



**‘2017 Examination Package’ -
Trial Examination 5 of 7**

STUDENT NUMBER

Figures

Words

Letter

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BUSINESS MANAGEMENT

Units 3 & 4 – Written examination

(TSSM’s 2014 trial exam updated for the current study design)

Reading time: 15 minutes

Writing time: 2 hours

QUESTION & ANSWER BOOK

Structure of Book

<i>Section</i>	<i>Number of questions</i>	<i>Number of questions to be answered</i>	<i>Number of marks</i>
Section A	5	5	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 17 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 communication devices into the examination room.

SECTION A

Instructions

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

Question 1 (5 marks)

a. All businesses set financial objectives. Define one financial objective.

1 mark

b. Government Business Enterprises are an example of a type of business. Outline two key features of a Government Business Enterprise.

2 marks

SECTION A – Question 1 - continued

- c. Outline two key features of another type of business ownership.

2 marks

Question 2 (20 marks)

Snap Coffee was established in 2010 and has grown to become a major supplier of a range of Italian coffee to cafes, restaurants and bars around Australia. It offers fair trade and certified organic coffee and its core focus is the customer. The 230 employees located at the main office in Melbourne enjoy flexible working hours, exemplary working conditions and even receive discounted coffee on a monthly basis. Last year Snap Coffee was recognised as an ‘employer of choice’ with employee surveys indicating a high level of staff morale.

- a. Identify and describe a management style that would be suitable for Snap Coffee. Justify your choice.

5 marks

SECTION A – Question 2 – continued
TURN OVER

BUSMAN EXAM

- b. The human resources manager has been considering using Locke and Latham's Goal Setting Theory to try to increase motivation and productivity levels at the three factory sites. Explain the key elements of this theory and how it could be applied to the staff at each of the factory sites.

4 marks

SECTION A – Question 2 – continued

- c. Outline the impact of a positive corporate culture on a business like Snap Coffee.

2 marks

- d. Identify and justify **two** key performance indicators that could be used to support the 'employer of choice' recognition that Snap Coffee has received.

4 marks

SECTION A – Question 2 – continued
TURN OVER

e. The human resources department and staff have negotiated a new collective agreement at Snap Coffee.

i. Define the term collective agreement.

1 mark

ii. Describe **one** advantage and **one** disadvantage of Snap Coffee using a collective agreement.

4 marks

Question 3 (6 marks)

Two management strategies to improve employee performance are training and performance management. Explain how performance management may be linked to training. Include a definition of each term in your answer.

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SECTION A – continued
TURN OVER

Question 4 (9 marks)

Stakeholders of businesses expect them to behave in both an ethically and socially responsible manner.

- a.** Define stakeholders and compare the interests of two stakeholders.

3 marks

[illegible]

- b.** Analyse the statement above, referring to how both operations and human resource managers can be more ethically and socially responsible.

6 marks

[illegible]

SECTION A – Question 4 – continued

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Question 5 (10 marks)

The management team of a large chocolate and confectionery company with over 400 employees is exploring ways to increase its competitiveness and productivity levels.

- Describe a technology strategy and a waste minimisation strategy that the operations manager could adopt to improve productivity and/or competitiveness
- Outline both low risk and high risk practices that the management team could adopt when implementing change at the chocolate and confectionery company

[illegible]

SECTION A – Question 5 – continued
TURN OVER

[illegible]

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

‘We want to become the most loved and recommended service brand in Australia’ says Kevin Russell the CEO of Optus in Australia since 2012.

Today Optus is the second largest telecommunication company in Australia providing services directly to end users as well as acting as a wholesaler for other service providers. Since 2005 Optus has outsourced some of its customer service functions to India, the Philippines and Singapore, although it still has over 3,000 employees at call centers in Australia.

a. Describe the management skill of leading and how it may be applied at Optus.

2 marks

b. Describe two other management skills that would be important for a manager at Optus.

4 marks

SECTION B – Question 1 – continued
TURN OVER

- c. Explain two transitional issues the human resource manager will be involved with when employees are made redundant as a result of their jobs being outsourced offshore.

4 marks

SECTION B – Question 1 – continued

d. Evaluate the importance of leadership during a period of change at Optus.

4 marks

e. Identify and explain **one** driving force for change that would have affected Optus.

2 marks

SECTION B – Question 1 – continued
TURN OVER

BUSMAN EXAM

- f. Optus provides a range of telecommunication services. Compare the elements of the operations system of a manufacturer to those of a service organisation like Optus.

4 marks

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- g. Identify and describe two key performance indicators that could be used to assess the success of Optus in achieving its objective of becoming ‘... the most loved and recommended service brand in Australia’.

5 marks

SECTION B – Question 1 – continued

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END OF QUESTION AND ANSWER BOOK

Extra space for responses.
Clearly number all responses in this space.

[illegible]
