



**‘2017 Examination Package’ -  
Trial Examination 4 of 7**

**STUDENT NUMBER**

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**BUSINESS MANAGEMENT**  
**Units 3 & 4 – Written examination**  
**(TSSM’s 2013 trial exam updated for the current study design)**

Reading time: 15 minutes

Writing time: 2 hours

**QUESTION & ANSWER BOOK**

**Structure of Book**

<i>Section</i>	<i>Number of questions</i>	<i>Number of questions to be answered</i>	<i>Number of marks</i>
Section A	4	4	50
Section B	1	1	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 white out liquid/tape.
  - No calculator is permitted in this examination.
- Materials supplied**
- Question and answer book of 19 pages.
- Instructions**
- Print your name in the space provided on the top of this page.
  - All written responses must be in English.

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

**SECTION A**

**Instructions**

Answer **all** question in the spaces provided.

**Question 1 (15 marks)**

Jeanswest offers a strong team culture, fun environment and values its staff at over 230 retail outlets in Melbourne and Sydney. It was recognized as an 'employer of choice' in 2012 receiving a number of retail awards as a result of their strong track record in staff training, education programs, community support programs and corporate social responsibility.

**a.** Define the term 'employer of choice'.

1 mark

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**b.** Explain **two** key performance indicators that can be used to support Jeanswest being identified as an 'employer of choice'.

4 marks

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BUSMAN EXAM

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- c. Jeanswest has moved away from industry awards preferring to offer collective bargaining agreements to their employees. Distinguish between industry awards and collective bargaining agreements.

4 marks

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**SECTION A – Question 1 – continued**

**TURN OVER**

BUSMAN EXAM

d. Outline the role of the employer associations in the workplace.

2 marks

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e. Describe Lawrence and Nohria’s theory of motivation and explain how Jeanswest could use this theory to motivate staff.

4 marks

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**SECTION A – continued**

**Question 2 (15 marks)**

Thank You Water is recognised as a social enterprise.

- a. Explain how the primary objective of Thank You Water would differ from the objectives of a private limited company.

4 marks

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- b. Explain the interests of two stakeholders of Thank You Water.

2 marks

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c. Describe **two** driving forces for change that may impact a social enterprise.

4 marks

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BUSMAN EXAM

d. The manager of a branch of a social enterprise in Victoria is very conservative, preferring to make decisions without consulting his staff. Identify the management style being used and suggest **two** reasons why this may be contributing to a negative corporate culture in this workplace.

3 marks

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e. The manager at this social enterprise would use a range of skills to deal with staff. Select and describe **one** of these skills that a manager using the management style identified above would utilise.

2 marks

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**SECTION A – Question 2 – continued**

**TURN OVER**

**Question 3 (10 marks)**

Murray Goulburn Co-operative has gained a reputation for quality and food safety that make them a preferred supplier of dairy products with exports to key markets around the world. They also have a strong presence in the Australian domestic market. They are at the forefront of environmental sustainability exploring ways to conserve and recycle water. Their annual revenue figures are in the vicinity of \$2.29 billion with \$1.17 billion in export revenue.

- a. Outline the key elements of the operations management system used by the dairy farmers at Murray Goulburn Cooperative.

3 marks

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- b. Describe the link between operations management and business competitiveness.

3 marks

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**SECTION A – Question 3 – continued**



BUSMAN EXAM

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c. New technology has been developed to help process the dairy products quicker. Discuss **one** low-risk and **one** high-risk practice that Murray Goulburn could use to overcome employee resistance to the introduction of this new technology.

4 marks

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**SECTION A – continued**  
**TURN OVER**

**Question 4 (10 marks)**

Pramble & Gocter are a well-established business operating in the manufacturing of health foods for sale through a number of retail supermarket chains and health food stores. Recent performance has seen a drop in profits, sales and market share due to the increase in the number of new competitors in the market. Gary Pramble has decided to review the operations area of the business with a view to improving performance.

Describe three strategies the business could introduce to improve performance and for each strategy explain a key performance indicator the business could use to measure success in improving performance.

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**SECTION A – Question 4 – continued**

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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.

**Question 1**

QANTAS is pressing ahead with its plan to rationalise its aircraft maintenance sites in the face of a new push by an alliance of unions determined to save workers' jobs.

Three trade unions launched a joint campaign in Melbourne yesterday to save thousands of engineering jobs as Qantas reviews its maintenance operations in Australia.

Qantas plans to consolidate three heavy engineering bases - two in Victoria (at Tullamarine, employing 400; and at Avalon, employing 700, including contractors), and the other 400 at Brisbane airport - into one or two bases, with a decision to be made next month.

The AMWU assistant national secretary, Glenn Thompson, warned the unions would fight for the jobs of 6000 Qantas engineering employees and 350 apprentices.

"We are committed to ensuring that ongoing skills and training and quality high-tech jobs are maintained," Mr Thompson said.

The AWU Victorian secretary, Cesar Melhem, said he feared "hundreds" of jobs could go in the first round of cuts. "We understand there will be some job losses as part of the first review, but we don't want to lose the rest of the workforce in the next few years," he said.

But Qantas group executive operations Lyell Strambi said new aircraft and technology had "seen a significant reduction in the amount of heavy maintenance required on our fleet".

"We need to consolidate our three heavy maintenance bases in Australia into two or one and we are consulting with unions and our employees on how best to do this," he said.

The plan was "not about sending work offshore", Mr Strambi said.

**a.** Define the following terms:

**i.** Union

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**SECTION B – Question 1 – continued**

ii. Off-shoring labour

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2 marks

b. The case study suggests that as a result of the merging of three facilities into 2 or 1, there will be job losses. Describe the form of termination that will occur as a result of the merger.

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2 marks

c. Describe two other forms of termination that can occur at a business.

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**SECTION B – Question 1 – continued**  
**TURN OVER**

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4 marks

- d. If Qantas continue with their plans it is likely that employees and unions will be in dispute with management. Explain the role of the Fair Work Commission in employee relations.

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3 marks

e. Distinguish between mediation and arbitration as a means of resolving any dispute.

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3 marks

f. Describe how management at Qantas could use Lewin’s Three Step model of change management to implement their plan. In your answer outline each of the phases of this model and apply them to the situation at Qantas.

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**SECTION B – Question 1 – continued**  
**TURN OVER**

**BUSMAN EXAM**

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6 marks

**SECTION B – Question 1 – continued**



**BUSMAN EXAM**

- g.** Describe how Lewin’s Force Field Analysis could have assisted in the change process and outline one benefit of performing a Force Field Analysis.

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5 marks

**END OF QUESTION AND ANSWER BOOK**

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

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BUSMAN EXAM

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