. If the price is slightly under the competitors, customer will switch to this brand and the market share can increase. Therefore, 'type of the market' is one consideration when setting price.

(Part a) The candidate was able to describe the factors to be considered when setting the price.

Paper 2B Question 9a – Sample 2E

(a) Firstly, for the internal factor of the manufacturer is **cost**. If the smartphone new involves many new invented technologies and the materials used are qualified as upper-class. Then the price should set higher so as to earn the profit from people who are willing to pay in the early time.

Secondly, the second internal factor is the **objective of the company**. the objective of the company is survival, then the ~~the~~ price can be just a bit higher than cost so to ensure to breakeven. If the objective is market share leadership, then the price should be lower so to attract customers to buy your phone because price is usually the first consideration of most consumer.

Paper 2B Question 9a – Sample 2E

Thirdly, the first external factor is economic environment. For example, when there is diseases like SARS, the whole economy is not good. Then the company should set lower prices to attract customers or none will buy.

(a) The second external factor is the nature of the market. If the nature is oligopoly, then the phone manufacturer should be very aware of the ~~price~~ action of its competitors and react as soon as possible. So that, the market share will be not decreased.

(Part a) The candidate was able to describe the factors, but failed to give relevant description.

Paper 2B Question 9a – Sample 3E

(a) Economic factor, the smartphone manufacturer should consider the income level of customers. If the income level is high, then the prices should be high also, which they can afford to buy it.

Cultural factor, it should consider the buying preferences of the customers. If they are not willing to buy a new smartphone, then it should set a lower price to attract them buy one.

Social factor, it should consider the lifestyle of the customers. If they are live in a fast-speed city, then they are more willing to buy a new smartphone and enjoy the fast-speed transaction. So, it can set a higher price for its new phone.

Technology factor, it should consider whether its customers have enough skills to use the new phone. If they cannot use the phone well, then they may not buy. So, it should set a lower price to attract them try to use a new phone.

(Part a)
The candidate failed to provide relevant factors.

Paper 2B Question 9a – Sample 4C

9a) 第一，要考慮企業的市場營銷目標，例如當目標是求存，要挽留顧客及維持現金流，定價要較低。當目標是利潤最大化，盡地收回成本，定價便要較高。當目標是經濟諮詢，便要市場佔有率最大化，定價要較低吸引更多的顧客。當目標是經濟產品品質，便要傳遞優質產品的形象，定價要較低。由此可見為新推出的手機定價要視乎企業的營銷目標。

第二，生產成本，企業的定價下限是生產成本，當企業把手機定價低於成本，企業便會有損失，因此要定價高於成本，才能收回所有的研發成本及甚至創造收益，因此企業要考慮手機的研發成本，才決定價格的高低。

Paper 2B Question 9a – Sample 4C

第二，消費者的需求，這是定價的上限，當消費者的需求對價格是較大，廠商便能定較高的價格，去賺取更多的收益，當消費者需求低，廠商便要減價促銷，因此定價的標準要視乎消費者的需求。

9a) 第四，競爭對手的定價策略，當新推出的手錶的定價過高，便難以吸引消費者購買，因此定價要貼近競爭對手的定價，才能建立品牌基礎及吸引消費者試用，因此新推出初階的產品定價要合乎競爭對手的定價策略。

(Part a) 考生能夠清楚地描述定價時須考慮的因素。

Paper 2B Question 9a – Sample 5C

(a)

首先，智能電話製造商在定價時應考慮同類產品的價格。如果其新型號與市場上其他的型號相近，應視乎市場對該手機的反應，再擬定價格。

其次，~~看~~手機的功能。手機的功能是否十分特別，又或者創新。就這手機的功能可大致評估手機可否高價或是以低價出售。

Paper 2B Question 9a – Sample 5C

再者，**这款手机的目标顾客群**，例如较时尚的、追潮流的人 ~~可以~~ 可考虑以较高的价格出售。相反，针对长者，或以实用为主的人应以较低价出售，针对顾客群定价能让价钱作为他们的考虑之一。

手机制造商亦应考虑该 **手提电话的制作成本**，其他成本等因素，再决定手机的最終售價。

手机制造商在定价时亦应该考虑 **当时的经济状况**。例如处于经济低迷时，人们可能会节省开支，不会买太昂贵的手机，假如定价太高，手机公司便有可能蒙受不必要的损失。

(Part a) 考生能够描述定价时须考虑的因素，但未能给予简要说明。

Paper 2B Question 9a – Sample 6C

(a)

