

Student Name:



## 2023 BUSINESS MANAGEMENT UNIT 3

### ***Trial Examination***

*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>
A	4	4	40
B	5	5	35
			Total: 75

- Students are permitted to bring into the examination room: pens, pencils, highlighters, erasers, sharpeners, 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 19 pages

#### **Instructions**

- Answer all questions in the answer book.
- All written responses must be in English.

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

**Instructions**

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

**SECTION A**

**Question 1 (10 marks)**

Emerging Gamers is a business that was founded by a small team of dreamers who enjoyed creating online games and wanted to change the way they were made. The business promotes collaboration, problem solving and enthusiasm amongst its staff allowing their skills and expertise to shine. Both the operations and human resource managers have adopted a participative style of management with a team-based approach and a focus on fun when developing the new online games.

a. Outline the characteristics of the participative management style. 2 marks

*Note: This is a fictional*

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b. Discuss the use of participative management style. 4 marks

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c. Describe **two** business objectives that would be relevant to Emerging Gamers. 4 marks

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**Question 2 (16 marks)**

Quick Fix Constructions is a business that is continuing to grow despite interest rate rises and a slowing of demand for new housing. Vito and Domenic who are the owners of the business are concerned about the loss of staff motivation with increased absences and productivity dropping by 5%.

- a.** Propose a suitable motivation theory that Vito and Domenic could use to address the issue of lower productivity and justify your choice. 5 marks

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**b.** A workplace dispute has arisen between an employee and Vito. Domenic wants to use mediation to resolve the dispute but Vito insists on arbitration. Distinguish between the two dispute resolution processes. 3 marks

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**c.** Vito and Domenic have used the materials management strategy of forecasting to determine their material needs but with the increased uncertainty of the construction industry they are thinking that it may be time to switch to the Just in Time strategy. Compare these two materials management strategies and explain how Just In Time can be used to improve the efficiency and the effectiveness of operations at Quick Fix Constructions. 8 marks

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**Question 3 (8 marks)**

*Fostering a positive culture can be the difference between success and failure for a business.*

**a.** Define real corporate culture

2 marks

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**b.** Analyse the importance of real corporate culture in relation to staff retention rates and staff satisfaction referring to the above statement in your answer.

6 marks

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coffee machines, barista training and targets energy efficient practices to maintain their commitment to being a socially responsible business.

**a.** Explain the concept of corporate social responsibility and the importance of the environmental sustainability of inputs for a business such as Genovese Coffee. 4 marks

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**b.** Describe **one** way that Genovese Coffee demonstrates corporate social responsibility in its operations. 2 marks

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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.

#### **From humble beginnings to sophisticated lifestyle brand': Jordan's secret to success**

Living on the Mornington Peninsula and surfing since his teens, Nick Garnham forged a close connection with the natural world around him. Not surprisingly, sustainability became one of the driving forces behind his furniture company, Jordan. “I’m a keen surfer and have always been really passionate about the environment,” he says.

Garnham, who runs the company with his brother, co-director Michael, and his wife, creative director Renee, admits last year’s disruption with the pandemic was a huge challenge. Based in Melbourne, Jordan had to contend with a lockdown where staff worked from home and production fell behind with orders. Luckily, on the positive side, there was renewed interest in home furnishings all around Australia.

Jordan was founded in 1987 when the Garnham’s bought what was then a small company. Due to high labour costs, many of their peers moved offshore or closed but the family wisely decided to take Jordan upmarket. The change in direction certainly worked and Jordan has gone from employing eight to 180 people. Initially, the furniture was sold to architects and designers, but Jordan opened its doors to the public for the first time with a plush store on Richmond’s Church Street in 2014. Showrooms in Sydney and Brisbane followed, and last year the company launched the Perth outlet.

Sustainability is always on Garnham’s mind. The company is carbon neutral, uses sustainable timber and materials sourced locally, and water-based glues. Most importantly, the furniture is designed to last a lifetime and can be repaired. If a piece is completely worn out, it can be returned to Jordan and recycled.

*Source: [www.domain.com.au/living/the-secret-to-success-for-furniture-company-jordan](http://www.domain.com.au/living/the-secret-to-success-for-furniture-company-jordan)*

*Mary O’Brien, March 11, 2021*

**Question 1 (4 marks)**

Outline the **three** key elements of the operations system. Apply **one** of these elements to Jordan Furniture.

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**Question 2 (5 marks)**

Propose and justify **one** performance management strategy to improve **both** employee and business performance at Jordan Furniture.

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**Question 3 (6 marks)**

Jardan Furniture operates as a private limited company. Compare this type of business with a partnership.

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**Question 4 (10 marks)**

Jordan Furniture globally source some of their materials and utilise quality assurance to monitor the quality of the furniture products produced. Evaluate **both** strategies and describe **two** stakeholders who would have conflicting interests because of one of these strategies.

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**Question 5 (6 marks)**

Analyse **one** strategy to improve the efficiency and effectiveness of operations through waste minimisation in the production process at Jordan Furniture.

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**Question 6 (4 marks)**  
Jardan Furniture prides itself on having a shared family vision, a skilled workforce and a creative design team. Describe a motivation strategy that the human resource manager could use to increase employee performance at the furniture-making business.

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**END OF QUESTION AND ANSWER BOOK**