

Student Name:

BUSINESS MANAGEMENT Units 3&4 2023 Written Trial Examination

QUESTION AND ANSWER BOOK

Section	Number of questions	Number of questions to be answered	Number of marks
A	5	5	50
В	7	7	25
			Total 75

- Students are to write in blue or black pen.
- 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 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 name** in the space provided above on this page.
- All written responses must be in English.

SECTION A

Instructions for Section A

Answer all questions in the space provided.

Question 1 (6 mar		
Referring to a con skills.	temporary business, analyse the relationship between management styles and manager	ne
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Question 2 (14 marks)

Springdale Cinema specialises in Australian films. Max has owned and operated the Springdale Cinema for the last 10 years with the same 5 employees that have worked there before. Max bought the business and consider their co-workers to be like family. In 2022, a state-of-the-art cinema complex was opened within a 5-minute walk of Springdale Cinema and offered new employees higher wages. To remain competitive, Max updated his business with new screening technology, which is the first of its kind in Australia, and has employed a new projectionist to manage the technology.

ı)	Discuss a motivational theory as a long-term motivation strategy that could assist Max to rethis employees.	ain 6 mark

b)	Explain relationship between operations management and business objectives regarding Springdale Cinema.	5 marks
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c)	Describe a low-risk strategy to help Max overcome employee resistance.	3 marks

Question 3 (8 marks)

Fitness Evolution is an online personal training business. Following the introduction of a new online platform which the personal training programs are being streamed from, employees' workloads have increased dramatically with no increase in pay to reflect this. They have also received no training from Fitness Evolution as to how to use the new online platform, which has created operational delays and issues. Employees have spoken to management but feel that these issues have not been addressed. They are now considering industrial action in the form of a strike.

a)	Justify mediation as a future method of dispute resolution for employees at Fitness Evolution. 4 marks

b)	Define corporate culture. Outline a strategy to help Fitness Evolution develop positive corporate culture.	4 marks

Question 4 (12 marks)

Phil Phix Phones repairs damaged mobile phone screens and is considering expanding their product range to supplying durable phone cases that will eliminate future phone screen smashes for their customers. These phone cases will be made from recycled materials. Customers will also have the option of recycling their old phone cases through the business – these will then be used in the production of the new phone cases.

a)	Describe the concept of business change for Phil Phix Phones.	3 marks
)	Explain whether this product introduction will be a proactive or reactive approach to change	e for
	Phil Phix Phones business.	3 marks
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c) Outline the key elements of the operational system for Phil Phix Phones.	6 marks

Question 5 (10 marks)

Using a contemporary business example, describe the key principles of the Force Field Analysis theory (Lewin). Evaluate the use of a Force Field Analysis in determining the success of the business change.

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

The following is an email exchange between Alex, the Store Manager of Bright Light Sun-Shades' Beach St Store in Victoria, and Mark, the operations manager of Bright Light Sun-Shades. Mark is based in Sydney, where the company's head office is located.

Hi Alex.

Thanks for your email regarding the opening of Bigger and Better SunShades next to our shop on Beach Street. We agree that they will provide new competition for us, but we are confident that the introduction of our new online system and updated website will provide a much more unique experience for customers, as they will be able to customise their sunshades for the first time ever! We think this new feature will ensure our loyal customers stay with us.

Keep up the terrific work you do for us and our customers.

Kind regards,

Mark

Operations Manager, Bright Light Sun-Shades

Hi Mark,

I agree our new customised feature will be well received by our customers but compared to Bigger and Better SunShades lower prices, it might not be enough to keep our loyal customers shopping at our stores. As the customisable sunshades are all customised online, we have seen a drop in the numbers of customers walking through our doors to browse our options. The cost of production for the customisable sunshades has also increased our expenses dramatically, because so many new fabric patterns have been purchased. Many of these new patterns are unpopular with customers, meaning they have not been used at all.

We are already behind on sales compared to last quarter. Our market share has dropped to a new low of 12.6%.

Can you please advise how we can increase our sales as I am worried we will not be able to make budget in the coming months.

Kind regards,

Alex

Manager of Beach Street Store, Bright Light Sun-Shades

Hi Alex,
I understand your concern. However, we are not competing with customers on cost but are instead offering a premium product and a premium experience. Our loyal customers across all of our stores nation-wide will appreciate this. To increase in-store sales, please ensure all employees are familiar with the features of the new website and can assist any customers with questions about customising their sunshades.
Kind regards,
Mark
Operations Manager, Bright Light Sun-Shades
Question 1 (2 marks)
Define percentage of market share.
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Question 2 (4 marks)
Discuss the technological strategy Bright Light is using to sell their customised sunshades.
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Question 3 (3 marks)
Analyse the effect the change of customising sunshades online has had on the Beach Street store manager, Alex.

Question 4 (4 marks)					
Outline two driving forces for Bright Light.					

Question 5 (4 marks) Explain how either Materials Requirement Planning or a Master Production Schedule would help Bright Light meet one business objective.

Question 6 (5 marks) Describe Porter's Generic Strategies. Justify which strategy Bright Light should use.

Question 7 (3 marks)					
Outline one strategy Bright Light could use to address a key performance indicator.					

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