

STUDENT NUMBER

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## BUSINESS MANAGEMENT

### Written examination

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	50
B	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 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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- b. Identify one area of management responsibility at this business. Explain how this area of management responsibility could contribute to the achievement of **one** of the business's objectives.

4 marks

Area of management responsibility \_\_\_\_\_

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**SECTION A** – continued  
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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. 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  
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## 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.

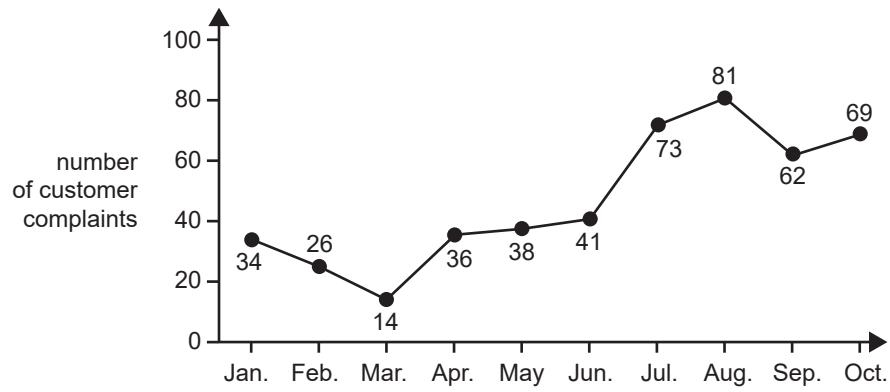
Early in 2021 the business implemented a new program that required all employees to complete five days of on-the-job training each year. The business is also using redeployment in all its Victorian locations whenever staff shortages are experienced. Employees are expected to move between the four branches 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.

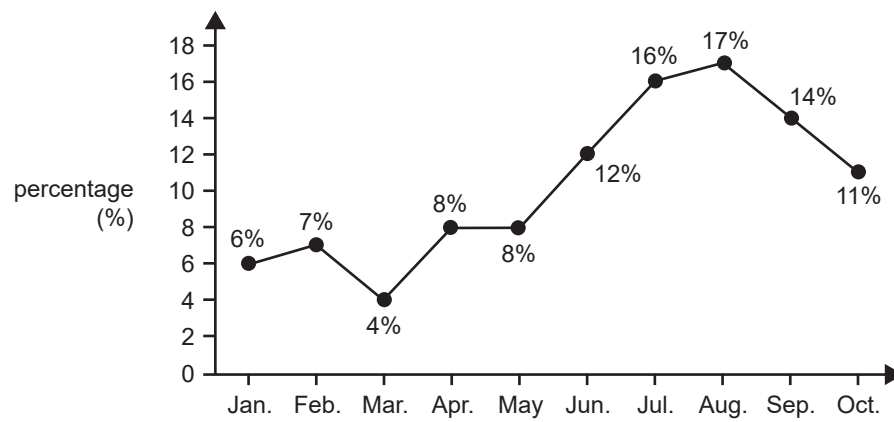
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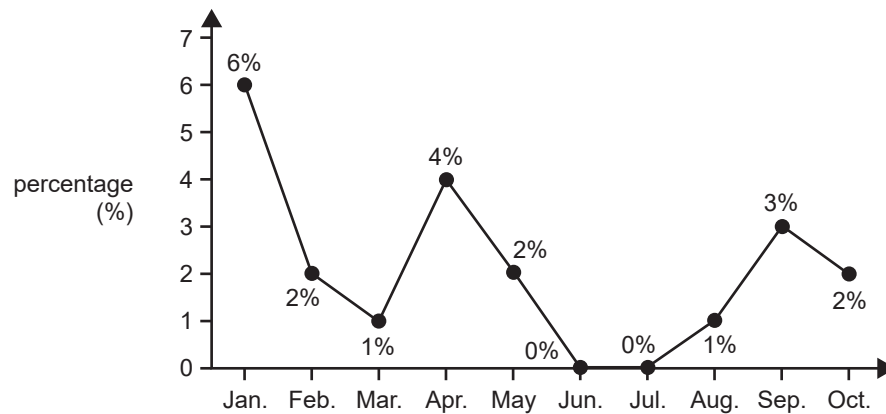
Number of customer complaints (2021)



Rate of staff absenteeism (2021)



Rate of productivity growth (2021)

SECTION B – continued  
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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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**SECTION B – continued**  
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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

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