

Trial Examination 2022

VCE Business Management Units 3&4

Written Examination

Question and Answer Booklet

Reading time: 15 minutes

Writing time: 2 hours

Student's Name: _____

Teacher's Name: _____

Structure of booklet

<i>Section</i>	<i>Number of questions</i>	<i>Number of questions to be answered</i>	<i>Number of marks</i>
A	6	6	50
B	6	6	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 correction fluid/tape.

No calculator is allowed in this examination.

Materials supplied

Question and answer booklet of 24 pages

Additional space is available at the end of the booklet if you need extra space to complete an answer.

Instructions

Write your **name** and your **teacher's name** 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.

Students are advised that this is a trial examination only and cannot in any way guarantee the content or the format of the 2022 VCE Business Management Units 3&4 Written Examination.

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- b.** Explain the interests of **one** relevant stakeholder of Artisan Foods.

2 marks

- c.** Analyse the relationship between managing employees and business objectives.

3 marks

- Outline **one** advantage and **one** disadvantage of the strategy for Artisan Foods.

[illegible]

- e. Describe **one** corporate social responsibility consideration Artisan Foods could pursue when implementing changes in the business.

3 marks

b. Analyse the relationship between management styles and management skills.

3 marks

Question 3 (3 marks)

Explain how the technological development strategy of website development can improve the efficiency and effectiveness of operations in a business.

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

Question 5 (6 marks)

- a.** With reference to a contemporary business case study, describe **one** of the key elements of an operations system. 2 marks

- b.** Discuss **one** characteristic of the operations system of service businesses and **one** characteristic of the operations system of manufacturing businesses. 4 marks

Question 6 (6 marks)

Gold Star Conference Services operates a conference management service. It provides clients with packages including catering, marketing and accommodation where required. The business has also expanded into the delivery of virtual conferences and developed expertise in this area. The business is used by many large companies and has many long-term clients who have used the service for several years. While the sector is competitive, the business markets itself on providing quality service and support. Gold Star Conference Services has experienced increased demand for virtual conferences and needs to employ another 50 employees to support expansion in this area of the business.

- a. Using Porter's Generic Strategies (1985), explain the approach taken by Gold Star Conference Services towards strategic management.

3 marks

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- b.** Explain how Gold Star Conference Services can use the performance management strategy of employee observation to ensure that new employees are able to complete their tasks. 3 marks

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.

Case study

Premium Pro Building and Construction is a business specialising in building commercial and residential buildings in Victoria and New South Wales. It has developed an excellent reputation and has many clients who have used the company during the past 12 years.

The chief executive officer (CEO) of Premium Pro Building and Construction, Michael Tang, has focused on the quality of the services and products. He has ensured that the best materials are used and has recruited the best employees. Pay and conditions are generous and the employees are covered by an agreement. Training is also available to all employees to keep them up-to-date with current construction skills and trends.

During the past 12 months, Premium Pro Building and Construction has faced a number of challenges, including increased costs, shortages of materials and difficulties attracting and retaining skilled staff.

At a recent management team meeting, the following data relating to key performance indicators (KPIs) was presented by the operations manager, Breanna Barnes.

Commercial division			
KPI	2019	2020	2021
Market share	21%	25%	23%
Net profit figures	\$5 million	\$5.8 million	\$5.5 million
Number of customer complaints	100	105	112

Residential division			
KPI	2019	2020	2021
Market share	12%	16%	17%
Net profit figures	\$3 million	\$3.5 million	\$3.4 million
Number of customer complaints	95	90	103

The meeting also covered the following.

- The number of workplace accidents increased in 2021.
- The level of wastage has steadily increased since 2020.
- The management team decided to move the focus of the business to commercial projects and will phase out the residential division by 2024.
- Employees, clients and suppliers will be notified of the changes during the next month.

Question 2 (6 marks)

Explain how Premium Pro Building and Construction could apply the principles of the Three Step Change Model (Lewin) to implement its proposed changes.

[illegible]

Question 3 (4 marks)

Explain how the restraining forces of financial considerations and employees have affected Premium Pro Building and Construction.

Financial considerations

Employees

Question 4 (4 marks)

Explain how Premium Pro Building and Construction can use the strategies of materials requirement planning and Just In Time to improve the efficiency of operations related to materials.

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Question 6 (2 marks)

Explain **one** low-risk strategy that Premium Pro Building and Construction could use to overcome employee resistance to change.

END OF QUESTION AND ANSWER BOOKLET

