



Victorian Certificate of Education 2021

Name: _____

Teacher's name: _____

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STUDENT NUMBER

Letter

BUSINESS MANAGEMENT

Written examination

2021

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
A	6	6	50
B	6	6	25
			Total 75

- Students are to write in blue or black pen.
- Students are permitted to bring into the assessment room: pens, pencils, highlighters, erasers, sharpeners and rulers.
- Students are NOT permitted to bring into the examination room: blank sheets of paper and/or correction fluid/tape.
- No calculator is allowed in this examination.

Materials supplied

- Question and answer booklet.
- Additional space is available at the end of the book if you need extra paper to complete an answer.

Instructions

- Write your **student number** in the space provided above on 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 for Section A

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

Question 1 (13 marks)

Shining Starz is a performing arts studio in the eastern suburbs of Melbourne offering classes in dance, drama, singing and instrumental music to students aged between 4 and 18. Amanda Jones, the sole proprietor of Shining Starz, prefers to use the consultative style when managing her team of 12 trained and expert teachers, believing it is their passion and love for performing arts which has enabled Shining Starz students to outperform other dance schools in competitions. In early 2021, Amanda was seeking a new dance teacher after one of her team members resigned and explained to her in an exit interview that she 'needs to have more trust in the team and not be so controlling over every decision so that we can grow with our students'.

- a. Define the term stakeholder.

2 marks

- b. Explain the interests of Amanda as the sole proprietor of Shining Starz and explain how these interests may be in conflict with one other stakeholder.

3 marks

- [illegible]

d. Discuss the appropriateness of the consultative style of management for Shining Starz.

4 marks

Describe the principles of Lewin's Force Field Analysis theory in relation to change. In your response, refer to a contemporary business that you have studied this year.

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Question 3 (6 marks)

One of the biggest challenges facing contemporary business cultures is the rise in work-from-home arrangements due to the global health pandemic. This transition has many benefits for employers, such as cutting down on the cost of office real estate and higher employee productivity. However, with the number of employees working from home for most of the week growing to over 20% (an increase from 5.8% pre-2020) some employers are worried about the 'new normal'; how will they keep workers engaged? How will they maintain a positive corporate culture?

Adapted from 'How Leaders Can Keep Culture Intact In A Virtual Workplace', Alex Howland, Forbes, Dec 9 2020.

Using Maslow's theory of motivation, evaluate the impact that work-from-home arrangements may have on corporate culture.

[illegible]

Question 4 (12 marks)

Timber Land Pty. Ltd. manufactures and sells custom-made timber furniture and barn doors for residential and commercial customers. Senior management have become concerned with the business' increasingly negative reputation stemming from its global sourcing of foreign imported timber for its products – a decision that was taken in 2018 to reduce high business costs from its local Australian timber suppliers. In a recent meeting, the board of directors have decided to reintroduce the 'local only' policy, which will see Timber Land source only native Australian plantation timber for its custom products. Management will implement this change in early 2022 before reviewing its impact on the business' financial and non-financial performance.

- a. Outline one corporate social responsibility consideration Timber Land may have addressed when deciding to reintroduce the 'local only' policy. 2 marks

- [illegible]

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At the heart of any successful modern business is an operations system which achieves both efficiency and effectiveness; without the achievement of these two key pursuits in business, there is little else to sustain success.

- technological developments
- quality management
- waste minimisation

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[illegible]

Describe how one high-risk and one low-risk strategy can be used to overcome employee resistance to change.

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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.

Case Study

In response to the growing demand for ride-share services such as Uber, the Australian government has launched TaxEezi Co. Limited – a government business enterprise wholly owned by the Australian government. Although an expensive venture to establish, TaxEezi aims to promote a more efficient and health-conscious public transport industry by:



- creating competition for privately-owned public transport services and therefore helping to lower costs for consumers.
- upskilling Australia's labour force and providing employment opportunities for skilled workers impacted by the changing domestic and global economy.
- training drivers in world-leading hygiene practices to promote the health and safety of all stakeholders.
- expanding ride-sharing services to include on-water transport options around inner-city Melbourne (which are currently limited) and therefore helping to reduce road congestion and carbon emissions, and
- ensuring a fairer industry-based pay structure for employees in an industry that has historically grossly underpaid its workforce.

Management at Cabcharge (which owns 30 Taxi licenses in Victoria alone) and Uber are monitoring this newly-established (and well-resourced) competitor closely. While global demand for ride-sharing services has almost tripled to 600 million users annually since 2015, businesses in the industry are already feeling the financial effects of a difficult 2020, where trips per day have more than halved as customers sought the safety of using their own vehicle for personal and work-related travel.

Reference: <https://www.statista.com/statistics/833743/us-users-ride-sharing-services/>

Question 1 (2 marks)

Outline one characteristic and one objective of a government business enterprise such as TaxEezi.

Explain two differences between the operations management of a service business such as TaxEezi and a manufacturing business that you are familiar with.

[illegible]

Explain how one driving force and one restraining force could influence change for TaxEezi's competitors such as Uber or Cabcharge.

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After the first 12 months of operations, TaxEezi has outperformed its rivals and has established the largest percentage of market share in the ride-sharing market.

- staff motivation
- redeployment of resources.

[illegible]

Explain the relationship between Human Resource Management and the achievement of business objectives at TaxEezi.

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Discuss whether on-the-job or off-the-job training options are more suited to developing staff at TaxEezi.

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Clearly number all responses in this space.

[illegible]