



Figures

Words

Letter

Name _____

VCE BUSINESS MANAGEMENT 3/4 2021

CPAP Practice examination No. 2

Reading time: 15 minutes

Writing time: 2 hours

QUESTION AND 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>
A	7	7	50
B	5	5	25
			Total 75

- 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 21 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** 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 (4 marks)

Distinguish between social enterprises and government business enterprises.

Question 2 (6 marks)

Explain efficiency in relation to technological developments and waste minimisation in the production process.

Question 3 (11 marks)

Tyrell Corporation is renowned for paying its staff salaries that are well above industry average. Despite this, the CEO believes that not all staff are working to their potential. She would like to implement strategies to develop a positive corporate culture at the company.

- a. Describe **two** differences between Maslow's and Lawrence and Nohria's theories of motivation.

4 marks

b. Using Lawrence and Nohria’s theory of motivation, justify **two** strategies to develop the corporate culture at Tyrell Corporation. 4 marks

- c. During the implementation of any change strategies it is important for management to demonstrate leadership.

Explain why this will be important at Tyrell Corporation.

3 marks

Question 5 (10 marks)

Peter Senge suggested that businesses that become Learning Organisations are more likely to excel in the future.

Explain what is meant by a 'Learning Organisation'. Analyse how **three** principles or disciplines of Senge's Learning Organisation could be applied during the change process, in order to:

- effectively manage change.
- manage employees effectively
- promote the use of management skills

Question 6 (3 marks)

Describe **one** way in which corporate social responsibility considerations influence decisions made by managers. In your response, refer to the operations area of management responsibility.

Question 7 (10 marks)

Dunder Mifflin is attempting to determine new wages and conditions of work for its employees. The employees are currently on an enterprise agreement, which is due to expire in two weeks time.

a. Explain the role of each of the following workplace relations participants during this process.

4 marks

- Employer associations _____

- Unions _____

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

Weyland Energy Group Ltd is a public listed company involved in the generation and retailing of energy. The business has more than 4 million residential, small and large businesses, and wholesale customers across New South Wales, Victoria, South Australia and Queensland. It currently employs more than 4000 people.

Weyland Energy's purpose is to make technological and human progress, while making things better for the community, the economy and the planet. One of its key objectives is actively working to deliver reliable, affordable, low-carbon and innovative energy solutions for all of its customers. Over the last ten years, Weyland Energy's greenhouse gas emissions have been reduced and the business is focussed on managing its environmental footprint. The company uses a Total Quality Management strategy to maintain the excellence of its products.

Weyland Energy's businesses include Gas and Coal, Wind and Solar and Hydro. The Group has performed well financially in recent times, with net profit rising steadily over the past three years, and market share growing. However, management feels that some of its businesses have underperformed. The company's share price has fallen over the past year and management are considering selling the worst-performing business. Key performance indicators for each of the five businesses are shown in Tables 1, 2 and 3.

Table 1 Net profit figures (2019-21)

	2019	2020	2021
Gas and Coal	\$350 million	\$345 million	\$344 million
Wind and Solar	\$102 million	\$109 million	\$112 million
Hydro	\$ 30 million	\$ 31 million	\$ 30 million

Table 2 Rate of staff absenteeism (2019-21)

	2019	2020	2021
Gas and Coal	four days (av.) per year per employee	six days (av.) per year per employee	eight days (av.) per year per employee
Wind and Solar	three days (av.) per year per employee	four days (av.) per year per employee	three days (av.) per year per employee
Hydro	four days (av.) per year per employee	five days (av.) per year per employee	four days (av.) per year per employee

Table 3 Number of customer complaints (2019-21)

	2019	2020	2021
Gas and Coal	increased 5%	increased 7%	increased 12%
Wind and Solar	decreased 2%	decreased 3%	decreased 2%
Hydro	increased 3%	decreased 2%	increased 2%

Question 1 (3 marks)

a. Other than operations and human resources, identify **one** area of management responsibility. 1 mark

b. Explain how the area of management responsibility identified in **part a.** can contribute to the achievement of Weyland Energy’s social objectives. 2 marks

Question 2 (4 marks)

Discuss the key characteristics of Weyland Energy as a public listed company.

Question 3 (9 marks)

After reviewing key performance indicators, management at Weyland Energy have decided to sell the Gas and Coal business. The human resource manager is concerned that this may result in some employees losing their jobs.

- a. Interpret the KPIs provided in Tables 1, 2 and 3 to analyse why Weyland Energy may have decided to sell its Gas and Coal business. 5 marks

b. Describe either **two** employee entitlement issues or **two** employee transition issues that may result from Weyland Energy selling one of its businesses. 4 marks

Question 4 (4 marks)

Compare Total Quality Management with **one** materials strategy that Weyland Energy could implement to maintain effectiveness.

Question 5 (5 marks)

Analyse how societal attitudes may have been a driving force for change at Weyland Energy.

END OF QUESTION AND ANSWER BOOKLET

