

Trial Examination 2006

VCE Business Management Units 3 & 4

Written Examination

Question and Answer Booklet

Reading time: 15 minutes Writing time: 2 hours

Student's Name:	
Teacher's Name:	

Structure of Booklet

Number of questions	Number of questions to be answered	Number of marks
3	3	60

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 calculators are allowed in this examination.

Materials supplied

Question and answer booklet of 12 pages.

One or more script booklets upon request.

Instructions

Please ensure that you write your **name** and your **teacher's name** in the space provided on this booklet(s). All written responses must be in English.

At the end of the examination

Place all other used script booklets inside the front cover of this booklet and hand them in.

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

Students are advised that this is a trial examination only and cannot in any way guarantee the content or the format of the 2006 VCE Business Management Units 3 & 4 Written Examination.

Question 1

Coles Myer Chairman of the Board Robert Allert claimed that the sale of the Myer department stores for \$1.4b is a 'win, win' scenario for the company. Following the sale of Myer and the restructuring of the Coles food and liquor businesses, Coles is attempting to enter a new phase of sales and profit growth.

Both Coles and its major competitor Woolworths (Safeway) are expected to slash prices of food and drinks in an effort to win and keep customers, and to increase market share. One analyst stated that Woolworths is expected to reduce costs and increase operational performance. The organisation has signed a deal with ANZ to provide 700 ATMs in supermarkets and petrol stations. Coles is facing long-term problems and its Chief Executive Officer (CEO) John Fletcher has outlined a five-year plan that focuses on a restructure of the organisation and a change in many senior management positions.

Both organisations may see long-term competition or acquisition from global retailers such as Tesco and Wal-Mart. Coles will use part of the money gained from the sale of Myer to buy back shares and return money to shareholders.

(The above extract is based on the article 'Blood in the Aisles', *The Age*, 18 March 2006)

	organisational structure		
	1 11		
ii.	shareholder		

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	6 1
Pro two	ductive and motivated employees play a vital part in the performance of any organisation. Ex methods that an organisation may use to recruit or keep talented and motivated employees.

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rom global organisations. Discuss two possible change strate o ensure change occurs smoothly.	
	4 mar
	/l mar

e.

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Question 2

The Foster's Group is negotiating to sell its overseas breweries in a bid to increase returns to shareholders. If sold, Foster's would still manage the company's brand and advertising, but the new brewery owner would pay the manufacturing and distribution costs. The Foster's Group currently has plants in China, India, Vietnam, Samoa and Fiji.

A spokesperson for Foster's said, 'We have turned around our Asian operations. There is a huge commitment to grow the Foster's brand and to our stakeholders: our employees, customers and shareholders'. The Human Resource Manager stated, 'Our employees are our highest priority, staff turnover is low and work teams ensure that communication between employees and management remains open'.

(The above extract is based on the article 'Foster's Asian Brewery Sale Rumoured', *The Age*, 18 March 2006)

Defi	ne the following terms and provide an example of each:	
i.	acquisition	
ii.	staff turnover	
		
		2 + 2 = 4 mark
Iden	tify the management style used at The Foster's Group.	
		1 mar

	utline two features of the identified style.
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	2
T	he Foster's Group is a large-scale organisation operating globally. Outline two pressures from acro, operating/task or internal environments that would impact on Foster's.
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	4
	xplain two Key Performance Indicators (KPIs) Foster's could use to measure organisational erformance.
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socially responsible	•			

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Question 3

'The Work Choice measures ... aim to push workers into the federal industrial system and increase the use of individual contracts.'

('Workplace Debate Gains Momentum', The Age, 26 March 2006)

•	fine the following terms:				
i.	industrial relations				
ii.	award				
_	1 + 1 = 2 mark lain the difference between a centralised and a decentralised industrial relations system. In your				

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Explain the c	ifferences between a certified enterprise ag	greement and an individual workplace contr
-		

4 marks

and to	nufacture most of its products. Newfolk also prides itself on its commitment to quality syst o promoting a healthy and safe workplace. The organisation purchases most of its parts ar onents from suppliers. Newfolk operates in a highly competitive market where price is nually driven down while quality standards are expected to be maintained.
	fy and describe three elements of an operations management system, making reference to all manufacturing organisation such as Newfolk Pty Ltd.
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END OF QUESTION AND ANSWER BOOKLET