Letter

STUDENT NUMBER

BUSINESS MANAGEMENT
Written examination

**Updated to align with the
2023- 2027 study design**

Wednesday 3 November 2021

Reading time: 3.00 pm to 3.15 pm (15 minutes)
Writing time: 3.15 pm to 5.15 pm (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	46
B	6	6	25
			Total 71

- 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 book of 24 pages
- Additional space is available at the end of the book if you need extra space 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 (6 marks)

Fran is the newly appointed manager of an Australian software business. The business is a public listed company working towards the achievement of its business objectives.

a. With reference to this business, define the term 'stakeholder'.   2 marks

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Question 2 (10 marks)

a. Explain the importance of leadership in successful business change management. 4 marks

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b. Using a contemporary business case study, analyse the driving and restraining forces that have had an impact on business change.   6 marks

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Question 3 (10 marks)

'The official corporate culture of a business is usually very different from the real corporate culture.'

Explain the difference between official corporate culture and real corporate culture. Propose and justify **two** management strategies for developing a corporate culture that promotes the achievement of business objectives.

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Question 4 (15 marks)

WCTY Cleaning Services provides cleaning and maintenance services for homes and businesses. The business operates 30 branches across Australia.

a.   Outline the three key elements of the operations system. Apply **one** of these elements to WCTY Cleaning Services.   4 marks

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b. Explain how WCTY Cleaning Services could improve the efficiency of its operations system through the adoption of technological developments.   3 marks

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c. Describe how **one** of the following strategies could be used at WCTY Cleaning Services to ensure that materials are managed efficiently:

- forecasting
- Just In Time   3 marks

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d. Explain and justify **one** quality strategy that WCTY Cleaning Services could implement to ensure that the quality of cleaning across its branches is of a high standard.   5 marks

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Question 5 (9 marks)

Alex is the manager of a large gaming store. The business sells games for gaming consoles.

Alex has recently been informed that the store has been sold to a multinational chain. As changes are implemented, approximately 20% of all staff will need to be retrenched. Alex is concerned that some stakeholder groups will resist the changes. He has noticed that employees seem to be lacking motivation since the announcement of the sale of the business.

a. Identify **one** stakeholder group that might resist these changes at the gaming store. Describe **one** low-risk strategy that could be used to overcome resistance to the changes from this stakeholder group.   4 marks

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b. Define the term 'motivation'.   2 marks

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c. Propose and justify **one** strategy that Alex could use to increase employee motivation at the gaming store.   3 marks

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END OF SECTION A
TURN OVER

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

Rabwood Mutual is a financial services firm that was established as a partnership 10 years ago. The head office is in Geelong. The business also has three smaller branches in Ballarat, Bendigo and Warrnambool.

Map of Victoria showing the offices of Rabwood Mutual

During 2020 the business went through a period of restructure. As part of this restructure, the human resources department was expanded and a data analyst was recruited. The data analyst is responsible for monitoring the key performance indicators (KPIs) of the business.

Early in 2021 the business implemented a new program that required all employees to complete five days of on-the-job training each year. The business is also using redeployment in all its Victorian locations whenever staff shortages are experienced. Employees are expected to move between the four branches in regional Victoria. For example, several employees from the Warrnambool branch have been redeployed to Geelong following the unexpected resignation of three members of staff.
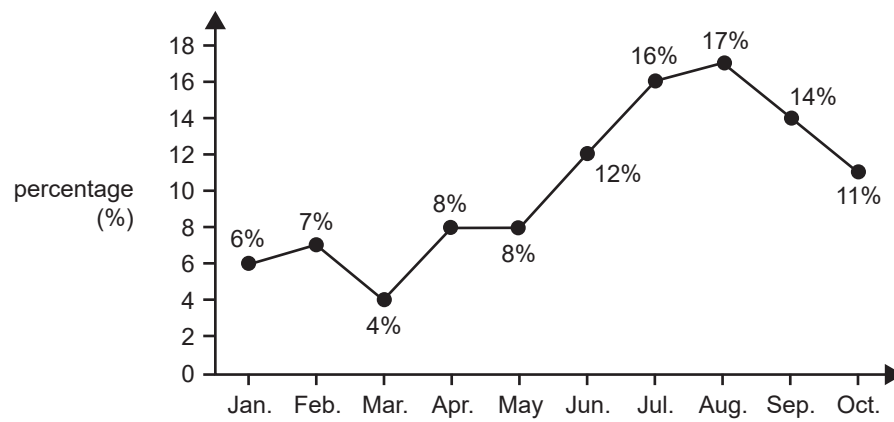
In late 2021, the human resources manager presented the three graphs on page 15 to the partners of the business. The partners have expressed some concern about the data shown in the graphs.

