Neap:

Trial Examination 2017

VCE Business Management Units 3&4

Written Examination

Question and Answer Booklet

Reading time: 15 minutes
Writing time: 2 hours

Student's Name: _____

Teacher's Name: _____

Structure of Booklet

Section	*Number of questions*	*Number of questions to be answered*	*Number of marks*
A	9	9	50
B	4	4	25
		Total	75

Students are to write in blue or black pen.

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 correction fluid/tape.

No calculator is allowed in this examination.

Materials supplied

Question and answer booklet of 22 pages.

Additional space is available at the end of the booklet if you need extra paper to complete an answer.

Instructions

Write your **name** and your **teacher's name** 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.

Students are advised that this is a trial examination only and cannot in any way guarantee the content or the format of the 2017 VCE Business Management Units 3&4 Written Examination.

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SECTION A

Instructions for Section A

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

Question 1 (2 marks)

Define the following concepts:

a. social enterprise 1 mark

_____

_____

_____

_____

b. master production schedule 1 mark

_____

_____

_____

_____

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Question 2 (7 marks)

Describe the key principles of a motivational theory you have studied this year. Evaluate **one** motivational strategy that a business could implement to improve employee performance.

Question 3 (7 marks)

a. Propose and analyse **one** management strategy that a business could implement to achieve both business and employee objectives. 3 marks

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b. Distinguish between the characteristics of the operations management of a manufacturing business and a service business. 4 marks

Question 4 (7 marks)

Explain the **two** key approaches to strategic management in terms of Porter's Generic Strategies. Describe how a business might use the strategies to deal with the impact of change.

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Question 5 (4 marks)

Explain how competitors can act as a driving force for change on a business and how employees can act as a restraining force on a business during a period of change.

Question 6 (3 marks)

Identify **two** stakeholders in a business and describe a social responsibility consideration of **one** of the stakeholders.

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Question 7 (6 marks)

a. Explain the role of **one** participant in the workplace. 2 marks

b. Describe how awards and agreements can be used as methods to determine wages and conditions of work. 4 marks

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Question 8 (4 marks)

Evaluate the importance of leadership in the change management process.

Question 9 (10 marks)

All businesses need to take into account both social responsibility and global considerations when managing their operations system.

Identify and evaluate **two** corporate social responsibility considerations and **two** global considerations that a business would need to develop to improve the efficiency and effectiveness of their operations.

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END OF SECTION A

SECTION B – CASE STUDY

Instructions for Section B

Use the case study provided to answer the questions in this section. Answers must apply to the case study.

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

Case study

Freddie Carrs is the newly appointed manager of the human resources department at Yarra River Cruises. The business has been in operation for six years and employs 75 people, mainly in the sales and marketing as well as the operations areas. While most of the staff have been with the business since it started, Freddie has noticed that experienced employees are leaving. There has also been an increase in the number of customer complaints over the past twelve months.

During the past ten months another cruise operator has started in the same area and seems to have implemented a successful marketing campaign. The owners of Yarra River Cruises are concerned and there have been discussions about expanding the business into other tourist activities and hospitality in addition to the river cruises.

As part of his role Freddie has gathered the following information about the business for the past four years. He has produced a summary which he will share with the Chief Executive Officer. Freddie will also run meetings to discuss ideas with staff and possible changes to the business.

Key performance indicator (KPI)	2014	2015	2016	2017
percentage of market share	29%	32%	33%	27%
level of staff turnover (industry average 10%)	5%	8%	12%	21%
number of customer complaints (per 100 customers)	3	3	9	14
number of workplace accidents	10	10	12	12
rates of staff absenteeism (industry average 9 days per employee)	7	8	13	11

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Question 1 (8 marks)

a. Explain why a business might use KPIs such as those in the table on the previous page to analyse business performance. Identify and describe **one** other KPI that Yarra River Cruises could use to evaluate performance. 4 marks

b. Explain **two** strategies that Yarra River Cruises could use to respond to the KPIs. 4 marks

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Question 2 (7 marks)

a. Explain **one** low-risk strategy that Yarra River Cruises could use to overcome employee resistance to change. 2 marks

b. Provide an overview of the principles of Senge's Learning Organisation. How could these principles assist management at Yarra River Cruises to implement change? 5 marks

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Question 3 (6 marks)

Define the concepts of official and real corporate culture. Propose and justify **one** strategy that may assist in the development of corporate culture within Yarra River Cruises.

Question 4 (4 marks)

Identify and explain **two** management skills that Freddie could use when implementing change in the business.

END OF QUESTION AND ANSWER BOOKLET

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Extra space for responses

Clearly number all responses in this space.

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