



THIS BOX IS FOR ILLUSTRATIVE PURPOSES ONLY

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

STUDENT
NUMBER

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Letter

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BUSINESS MANAGEMENT
Units 3 & 4 – Written examination
(TSSM’s 2016 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	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.

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 communication devices into the examination room.

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

Sportex Active Wear is a public company that manufactures a range of men's and women's clothing, which includes track pants, shorts, tops, t-shirts and the like. They are based in Melbourne but have divisions across Australia and the Asia-Pacific. The CEO, along with the senior management team, is looking to restructure the business, revisit the vision statement and downsize staff to reduce costs and increase profits to address shareholder concerns.

- 4 marks

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BUSMAN EXAM

- b.** Outline **two** entitlement and transitional issues the human resource manager will be involved with during the downsizing of the company.

4 marks

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- c. Discuss the impact of the proposed changes on the interests of **two** stakeholders of Sportex Active Wear.

4 marks

SECTION A – Question 1 - continued
TURN OVER

Question 2 (14 marks)

Bubs Baby Products is a privately owned company that has been in operation for the last ten years. It produces a range of baby products including infant formula, baby food, clothing and furniture. In recent months the shortages of baby formula in China has created a flow on effect in Australian markets. Consumers are stocking up on baby formula because they are worried that stock might go to China, rather than stay in Australia. The operations manager is holding regular meetings with the employees to update them on production targets. But he does not welcome their input.

- a.** Identify and describe the management style the operations manager has adopted. In your answer include **one** disadvantage of this style of management.

4 marks

SECTION A – Question 2 - continued

b. Analyse a quality management strategy and a technology development strategy that the operations manager could adopt to optimise operations at Bubs Baby Products.

6 marks

c. Discuss **two** corporate social responsibility considerations that the company faces in relation to the shortage of baby milk formula in China.

4 marks

Question 3 (14 marks)

PV Financial Solutions is a one stop shop for all investment and superannuation advice to individuals and corporate clients. The human resource manager has had to conduct a workforce audit to identify gaps in staffing needs because the company is undergoing a further expansion. The human resource manager is also concerned about the level of productivity of current staff, observing a decrease in motivation.

- a. Evaluate **two** training options that could be used to address the concerns regarding the level of productivity of staff.

8 marks

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SECTION A – Question 3 - continued
TURN OVER

b. Discuss how Lawrence & Nohria’s Four Drive theory of motivation could be used to address low productivity levels and staff morale.

4 marks

- c. The human resource manager has begun the process of negotiating a new collective agreement with the union representing the employees at PV Financial Services. Describe a skill he/she would use to facilitate this process.

2 marks

Question 4 (10 marks)

Founded in 2005 Recruitment Plus is a national social enterprise that works closely with the government, member organisations, the community and employers to provide employment services to job seekers who are the most disadvantaged. Recent changes to policies and management have seen a rise in staff turnover.

- Describe what is meant by a social enterprise and outline the objectives of such as business.
- Outline **two** low-risk practices that could address staff concerns during this period of change at Recruitment Plus.
- Explain how leadership can play a significant role in change management.
- Outline **two** driving forces for change.

SECTION A – Question 4 - continued
TURN OVER

[illegible]**SECTION A – Question 4 - continued**

BUSMAN EXAM

END OF SECTION A
TURN OVER

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.

Wesfarmers has grown into one of Australia's largest listed companies. Headquartered in Western Australia, its diverse business operations covers supermarkets, department stores, home improvement and office supplies; coal mining; energy; insurance; chemicals and fertilisers; and industrial and safety products. Wesfarmers is one of Australia's largest employers and has a shareholder base of more than 450,000. The primary objectives of Wesfarmers are to provide a satisfactory return to its shareholders; looking after its employees and ensuring they have a safe environment in which to work; providing excellent products and services to its customers; looking after and caring for the environment; and making a contribution to the communities in which it operates. Wesfarmers is facing increasing competition from both local and international businesses moving in to its retail markets.

a. Explain the difference between a private limited company and a public listed company using examples to highlight your answer.

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b. Describe two stakeholders and analyse how a business such as Wesfarmers could have an impact on those stakeholders.

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SECTION B – Question 1 - continued
TURN OVER

BUSMAN EXAM

- c. Describe two objectives a business such as Wesfarmers may set for themselves.

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4 marks

- d. Describe how one area of management responsibility could help an organisation such as Wesfarmers to achieve its objectives.

[illegible]

2 marks

SECTION B – Question 1 - continued

BUSMAN EXAM

- e. Identify and justify two key performance indicators that Wesfarmers could use to measure the achievement of their objectives.

4 marks

BUSMAN EXAM

- f. Management of large businesses such as Wesfarmers may be less concerned about corporate culture than other, smaller businesses. They also are so large that the senior managers need not concern themselves with adopting a management style that promotes input from staff. Explain what is meant by corporate culture and explain why it is important for a small business to manage the culture of the business. In your answer explain how a consultative management style can assist in developing a positive corporate culture.

[illegible]**SECTION B – Question 1 - continued**

BUSMAN EXAM

7 marks

END OF QUESTION AND ANSWER BOOK

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

[illegible]

[illegible]