

# Victorian Certificate of Education 2022

SUPERVISOR TO ATTACH PROCESSING LABEL HERE

Letter

**STUDENT NUMBER** 

# **BUSINESS MANAGEMENT**

# Written examination

Updated to align with the 2023- 2027 study design

Wednesday 2 November 2022

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		
А	5	5	50		
В	6	6	23		
			Total 73		

- 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.

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## **SECTION A**

# Instructions for Section A

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

#### Question 1 (12 marks)

FilmsAU is an Australian government business enterprise that produces films and other content for television and cinema. FilmsAU has decided to produce more content overseas. As a result, some Australian employees will be made redundant.

a. Define the term 'government business enterprise'.

2 marks

**SECTION A – Question 1** – continued

 	SECTION A	

In relation to the nature of this task, propose and justify an appropriate management style that could be used by the Human Resources Manager in this situation. Refer to <b>two</b> characteristics of this management style in your response.	6 m
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2022 BUSMAN EXAM

<ul><li>Question 2 (10 marks)</li><li>BIG Construction uses timber to build new houses. Prior to 2022, the business purchased all of its materials from overseas suppliers.</li><li>During 2022, the business was unable to buy enough timber supplies to meet its requirements. As a result, several building projects are behind schedule.</li></ul>					
a.	One business objective of BIG Construction is to fulfil a market need.				
	Explain the relationship between operations management and this objective for BIG Construction.	3 marks			

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- **b.** With reference to BIG Construction, explain how not being able to source enough building materials, such as timber, might affect **one** of the following key performance indicators (KPIs):
  - the rate of productivity growth
  - the number of workplace accidents

3 marks

SECTION A – Question 2 – continued TURN OVER

Propose and justify <b>one</b> strategy that BIG Construction could use to seek new domestic business opportunities.	4 ma

SECTION A – continued

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SECTION A – continued TURN OVER

	estion 3 (8 marks) I's Cafe employs seven casual staff. These staff are scheduled to work according to a weekly roster.	
а.	KEJ's Cafe is a service business.	
	Describe <b>one</b> characteristic of the operations system of a service business.	2 marks
	Deserve one enaracteristic of the operations system of a service business.	2 marks
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b.	Explain how appraisal, as a performance management strategy, could be used by KEJ's Cafe to	
	achieve one employee objective and one business objective.	6 marks
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•	Describe the roles of <b>two</b> participants in the workplace.	4 marks

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Analyse the effect objective.	that increased staff	absenteeism m	nay have on Jen	na's ability to ac	chieve <b>one</b> business	4 m

Question 5 (10 marks) 'During a period of business change, all managers will end up using high-risk strategies some of the time.'
Evaluate this statement with reference to a contemporary business case study.

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SECTION A – Question 5 – continued

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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

Blartem Clothing is a large clothing manufacturer that has been in operation for 25 years. Senior management is considering whether the business should start making activewear in addition to the formal wear that the business has always made.

Activewear





**Formal wear** 

Sources (from left): Josep Suria/Shutterstock.com; Andrey\_Popov/Shutterstock.com

The text that follows is a transcript of a discussion between the Chief Executive Officer (CEO) and the Operations Manager of Blartem Clothing.

СЕО	Do you think we could start production for the activewear before Christmas?
Operations	We could, but there is a lot of work to do. We would need to be more efficient with our production and have a stronger network of suppliers. Employees will need training.
CEO	We need the Human Resources Manager to provide high-quality group training programs to make our staff effective and reduce any resistance to this change.
Operations	My department will need to consider where we source the fabric. The materials really should be from a supplier who has the highest levels of quality. We will also need new machinery.
СЕО	Yes, we will need to get the Head of Finance involved to consider the costs for this expansion.
Operations	We really should think about testing the market before we start planning for production.
CEO	Yes, that's true! Let's hold a meeting of our management team to develop a strategy to move forward with the introduction of activewear. We need to identify whether we want to position ourselves as high-quality or low-cost. This is very important for our overall strategy.

# Question 1 (2 marks)

Outline one corporate social responsibility consideration for Blartem Clothing when implementing change.

## Question 2 (3 marks)

Explain how global outsourcing can be used by Blartem Clothing to ensure that one business objective can be met.

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SECTION B – continued

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# Question 4 (4 marks)

Explain how Lewin's Force Field Analysis theory could be used to help decide whether to introduce activewear at Blartem Clothing.

#### **Question 5** (6 marks)

Explain how **two** of the following strategies could be used to improve the efficiency of operations by Blartem Clothing as it changes its manufacturing process to produce the new range of activewear:

- automated production lines
- master production schedule
- quality assurance

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SECTION B – continued TURN OVER

# Question 6 (6 marks)

Discuss how Blartem Clothing could use **one** of Porter's Generic Strategies as it enters the competitive market for activewear.

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END OF QUESTION AND ANSWER BOOK

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

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