



Victorian Certificate of Education 2009

SUPERVISOR TO ATTACH PROCESSING LABEL HERE

STUDENT NUMBER

Figures

Words

Letter

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BUSINESS MANAGEMENT

Written examination

Friday 13 November 2009

Reading time: 3.00 pm to 3.15 pm (15 minutes)

Writing time: 3.15 pm to 5.15 pm (2 hours)

QUESTION AND ANSWER BOOK

Structure of book

<i>Number of questions</i>	<i>Number of questions to be answered</i>	<i>Number of marks</i>
3	3	60

- Students are permitted to bring into the examination room: pens, pencils, highlighters, erasers, sharpeners and rulers.
- Students are NOT permitted to bring into the examination room: blank sheets of paper and/or white out liquid/tape.
- No calculator is allowed in this examination.

Materials supplied

- Question and answer book of 16 pages.
- Additional space is available at the end of the book if you need extra paper to complete an answer.

Instructions

- Write your **student number** in the space provided above on this page.
- All written responses must be in English.

Students are NOT permitted to bring mobile phones and/or any other unauthorised electronic devices into the examination room.

Instructions

Answer **all** questions in the spaces provided.

Question 1

The 2008/2009 global financial crisis has led to a decrease in automobile sales in Australia and hence a reduction in demand for parts of all types. At Johnson Automotive, a manufacturer of brake parts, the workforce has been reduced from 500 to 300. The remaining staff have had their hours of work and pay reduced by 30%. These changes have been made in an autocratic manner, upsetting many of the stakeholders of the organisation. The plant manager who made these changes has since resigned and has been replaced by a new plant manager who plans to adopt a participative management style.

- a.** Define the term stakeholder.

1 mark

- b. Contrast the participative and autocratic management styles. Include **two** characteristics of each management style in your answer.

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4 marks

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Question 1 – continued
TURN OVER

- d. Describe **two** human resource strategies that the new plant manager could implement to improve employee satisfaction.

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4 marks

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Question 1 – continued
TURN OVER

- f. Describe **three** management skills that a participative manager could use. Discuss how the new plant manager at Johnson Automotive could apply each of these skills to the current situation.

[illegible]

6 marks

Total 23 marks

Question 2

Wombat Airlines is a large-scale organisation that operates internationally. A unique feature of this airline is that it does not outsource any part of its business. This means it is responsible for the maintenance and cleaning of its planes and the manufacture and supply of the food that it serves.

- a. Describe **two** characteristics that would identify Wombat Airlines as a large-scale organisation.

2 marks

- b. Outline **three** ways that large-scale organisations contribute to the economy.

3 marks

- c. Discuss **two** differences between the operations of a service business and the operations of a manufacturing business. Illustrate your answer with examples from Wombat Airlines **or** another organisation you have studied this year.

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4 marks

- These are

- Select **two** areas from the above list.

Identify and describe **one** operations management strategy from each of the **two** areas selected. Discuss how Wombat Airlines could use them to improve its operations.

[illegible]

Question 2 – continued
TURN OVER

The Wilton Hotel has decided to change its business strategy and upgrade from a 3 star hotel to a 5 star luxury resort. Ms Zheng, the proprietor, realises that the staff will need to improve their standard of service to achieve a 5 star rating. An increase in the staff to client ratio is also needed, so twenty new staff will be employed.

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Question 3 – continued
TURN OVER

- b.** Explain a relevant motivational theory. Discuss how it might assist the human resource manager to motivate staff to improve their level of performance.

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4 marks

- c. Describe **one** driving force and **one** restraining force for change that Ms Zheng may have considered before adopting this business strategy.

i. Driving _____

ii. Restraining _____

2 + 2 = 4 marks

- d. Select and describe a change management theory. Discuss how this theory would assist Ms Zheng in implementing this business strategy.

[illegible]

6 marks

Total 18 marks

END OF QUESTION AND ANSWER BOOK

Clearly number all responses in this space

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TURN OVER

[illegible]

A script book is available from the supervisor if you need extra paper to complete your answer. Please ensure you write your **student number** in the space provided on the front cover of the script book. **At the end of the examination, place the script book inside the front cover of this question and answer book.**