TSSM
Creating VCE Success

'2017 Examination Package' -
Trial Examination 1 of 7

THIS BOX IS FOR ILLUSTRATIVE PURPOSES ONLY

STUDENT NUMBER

Figures									Letter
Words									

BUSINESS MANAGEMENT

Units 3 & 4 – Written examination
(TSSM's 2010 trial exam updated for the current study design)

Reading time: 15 minutes
Writing time: 2 hours

QUESTION AND ANSWER BOOK

Structure of book

Section	*Number of questions*	*Number of questions to be answered*	*Number of marks*
Section A	4	4	50
Section B	1	1	25
			Total 75

- 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 19 pages.

Instructions
- Print your name in the space provided on the top of 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.

SECTION A

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

Question 1 (18 marks)
Poseidon Pty. Ltd. is an Australian software company founded in 2003 by two young aspiring university graduates and enjoying enormous worldwide success with offices in Melbourne, Sydney, San Francisco and Amsterdam. Boasting over 15,000 customers in more than 130 countries and a turnover in the millions, it has developed a number of dynamic products on the market including an enterprise wiki. The company has never shipped physical products as all sales have been completed online and the software is downloaded straight from Poseidon's website. Still owned by the two original founders Poseidon Pty. Ltd. is all about legendary customer service, giving back to the community (employees have 5 paid days a year to work on the charity of their choice) and is continuing to grow at a fast pace despite the global financial crisis.

a. Define the term public listed company.

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1 mark

b. Explain why the percentage of market share is important to a business like Poseidon Pty. Ltd.

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2 marks

SECTION A – **Question 1 -** continued

c. The two founders of Poseidon Pty. Ltd. have decided that the best type of management style to use in their highly successful and growing company is the consultative style. Outline **two** key features of this management style.

2 marks

d. Compare this management style with the participative style of management. In your answer include at least **one** disadvantage of both management styles.

SECTION A – **Question 1 -** continued
TURN OVER

5 marks

e. Suggest **one** driving force and **one** restraining force for change that the founders and their management team need to consider, as Poseidon continues to grow rapidly.

SECTION A – **Question 1 -** continued

4 marks

f. Describe **two** key performance indicators, other than percentage of market share that the founders of Poseidon could use to assess the success of their business operations worldwide.

4 marks

SECTION A – continued
TURN OVER

Question 2 (16 marks)
Samson's Supermarket chain is a series of retail outlets that provide customers with food and grocery items, petrol, general merchandise, consumer electronics, serving millions of customers every day across Australia and New Zealand. They pride themselves on buying from local producers and are currently experimenting with self-serve scanners to streamline their operations.

a. Discuss how **two different** stakeholders would be affected by the introduction of the new self-service scanners.

4 marks

SECTION A – **Question 2 -** continued

b. Describe operations as an area of management responsibility at a business like Samson's Supermarket.

2 marks

c. Analyse **two** major differences **either** in the process stage or in the output stage of the operations system of Samson's Supermarket chain, in comparison to one of its canned food producers like Golden Circle.

SECTION A – **Question 2 -** continued
TURN OVER

4 marks

d. The operations manager at Samson's Supermarkets is keen to increase productivity and competitiveness. The supermarkets are using the latest technology including scanners, computerised cash registers and EFTPOS to increase efficiency. Suggest **one** strategy for materials management and **one** strategy for quality management that the manager could use to further improve operations.

SECTION A – **Question 2 -** continued

4 marks

e. Provide **one** example of how Samson's Supermarkets could demonstrate their commitment to corporate social responsibility.

2 marks

Question 3 (6 marks)
Describe the grievance procedure a business may need to implement as a result of a dispute between management and employees.

SECTION A – **Question 3 -** continued
TURN OVER

SECTION A – continued

Question 4 (10 marks)
Managing change is a vital part of ensuring the success of a business. While there are a number of driving and restraining forces at play, it is how the business manages to deal with employees during periods of change that determine the success of the change process. Analyse two high-risk and low-risk strategies a business could implement to overcome employee resistance. Referring to Lewin's Three Step Model for change, outline the benefits of using such a model.

SECTION A – **Question 4** - continued
TURN OVER

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.

Question 1

Smats Ltd is a business that downsized in 2016 to cope with poor financial results over the past two years. 2017 is looking to be a more positive year and the Human Resource Manager Mike Smith is busy preparing a workforce plan to identify areas where training is needed so productivity can be improved to improve financial performance.
Recent staff surveys indicate morale is low and that the culture is not positive, after the large number of redundancies last year.

a. Define redundancy as a form of termination of staff.

2 marks

SECTION B – **Question 1 -** continued
TURN OVER

b. Describe one other form of termination of staff from a business.

2 marks

c. Describe how a business can support those employees made redundant.

SECTION B – **Question 1 -** continued

4 marks

d. Mike Smith wants to also address the issue of low staff morale. Explain the key features of Maslow's theory of motivation and discuss how it could be applied to Smats Ltd to address this problem.

SECTION B – **Question 1 -** continued
TURN OVER

8 marks

e. Mike Smith is entering negotiations with the union for a new collective agreement. Explain what is meant by a collective agreement and explain the role of the union during these discussions.

SECTION B – **Question 1 -** continued

4 marks

f. Discuss two skills that Mike Smith might use during these negotiations.

SECTION B – **Question 1 -** continued
TURN OVER

5 marks

END OF QUESTION AND ANSWER BOOK

Extra space for responses.

Clearly number all responses in this space.