



Figures

Words

Letter

Name _____

VCE BUSINESS MANAGEMENT UNIT 3/4

CPAP Practice Examination C 2023

[Note: This exam is a revised and updated version of the CPAP Practice Exam No. 1 2022. It is consistent with the new 2023 Study Design]

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 22 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 (13 marks)

State Rail is a government business enterprise established in 1985 with a vision to provide a high-performing railway and coach service that all Victorians will love. The business is considered to have a positive corporate culture underpinned by its team focus and workplace flexibility. Its corporate culture is reflected in its values, which include 'we are passionate', 'we respond', 'we are accountable' and 'we care'. State Rail is a major employer with a staff of more than 2000 employees working hard to deliver great services for the 22 million passengers carried by the business in 2022.

- a. Define the term 'government business enterprise'.

2 marks

- b. Outline the difference between the official corporate culture and the real corporate culture of State Rail.
3 marks

- c. Explain how the following management skills would be important in the management of employees at State Rail. 4 marks

Planning _____

Delegating _____

- d. The prevailing management style at State Rail is a consultative management style.

With reference to State Rail, analyse the relationship between management styles and management skills. 4 marks

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Question 2 (16 marks)

Fixit Plumbing & Repairs offers a wide range of plumbing services including gas leak repairs, unblocking drains and stormwater drains, repairing leaking taps, hot water system replacement, burst pipe repairs, and roof plumbing. The company has become renowned for its integrity and high quality standards. Fixit makes use of forecasting to maximise efficiency and effectiveness of its production process and is investigating technological developments to improve operations.

- a. Other than 'efficiency' and 'effectiveness', identify and explain **two** business objectives that would be relevant to Fixit Plumbing & Repairs. 4 marks

[illegible]

- b. Describe **one** way that Fixit could improve the efficiency of its operations system through the use of technological developments. 3 marks

- c. Explain how forecasting might be used by Fixit to improve the efficiency and effectiveness of its operations. 4 marks

- d. Propose and justify **one** quality strategy that Fixit could use to ensure all of its plumbers provide high-quality service. 5 marks

[illegible]

Question 3 (10 marks)

Evaluate the ability of motivation strategies and training options to effectively manage employees during their time at a business and ensure business objectives are achieved.

[illegible]

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Question 4 (5 marks)

Haullux recently announced a restructure, which will result in the termination of the employment of a number of staff.

a. Define what is meant by 'termination management'.

2 marks

b. Distinguish between entitlement considerations and transition considerations.

3 marks

Question 5 (6 marks)

Using a contemporary business case study, describe how human resource management and operations management relate to business objectives.

[illegible]

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 (25 marks)

Soopa Foods Ltd. is a manufacturing company that began in 1960 as a family-run business located in Ararat, Victoria. It has now grown to be one of the largest frozen food manufacturers in Australia, manufacturing products including frozen chips, pizzas, vegetables, prepared meals, and desserts. The business employs 500 workers, attempts to source all of its raw materials from local suppliers, and has a strong focus on maximising customer satisfaction.



Recently, costs have become a major issue for the business. Suppliers' costs have increased over the last two years, and more recently, energy costs, labour costs and shipping costs have also risen. As a consequence, the company, which had performed well financially up to this time, has experienced a decline in net profit. To address these issues, management are conducting a full review of the business's operations. In particular, the operations manager is examining the way that the company sources its inputs in an effort to reduce costs and is also considering the implementation of global outsourcing as an option. Management are open to any change that will result in the business achieving its objectives, however, they are fully aware that there may be resistance from stakeholder groups including employees to such changes.

Key performance indicators for Soopa Foods are shown in the following table.

Key performance indicator	2020	2021	2022	2023
Net profit figures	\$344 million	\$345 million	\$350 million	\$340 million
Level of wastage	↓ 3%	↓ 4%	↓ 3%	↓ 2%
Rate of staff absenteeism	6%	7%	7%	9%

Question 1 (2 marks)

Define the term 'net profit figures'.

Question 2 (4 marks)

Compare global sourcing of inputs and global outsourcing as global considerations at Scoopa Foods.

Question 3 (5 marks)

In order to improve its financial results and gain a competitive advantage, the management team at Soopa Foods has decided to focus on the lower cost approach from Porter's Generic Strategies.

Discuss how this approach could be applied in relation to Soopa Foods achieving its business objectives.

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Question 4 (3 marks)

Explain how management at Soopa Foods could use the low-risk strategy of incentives to overcome possible employee resistance to the changes it is planning.

Question 5 (4 marks)

Referring to Soopa Foods' key performance indicators, justify **two** corporate social responsibility considerations that the business will need to address when implementing change.

[illegible]

Question 6 (7 marks)

Employee wages and conditions of work at Soopa Foods are currently determined via an expired enterprise agreement. However, management want to terminate this agreement and fall back to the award.

Outline awards and agreements as methods of determining wages and conditions of work. Evaluate the most appropriate method for Soopa Foods.

[illegible]

END OF QUESTION AND ANSWER BOOKLET

Extra space for responses

Clearly number all responses in this space

[illegible]

[illegible]