第一，質素，質素越好，價錢越貴；質素差，便便較便

第二，大小，越大面積，因此成本越高，所以價錢越貴；越細越便。

第三，手机容量，容量越多，人們可使用的手机內部空間越多，因此越貴；容量小，價格也低。

第四，功能，越多就越吸引。

第五，外表，越設計複雜，便越貴。

第六，是否方便人們使用，如方便則吸引更多的人購買。

第七，獨特性，從各方面來說都較少見。

(Part a) 考生未能夠描述定價時須考慮的相關因素。

Paper 2B Question 9b – Sample 7E

(b) Step 1: **Need recognition**, a customer would like to buy a new smartphone for several reasons. For example, his old smartphone is broken or he is dissatisfied with his current smartphone's function. These will drive a customer to buy a new smartphone.

Step 2: **Information search** the customer will **search for relevant information about different smartphones in the market** from different sources such as from the opinion of family members or from the advertisements of smartphone on the magazine. This information will be about the model, function of different smartphones. There is also a factor affecting his time for search such as his experience with smartphones, if he is an expert in smartphones, he'll take less time in researching.

Paper 2B Question 9b – Sample 7E

Step 3: Evaluation of alternative. The customer will set different criteria to evaluate different brand of smartphone such as the price, quality and brand reputation of different smartphones. These criteria will help the customer choose the best option.

Step 4: Purchase decision. The customer will choose the smartphone with the highest rating in the evaluating stage. But there may be a difference between his intention and his actual buying. For example, there are some situational factor such as the phone customer want to out of stock or some interpersonal factor such as the recommendation of the salesperson at the shop. These may change the customer choice for smartphone.

Step 5: Post-purchase behaviour. After the purchase of the new smartphone, if the customer is satisfied with the performance of the phone, he will then repeat buying the same brand next time and become loyal customer. He will also promote positive word-of-mouth to others. But if he is not satisfied, he may switch to other brands and promote negative word-of-mouth to his friend about this brand.

(Part b) The candidate was able to state the steps in the customer decision-making process and describe the steps in full using the purchase of mobile phone as an example.

Paper 2B Question 9b – Sample 8E

(b) The first step is to **need recognition.**

It can be **external factor or internal factor**

For external factor, the promotion of the phone is attractive which makes customers want to buy even his / her phone is not out of order yet.

For internal factor, the phones used by customers are broken and out of order, so he / she needs a new one for working and contacting others

The second step is **information search**

This can be affected by the experience of the consumer, the emergency of the use of the consumer, etc. For example, if 'a customer used iphone before and she / he thinks that iphone is not convenient for sending files between computer and phone. Then, he / she will not choose iphone

will search information on other brands such as Samsung or Sony. ^ (1)

The third step is **evaluation of alternatives.**

The consumers will ~~to~~ compare different aspects of the phones based on the same platform such as 'price', 'appearance', 'size'

Paper 2B Question 9b – Sample 8E

(b) or others. They can draw a table and give rating to each aspects of each phone. The one with highest rating may be the final choice.

① However, there may be others factors as well, such as socio-cultural factors or reference groups. For reference group, there might be family, friends, popular stars or commercial advertising. For example, you want phone in pink, but your friend said it doesn't fit you, then you will not choose because you think your friend shares same value with you.

The fourth step is to purchase.

There might be other factors affecting the original decision such price cut, big sales.

For example, a customer planned to buy Galaxy S7 but the Galaxy S7 edge is doing promotion and \$1000 cheaper. Then, the customer will change his/her decision and buy Galaxy S7 edge but not Galaxy S7.

Paper 2B Question 9b – Sample 8E

(b) The final step is post-purchase decision. If the actual outcome of the phone is better than the consumer's expected performance, then the consumer will be satisfied. He/She may promote it in his/her social circle so to increase company's sales indirectly. After, he/she may become loyal customer as well and buy other products like earphones, computers, etc. of the same brand. However, if the actual performance ~~is~~ is worse than the consumer's expected, he/she will be not satisfied. He/She may criticize the product or the brand in the social circle or internet. This will spoil the goodwill of the company.

(Part b) The candidate failed to state all the steps correctly.

Paper 2B Question 9b – Sample 9E

(b). Firstly, **need identification**. customers will think the product or not. If they need it, then they (I need) will buy.

Secondly, **compare different kinds of product**. To choose which one is the most suitable for them. They will consider the functions of the mobile phone.

