



Figures

Words

Letter

Name _____

VCE BUSINESS MANAGEMENT 3/4 2021

CPAP Practice examination No. 1

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	5	5	50
B	6	6	25
			Total 75

- Students are to write in blue or black pen
- Students are permitted to bring into the practice examination: 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 allowed in this examination

Materials supplied

- Question and answer book of 19 pages.
- 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 (4 marks)
Distinguish between **two** key elements of the operations system of a manufacturing business and a service business. In your response, use examples that you have studied this year.

Key element 1 _____

Key element 2 _____

Question 2 (5 marks)

Julian works for Engineera Pty Ltd. He was recently informed by his supervisor that he is potentially facing dismissal for recommending a competitor business on a private community social media page. He wants to have the issue resolved through grievance procedures.

- a. Define the term ‘dismissal’.
- 2 marks

- b. Outline a grievance procedure that could be implemented at Engineera to attempt to resolve the dispute that Julian has with the business.
- 3 marks

Question 3 (25 marks)

Monoré is a manufacturer of paper and packaging materials. Most of its products are made from recycled inputs. The business has been in operation for 35 years and employs 300 people across Australia. Sales have recently declined by 20% and a recent customer survey revealed a decline in customer satisfaction. The new CEO of Monoré, and the human resource manager, believe that the situation can be improved by improving the motivation of employees. The recently departed CEO of the business believed that employees should be closely supervised to ensure that they are not wasting time. Management now wants to encourage employee participation in decision-making and invest in training.

- a. Explain how the potential conflict between the interests of **two** stakeholders might create challenges for Monoré. 3 marks

b. Analyse how the management style used at Monoré may influence its corporate culture. 4 marks

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- c. Identify and describe **two** management skills that the human resource manager at Monoré could use to address the issue of customer complaints. 6 marks

[illegible]

- d. Discuss how either Maslow's or Lawrence and Nohria's motivational theory will assist the human resource manager to motivate the employees at Monoré. Justify which motivational theory would be the most suitable for the business. 8 marks

[illegible]

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Question 4 (6 marks)

Analyse how financial considerations have been a restraining force for change in a contemporary business that you have studied this year.

[illegible]

Question 5 (10 marks)

Businesses use a range of strategies when producing goods and services.

Evaluate **two** different operations strategies. Justify how each strategy could be used to improve the efficiency and effectiveness of business operations.

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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

Hefty Haul is a transport and freight company which began in Melbourne in 1970. The founder of the business, Jack Zhidong, started Hefty Haul with one truck delivering ice-cream in summer and fuel in winter. Jack grew the business as he secured delivery contracts with major manufacturers, purchasing additional trucks and employing more and more drivers. Moving into other states, the business expanded its customers and investments throughout Australia. The business now delivers food and other resources across the country by road and rail, employing more than 14,000 people.



Being competitive is important to Hefty Haul, and it has grown its market share by offering customers a quality delivery service with a reputation for safety and efficiency. The business regularly trials new technology and reviews how it works to improve safety, compliance and meeting customer needs.

Hefty Haul is committed to positively contributing to the communities in which it operates. The business has a tradition of providing support to a range of charitable and community organisations. An important aim to distribute its customers' products without wasting scarce resources and without causing damage to the environment. Hefty Haul has recently announced its decision to place a renewed focus on sustainability. It has set a multi-focus target to reduce emissions, decrease waste going to landfill and to increase its use of renewable energy.

Management at Hefty Haul is keen to use a range of strategies to seek out business opportunities globally. They are aware that there will need to be improvements in the management of staff at the business to ensure these strategies are implemented successfully.

Question 1 (2 marks)

Explain the importance of increasing market share to a business such as Hefty Haul.

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Question 4 (3 marks)

Justify the use of the low-risk strategy of empowerment to overcome possible employee resistance to Hefty Haul's decision to renew its focus on sustainability.

[illegible]

Question 5 (6 marks)

Describe how each of the following strategies could assist Hefty Haul in implementing change successfully.

On-the-job training _____

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Employee observation _____

[illegible]

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Extra space for responses

Clearly number all responses in this space

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[illegible]