TSSM™
Creating VCE Success

'2017 Examination Package' - Trial Examination 3 of 7

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STUDENT NUMBER

Figures									Letter
Words									

BUSINESS MANAGEMENT

Units 3 & 4 – Written examination
(TSSM's 2012 trial exam updated for the current study design)

Reading Time: 15 minutes
Writing Time: 2 hours

QUESTION & 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 permitted in this examination.

Materials supplied

- Question and answer book of 20 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 (15 marks)
CGU Insurance recently announced it would introduce automatic flood insurance cover taking the lead over other insurance companies. CGU has been serving the Australian community from 1851 and provides employment for over 4,000 people across Australia.

Source: www.cgu.com.au

a. Outline the interests of two stakeholders of this business and explain how these interests may conflict.

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4 marks

SECTION A – Question 1 - continued

b. ‘CGU is committed to the continuous improvement of its customer service culture.’ Explain what is meant by corporate culture and distinguish between the official and real culture of a business.

3 marks

c. Discuss what is meant by quality management and outline one quality management system that CGU could use to monitor its level of customer service.

SECTION A – Question 1 - continued
TURN OVER

5 marks

d. Percentage of market share could be a key performance indicator that CGU uses to measure its level of efficiency and effectiveness in the market place. Explain what is meant by percentage of market share.

1 mark

SECTION A – Question 1 - continued

e. Describe and justify another suitable key performance indicator that the business could use to monitor the delivery of insurance services to customers.

2 marks

SECTION A – continued
TURN OVER

Question 2 (18 marks)
In October of 2011 Qantas Airways Ltd.'s CEO Alan Joyce apologised for taking the unprecedented step of grounding the carrier's entire fleet ahead of a planned staff lockout. He went on to say that it was the only way to bring an end to this industrial action, to prevent a far more damaging long-term impact on Qantas and the tourism industry.

Source: www.the age.com.au
Date: 7th December 2011

a. Identify and describe two management skills that Alan Joyce would have used during this period of industrial turmoil at Qantas.

4 marks

SECTION A – Question 2 - continued

b. Explain the role of a trade union and the Fair Work Commission during this dispute.

4 marks

SECTION A – Question 2 - continued
TURN OVER

c. Identify the management style that the CEO Alan Joyce used in this situation. Suggest an alternative management style and discuss two key features of this style. Justify your choice of an alternative management style.

5 marks

SECTION A – Question 2 - continued

d. In a media statement in August last year the Qantas group announced a new international strategy that included the loss of up to 1,000 jobs, which would lead to redundancies.

Source: www.qantas.com

i. Define redundancy.

1 mark

ii. Discuss two transition issues that the Human Resource Manager at Qantas Airways Ltd. would be involved with once this strategy has been implemented.

SECTION A – Question 2 - continued
TURN OVER

4 marks

Question 3 (7 marks)
Motivating employees is a key part of achieving business objectives. Explain the link between managing employees and achieving business objectives. In your answer define motivation and describe two motivation strategies a manager could implement.

SECTION A – Question 3 - continued

Question 4 (10 marks)

'In the 21st century competitors can be down the block or around the world. Knowing how to change well can help you overcome immediate challenges and win.' JP Kotter

Discuss this statement in relation to the management of change. In your answer refer to the driving and restraining forces for change and the role of a Force Field Analysis in managing change.

SECTION A – Question 4 - continued
TURN OVER

SECTION A – Question 4 - continued

10 marks

END OF SECTION A
TURN OVER

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.

Rio Tinto Ltd. is a leading international mining company with executive offices in Melbourne. Most of the business's assets are located in Australia and North America where they operate underground mines, mills, refineries and smelters, as well as a number of research and service facilities. Management have implemented a number of programs to address the issue of climate change. Rio Tinto Ltd also ensures they meet customer needs and have an effective supply chain in place to meet this target.

Source: www.riotinto.com

a. Identify, describe and justify a waste minimisation strategy that Rio Tinto Ltd could implement to improve operations.

SECTION B – Question 1 - continued

5 marks

b. Describe why it is important for the operations manager at Rio Tinto Ltd to improve productivity and competitiveness.

2 marks

c. Compare two strategies a business could use to improve operations related to technological development. Evaluate one of the strategies described.

SECTION B – Question 1 - continued
TURN OVER

7 marks

SECTION B – Question 1 - continued

d. Explain a key performance indicator the business could use to measure the success of the technological development strategies identified above.

2 marks

e. Compare a public-listed company such as Rio Tinto Ltd. with another type of business ownership.

SECTION B – Question 1 - continued
TURN OVER

4 marks

Rio Tinto Ltd. has been a key sponsor of the Australian athletes of recent Olympic Games as well as providing the metal for the gold, silver and bronze medals for all of the Olympic events. In addition Rio Tinto Ltd. invests more than $100 million a year in programs and activities that assist regional communities, young Australians and indigenous communities to achieve their long-term goals.

f. Define corporate social responsibility and discuss the benefits of acting in a socially responsible manner.

SECTION B – Question 1 - continued

5 marks

END OF QUESTION AND ANSWER BOOK

Extra space for responses

Clearly number all responses in this space