



Figures

Words

Letter

Name _____

VCE BUSINESS MANAGEMENT 3/4 2024

Practice examination B

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	4	4	40
B	6	6	35
			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 20 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 (15 marks)

ImagiLab is a new business start-up that specialises in digital media and graphic design. The owner, Alex Thompson, is worried about a recent rise in resignations from the business. Many staff leaving have complained about the general manager, Jordan, who is usually not involved in day-to-day operations, provides minimal support to employees and offers no direction. Staff have also suggested that they feel undervalued by the business. Despite the high rate of absenteeism, Jordan does not recognise any problem, which is further aggravating the dissatisfaction of staff.

a. Define the term 'rate of staff absenteeism'.

2 marks

b. Identify the management style that Jordan has been using at ImagiLab.

1 mark

- 4 marks

[illegible]

- d. Describe either Maslow's Hierarchy of Needs or Lawrence and Nohria's Four Drive Theory and evaluate the ability of the selected theory to motivate the employees at ImagiLab. 8 marks

[illegible]

Question 2 (6 marks)

Explain efficiency in relation to

- master production schedule _____

[illegible]

- quality assurance

[illegible]

Question 3 (13 marks)

Harper Manufacturing is a large manufacturer of waste and recycling equipment. It is facing declining profit due to increased competition and rising costs of operation. To address these problems, the company has decided to redeploy resources: moving staff to its research and development area and increasing investment in new products.

- a. Explain how redeployment of resources can be used by Harper Manufacturing to ensure that **one** business objective can be met. 4 marks

[illegible]

The different demands of stakeholders on a business can potentially conflict. Explain why this may occur at Harper Manufacturing. 3 marks

- b. Describe communication and decision-making as management skills that Harper Manufacturing's human resource manager will require to facilitate a smooth redeployment of the business's staff to the research and development area. 6 marks

[illegible]

Question 4 (6 marks)

Analyse how globalisation has been a driving force for change in a contemporary business that you have studied this year.

[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

StateLink is a government business enterprise (GBE) that operates a network of buses, trains, and trams throughout Victoria. It was formed after VicRail was broken up in the 1980s. As a GBE, StateLink is required to provide both a reliable transportation service and deliver a financial return. The business carried 40.4 million passengers in the 2023-24 financial year. StateLink employs more than 5,000 people, as part of a diverse workforce that includes drivers, maintenance crews, administrative personnel, and customer service representatives.

It has recently been proposed that StateLink will need to be privatised in an effort to improve efficiency and reduce government debt. This means that ownership of the business would transfer from the government to the private sector (so that StateLink would no longer be a GBE). While it is yet to make a final decision, the Victorian government is considering two options:

- list the business on the Australian Securities Exchange
- sell the business to a private company or consortium.

The proposed change has resulted in considerable discussion among employees, unions, and the general community. Those supporting the privatisation of StateLink argue that it will lead to better management, increased investment, and improved service quality. However, critics are concerned about potential job losses, fare increases, and a decline in service standards.

In response to the privatisation proposal, management at StateLink have created a detailed plan outlining the steps that might be taken if the business was to transition from a GBE to a private business. The plan addresses concerns about job security and changes in working conditions. To prepare for possible change in ownership, management are implementing a number of changes including upgrading technology at the business, introducing performance management strategies that align employee goals with business objectives and reducing operational costs.

Question 1 (6 marks)

Describe the key elements of StateLink's operations system.

[illegible]

Question 2 (3 marks)

Explain a lean management strategy that could be used at StateLink to improve the efficiency of its operations.

Question 3 (6 marks)

With reference to StateLink, compare government business enterprises with **one** other type of business you have studied this year.

[illegible]

Question 4 (6 marks)

Apply the key principles of the Force Field Analysis theory (Lewin) to the changes that management at StateLink are planning.

[illegible]

Question 5 (4 marks)

Explain the role of each of the following workplace relations participants during the change at StateLink.

- Human Resource Managers

- Unions

Question 6 (10 marks)

‘Under pressure to implement business change, managers will always revert to using high-risk strategies.’

Evaluate this statement with reference to StateLink.

[illegible]

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END OF QUESTION AND ANSWER BOOKLET

Extra space for responses

Clearly number all responses in this space

[illegible]

[illegible]