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Number of customer complaints (2021)
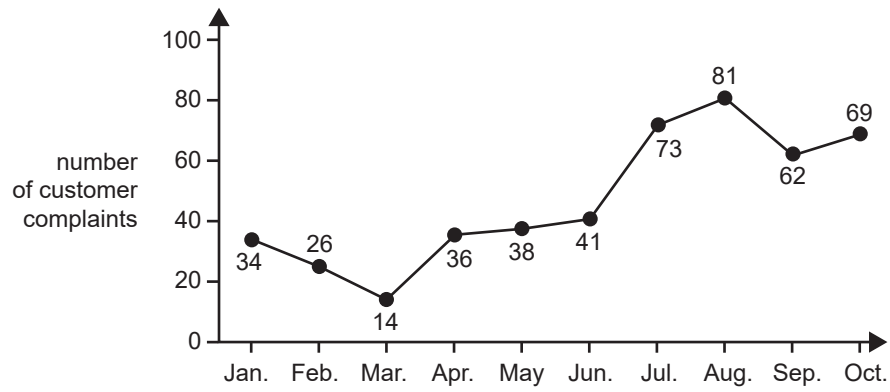
Rate of staff absenteeism (2021)

Rate of productivity growth (2021)

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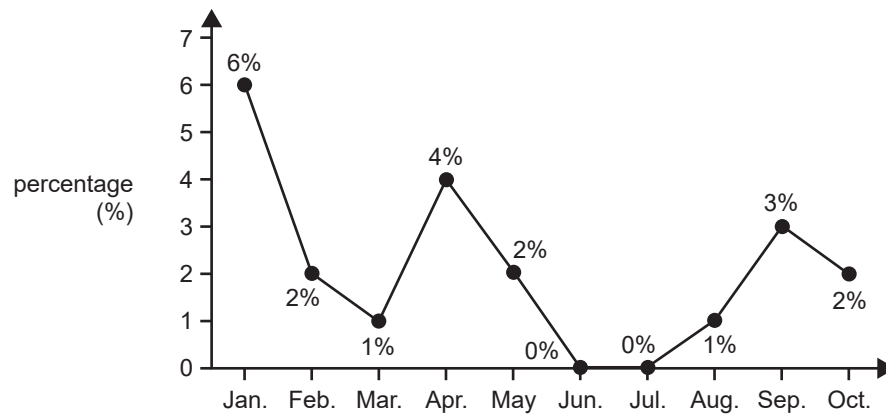
Question 1 (2 marks)

Define what is meant by the 'rate of staff absenteeism'.

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Question 2 (3 marks)

Using the data provided in the graphs on page 15, explain the relationship between the rate of staff absenteeism and the number of customer complaints.

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Question 3 (4 marks)

Describe **one** advantage and **one** disadvantage of on-the-job training as a strategy for improving the effectiveness of employees.

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Question 4 (4 marks)

With reference to the situation at Rabwood Mutual, compare resignation and dismissal as forms of termination.

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Question 5 (6 marks)

Explain how **two** of the following management strategies might be used to respond to the data that is shown in the case study:

- increased investment in technology
- cost cutting
- change in management skills
- redeployment of capital resources

(answer lines)

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Question 6 (6 marks)

With reference to **two** principles of Lawrence and Nohria's Four Drive Theory of motivation, describe how Rabwood Mutual could use this theory to improve **one** of the KPIs shown in the graphs on page 15.

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END OF QUESTION AND ANSWER BOOK   **TURN OVER**

Extra space for responses

Clearly number all responses in this space.

TURN OVER

An answer book is available from the supervisor if you need extra space to complete an answer. Please ensure you write your **student number** in the space provided on the front cover of the answer book. **At the end of the examination, place the answer book inside the front cover of this question and answer book.**

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