Thirdly, **post-purchase** customers will go to store and select the one that they wanted.

Forthly, purchase act. Then customers will buy the new phone.

Finally, evaluate the performance of the new mobile phone. If they are satisfied with it, they will buy more and introduce the product to their friends or family.

(Part b) The candidate failed to state all the steps correctly and describe the steps.

Paper 2B Question 9b – Sample 10C

9b) 第一, 刺激, 消費者受到刺激或簡發到購買行為的動力或提示, 例如消費者看到手機的廣告推廣, 看見十分美麗的外形, 及先進的設計和全面的產品說明。消費者將會受到刺激, 誘發起想購買的慾望。

第二, 需要認知 消費者知道購買產品後能滿足慾望及需要, 便會考慮購買, 例如能上網, 打電話, 玩線上遊戲。他們便知道購買後能滿足自己的需要, 便會考慮購買。

第三, 資料搜集 資料搜集的詳細程度及時間長短要視乎消費者對於購買電子器材的經驗, 購買的迫切程度, 電話的靈敏及電話的重要性, 他們可能向家人, 朋友收集意見, 再看一些廣告及特別推廣上意的推介, 及消費者雜誌的資訊和傳媒報導, 當消費者收集足夠的資料後, 便會進行評估選擇。

Paper 2B Question 9b – Sample 10C

第四, 評估選擇, 評估不同的電話供應商, samsung, apple 及 sony 的電話製造商, 比較不同廠商電話的性能, 外表, 價格, 售後服務。在其中的消費者會選擇其中得分最高的電話選擇, 才進行購置決定。

第五, 作購置決定, 比較後, 會購置得分最高的電話, 但會出現兩個因素去影響購置的決定, 這些因素, 例如有電話報導 sony 的電話會爆炸, 會漏電, 消費者便會更改選擇, 轉去購置其他型號的電話。另外, 父母的影響, 父母改電要使用相同品牌的電話 sony, 受到父母的說服, 便會轉去購置 sony 型號的電話, 購置後, 便會進行購置的行為。

Paper 2B Question 9b – Sample 10C

第六 購買後行為, 消費者會比較電話的實際表現及預期的情況, 購買後行為是給予消費者的滿意程度。當出現不滿, 購買後行為的表現不能符合我的要求, 甚至會產生較大的手機輻射, 消費者可能不再購買這品牌的電話, 再向消費者委員會投訴, 甚至起訴, 或在朋友面前批評它。當出現滿意, 會成為該品牌的忠誠客戶, 在朋友面前讚賞它。因此消費者會比較實際表現及期望, 才進行相應的行為。

(Part b) 考生能能夠列舉消費者的決策過程, 並清楚解釋個別步驟。

Paper 2B Question 9b – Sample 11C

(b) 首先，**欲望/需要/問題**。顧客既在有需要一部新手機的意欲。例如手機壞了，追潮流的意欲。顧客如果沒有此需要，很難吸引他們購買一部新的手機。

第二，由於他們想買新手機，便會**收集相關的資料**。例如~~在~~比較不同型號、品牌的功能。比較哪一款最適合自己。企業亦可在功能、外型上花心思去吸引顧客選購。

第三，評估可行途徑。有心宜的電話型號后，消費者便會尋找最合適的購買途徑及方法。例如門市是否便利等因素。假如手機的銷售點下，相信能吸引更多顧客購買。

Paper 2B Question 9b – Sample 11C

第四，**購買行動**。經過一輪研究后，顧客便會購買該產品。例如到門市或上網訂購，付金錢，並完成交易。

最後，**購后行為**。顧客完成交易后，可能會有不同的購后行為。例如推介予其他人、退貨等不同的回應。

(Part b) 考生未能正確列舉消費者的決策過程，並未能清楚解釋個別步驟。

Paper 2B Question 9b – Sample 12C

- 第一，**刺激**，需要^{吸引}消費者，令他們有購買意慾。
- 第二，**尋找資料**，如手機價格、大小、質^素及外貌等，或向朋友及親人^人查詢意見。
- 第三，**評估**，把不同公司、不同類型的手机作比較。
- 第四，**選擇購買**，選出自己最想要及最適合的手机，並進行購買。
- 第五，**進行評價**，若滿意就推介給朋友或透過互聯網；推介給別人；若不滿則會以後都不在此公司購物，並有可能使用互聯網抹黑此公司。

(Part b) 考生未能清楚列舉消費者的決策過程，並未能清楚解釋個別步驟。

End of Paper 2B