

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:	
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Teacher's Name:	

Structure of booklet

Section	Number of questions	Number of questions to be answered	Number of marks
А	6	6	50
В	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.

SECTION A

Instructions for Section A

Answer all questions in the spaces provided.

Question 1 (18 marks)

James and Sienna own and manage Artisan Foods, a business that operates out of the northern suburbs of Melbourne. The business was established six years ago and specialises in creating a range of gournet food packages for customers to purchase and cook at home. During the past two years, the business has established online cooking classes for customers to access and participate in. It also works with a local charity to provide free meals to members of the community who need support.

During the past twelve months, the business has joined with a transport courier to provide quick delivery and a wine merchant for the total dining experience. Artisan Foods has become well known in the Melbourne metropolitan area and has received enquiries from potential customers in a number of regional towns.

James and Sienna are considering expanding the business to build their customer base and sales, and have sought legal and financial advice.

James and Sienna operate the business as a partnership.	
Recommend one other type of business structure that could be used as James and Sienna seek to expand Artisan Foods.	3 marks

Explain the interests of one relevant stakeholder of Artisan Foods.	2 marl
Analyse the relationship between managing employees and business objectives.	3 mai

business expands and new employees are recruited. Propose and justify one motivation strategy that James and Sienna could implement.	
Outline one advantage and one disadvantage of the strategy for Artisan Foods.	7 ma

Describe one corporate social responsibility consideration Artisan Foods could pursue when implementing changes in the business.	3 marks

Question 2 (7 marks)

The appropriateness of management styles can be affected by the following factors.	
• task	
• time	
• experience of employees	
manager preference	
Explain how management style may change due to two of the factors above.	4 mark

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.

Question 4 (10 marks) Describe two management strategies that a business may implement to seek new business opportunities domestically and/or globally. Explain two driving forces for change that might influence a business to adopt these strategies.			

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Question 5	(6	marks))
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With reference to a contemporary business case study, describe one of the key elements of an operations system.	2
Discuss one characteristic of the operations system of service businesses and	
one characteristic of the operations system of manufacturing businesses.	4

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.

Using Porter's Generic Strategies (1985), explain the approach taken by Gold Star Conference Services towards strategic management.	3

of e	lain how Gold Star Conference Services can use the performance management strategy mployee observation to ensure that new employees are able to complete their tasks.	3 ma
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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 1 (3 marks) Describe how agreements can be used to determine wages and conditions of work at Premium Pro Building and Construction.

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.		

Question 3 (4 marks) Explain how the restraining forces of financial considerations and employees have affected Premium Pro Building and Construction.
Financial considerations
Employees
T. M. C.

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.

Question 5 (6 marks) Propose and justify two management strategies that Premium Pro Building and Construction could use		
to respond to the KPIs presented at the meeting.		
Management strategy 1		
Management strategy 2		

Question 6 (2 marks)
Explain one low-risk strategy that Premium Pro Building and Construction could use to overcome employed resistance to change.

END OF QUESTION AND ANSWER BOOKLET

Extra space for responses	
Clearly number all responses in this space.	

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