Letter

STUDENT

 NUMBER

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STUDENT

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**BUSINESS MANAGEMENT 3 & 4**

2020

**TRIAL EXAM A**

Reading time: 15 minutes

Writing time: 2 hours

**QUESTION AND ANSWER BOOK**

Structure of book

**Students are NOT permitted to bring mobile phones and/or any other unauthorised electronic devices into the examination room**

* 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 18 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** and **name** in the space provided above on this page.
* All written responses must be in English.

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| --- | --- | --- | --- |
| *Section* | *Number of questions* | *Number of questions to be answered* | *Number of marks* |
| A | 4 | 4 | 50 |
| B | 3 | 3 | 25 |
|  |  |  | Total 75 |

**SECTION A**

|  |
| --- |
| **Instructions for Section A****Answer all questions in the spaces provided.** |

**Question 1 (13 marks)**

**Triton Construction Ltd specialise in building inner city commercial high-rise offices in Melbourne and Sydney. The onset of the corona virus has led to a large decrease in current and future build projects and the Chief Executive Officer has decided to make 200 staff members redundant.**

**The Trade Workers Union (TWU) publicly expressed concern that not all workers will receive their entitlements and stated they wanted better job security for workers that avoid the job cuts. Tina Towns the TWU representative has lodged an application with the Fair Work Commission for an enterprise agreement to cover the workers at Triton’s Melbourne and Sydney worksites after the restructure is completed.**

1. **Define redundancy. (1 mark)**

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1. **Examine why Triton Construction might consider transition issues when making workers redundant. (3 marks)**

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1. **Select a motivation theory and describe how it could be used at Triton Construction to motivate staff after the job losses have occurred. (5 marks)**

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1. **Explain the difference between an enterprise agreement and an Award. (4 marks)**

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**Question 2 (15 marks)**

**Barney is the owner and manager of Diesel 24 a small petrol station. His workforce of 30 workers consists of 20% full-time staff and 80% of staff employed on a part-time basis. Barney when giving orders to his staff, yells at his workers. He has strong opinions about “work ethic” and is inclined to “tell off” workers when he thinks they have not done their job well.**

**In a recent all staff message, Barney has said he wants the culture at Diesel 24 to change. He said he wants Diesel 24 to be a place where staff feel a sense of positivity and look forward to coming to work.**

1. **Identify and describe the type of management style used by Barney. Justify your selection. (3 marks)**

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1. **Suggest and outline a different management style Barney could use to improve the workplace corporate culture. Explain why this would improve the corporate culture. (3 marks)**

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1. **Explain the difference between official corporate culture and real corporate culture. (3 marks)**

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1. **Examine how two strategies could be used by Barney to make the workplace corporate culture more positive. (6 marks)**

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**Question 3 (12 marks)**

**Mollymilk Ltd is an ice-cream company that has lost 30% of its market share over the past 5 years. The CEO Wendy Symes has asked her marketing department to present a plan for the next 12 months to increase sales, increase market share and develop a** **community-based program supporting socially disadvantaged groups to improve its corporate image.**

1. **Identify the type of business Mollymilk Ltd is and provide one characteristic of this type of business. (2 marks)**

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1. **Describe how a successful marketing campaign for Mollymilk Ltd could impact the key performance indicators of net profit and percentage of market share. (6 marks)**

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**“Mollymilk is wasting time and money by establishing a community engagement program”**

1. **Analyse whether you agree with this statement. (4 marks)**

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**Question 4 (10 marks)**

**Thomas Wallace & Sons a distillery (whiskey business) from South Australia is changing to use 50% of their factory to make hand sanitiser. New inputs will be ordered in bulk, such as aloe vera gel and glycerine. The production process will be more streamlined to achieve greater efficiency by using technology.**

**George Wallace, the operations manager, is responsible for the transition to making hand sanitiser. He is worried that in the first month of production there is a risk the product will not be effective. His main concern being that their product will not properly remove bacteria from customers hands.**

**Outline whether the outbreak of the corona virus is a driving or restraining force for change for Thomas Wallace & Sons.**

**Select two areas of operations management from the list below. Describe how George Wallace could use a strategy for each of the selected operations areas to assist the business achieve its goals.**

* **technology**
* **materials management**
* **quality**

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## **SECTION B – Case study**

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| **Instructions for Section B**Use the case study provided to answer the questions in this section. |

**Question 1 (16 marks)**

**Hammer and Nails is a national hardware retailer specialising in tools, electric tools, garden wares, building supplies and paints. Its two main customers groups are trades people in the building industry and Do-It-Yourself homeowners completing home improvements.**

**A recent National staff survey reveals low staff morale in the Melbourne stores. The Human Resources manager Rachel Fink believes the low morale in the Melbourne stores is caused by problems with the working relationships between managers and frontline staff.**

**Hammer and Nails has stores in Melbourne and Sydney and is looking to open stores in Brisbane in the next 12 months.**

**Below are tables of the state-by-state performance of Hammer and Nails over the past 3 years**

**Table 1.1 Melbourne**

|  |  |  |  |
| --- | --- | --- | --- |
| **Key Performance Indicator (KPI)** | **2017** | **2018** | **2019** |
| **Net Profit ($)** | **4.5 Million** | **4.1 Million** | **3.9 Million** |
| **No. of sales ($)** | **500 Million** | **600 Million** | **650 Million** |
| **Rate of Productivity Growth** | **3%** | **2.1%** | **0.9%** |

**Table 1.2 Sydney**

|  |  |  |  |
| --- | --- | --- | --- |
| **Key Performance Indicator (KPI)** | **2017** | **2018** | **2019** |
| **Net Profit ($)** | **3.5 Million** | **4.0 Million** | **4.2 Million** |
| **No. of sales ($)** | **200 Million** | **250 Million** | **290 Million** |
| **Rate of Productivity Growth** | **2.8%** | **3.2%** | **3.5%** |

1. **Define ‘rate of productivity growth’. (1 mark)**

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1. **With reference to the data in Table 1.1 and Table 1.2, justify whether the managers of Hammer and Nails should use the business systems and procedures from the Melbourne stores or the Sydney stores when opening new stores in Brisbane. (5 mark)**

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**It has been identified that motivation levels are low at the Melbourne stores.**

1. **Select two of the following motivation strategies and describe how each could be used to motivate the staff at the Melbourne stores. (3 + 3 = 6 marks)**
* **Pay**
* **Career advancement**
* **Investment in training**

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1. **Propose and justify a management strategy to develop a better corporate culture in the Melbourne stores. (4 marks)**

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**Question 2 (4 marks)**

**Define leadership. Explain why effective leadership is needed to successfully implement change when organisational inertia exists.**

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**Question 3 (5 marks)**

**“Local restaurants, bars and clubs on-going survival is threatened by COVID-19 restrictions not allowing customers into their premises”**

**Analyse the use of a proactive and a reactive approach to business change given the COVID-19 restrictions.**

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**End of Section B**

**Extra space for responses**

**Clearly number all responses in this space**

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