



THIS BOX IS FOR ILLUSTRATIVE PURPOSES ONLY

**‘2017 Examination Package’ -
Trial Examination 6 of 7**

STUDENT
NUMBER

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Letter

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BUSINESS MANAGEMENT
Units 3 & 4 – Written examination
(TSSM’s 2015 trial exam updated for the current study design)

Reading time: 2 hours

Writing time: 15 minutes

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	6	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 18 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.

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

Fire in the Skye Pty Ltd is a family run business that specialises in fireworks, pyrotechnics and special effects for movies and television. It has a state of the art manufacturing plant in Victoria. The CEO is considering downsizing staff as it considers outsourcing production to China to reduce costs and increase efficiency.

- 1 mark

- 4 marks

[illegible]

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- c. Explain one corporate social responsibility consideration for Fire in the Skye Pty Ltd in relation to outsourcing its production to China.

2 marks

- d. The operations manager is considering other ways to reduce costs in the manufacturing plant. Explain a materials management strategy to optimise operations. Include **one** advantage and **one** disadvantage of this strategy in your response.

5 marks

SECTION A – Question 1 - continued

TURN OVER

Question 2 (7 marks)

Xenos Hotels has established a chain of hotels across Australia and, despite strong profits in recent years, is concerned by growing competition. To maintain the high levels of productivity the business is considering installing a new computer system in the reservations section at each hotel within the next six months.

- a. Describe employees as a restraining force and explain **one** high risk strategy for dealing with this employee resistance.

4 marks

SECTION A – Question 2 - continued

b. Outline the key elements of the operations system at the Xenos Hotels.

3 marks

[illegible]

Question 3 (6 marks)

Describe two corporate social responsibility considerations in an operations system.

SECTION A – Question 3 - continued

TURN OVER

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Question 4 (7 marks)

Change whether from internal or external sources, small or large involves adopting new mindsets, processes, policies, practices and behaviours.

Explain the concept of business change and explain key performance indicators as sources of data to analyse business performance. In your response outline two key performance indicators a business may refer to.

SECTION A – Question 4 - continued

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TURN OVER

Question 5 (8 marks)

Fielding & Devon is a recently established law firm operating as a partnership. Dave Rodgers, the Human Resource Manager, has been called by CEO, Ian Fielding, to explain the high number of recent resignations from the business. Most resignations have been from the younger graduates who have complained about the lack of direction, no sense of belonging and no support given by the business.

Ian has suggested that Dave needs to consider a means of motivating staff as a means of reducing staff turnover.

Explain Lawrence and Nohria's theory of motivation and apply it to the situation at Fielding & Devon.

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TURN OVER

Question 6 (10 marks)

M J Architects & Building Construction has recently undergone a number of changes in its structure, objectives, management team and vision to be able to provide its customers with the highest quality services at the most affordable prices.

More specifically the changes mean:

- the 300 employees will now be paid under a collective agreement rather than an award
- performance appraisals will be on a three month cycle to ensure that staff meet company objectives
- the senior management team has moved towards a more consultative style of management

Explain what a collective agreement is and the role of the human resource manager, employees and the Fair Work Commission in this process. In your response also describe what is meant by a performance appraisal and how it may be linked to a collective agreement and the achievement of business objectives. Evaluate the use of the consultative management style by the senior management team at MJ Architect & Building Construction when developing the collective agreement.

SECTION A – Question 6 - continued

TURN OVER

[illegible]**SECTION A – Question 6 - continued**

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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.

Question 1

Login Australia is a leading information technology services business employing over 1200 consulting staff nationwide. It recently went through significant change acquiring Linx IT Services based in Melbourne. Since the takeover senior management have noticed that staff morale has dropped as both companies merged into one. More staff are looking for jobs elsewhere and the human resource manager is under pressure to address these staffing issues.

a. Describe **two** driving forces for change that would affect Login Australia.

4 marks

SECTION B – Question 1 - continued

- b. When there are forces driving change there are often forces resisting that change. Describe **two** possible restraining forces that may impact Login Australia as they attempt to change.

4 marks

- c. With the use of an example, explain how the interests of **two** stakeholders of Login Australia could come into conflict.

4 marks

SECTION B – Question 1 - continued

TURN OVER

d. Discuss Maslow’s theory of motivation as a means of addressing the current staff morale at Login Australia.

4 marks

BUSMAN EXAM

e. The takeover of Linx IT has impacted the culture of the business.

- i. Define corporate culture and distinguish between the official culture and the real culture of a business.

3 marks

- ii. Suggest **one** key performance indicator that management at Login Australia could use to evaluate the corporate culture of the business after the takeover and justify your choice.

2 marks

SECTION B – Question 1 - continued

TURN OVER

BUSMAN EXAM

- f. Explain **two** management skills that the human resource manager would use when dealing with staffing issues at Login Australia.

4 marks

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END OF QUESTION AND ANSWER BOOK

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

[illegible]

[illegible]