

Victorian Certificate of Education 2019

SUPERVISOR	TO ATTAC	CH PROCE	ESSING LA	ABEL HERE

					Letter
STUDENT NUMBER					

BUSINESS MANAGEMENT

Written examination

Monday 4 November 2019

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	45
В	5	5	22
			Total 67

- Students are to write in blue or black pen.
- 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 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 (12 marks)

a.

ChocYum Pty Ltd is a manufacturing business located in regional New South Wales. It prides itself on manufacturing chocolate products of the finest quality for major retailers in Australia, New Zealand and the United Kingdom.

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C	5
7	5

4 marks

b.	Compare the characteristics of operations management within a manufacturing business (such as ChocYum Pty Ltd) with those of a service business.

2019 BUSMAN EXAM

c.

ciency or effectiveness of its operations system.	

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Question 2 (4 mortes)			
Question 2 (4 marks)	·	1	
Managers can take either a proacti			
Describe how each of these approa	aches can be used to manage	change.	

19 BUSMAN EXAM 8
Question 4 (10 marks)
Leaders can inspire change within a business.
Analyse how managers can apply the principles of Senge's Learning Organisation, during a period of change, in order to:
effectively manage employees
positively influence corporate culture
• ensure the change is implemented successfully.

9	2019 BUSMAN EXAM

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19 BUS	SMAN EXAM 10	
Ou	estion 5 (13 marks)	
Der dec usir	nnis Greeves is the manager of a highly successful, Melbourne-based burger chain. In response to a line in sales and a change in customer tastes, Dennis has made the decision to implement a policy of an only ethically sourced, high-quality local ingredients. Dennis is aware that a new pricing strategy will require as a result and that the Executive Chef will require support to implement the changes.	
a.	Define the term 'corporate social responsibility'.	2 marks
b.	Analyse how Dennis has used Porter's Generic Strategies to respond to the issues of declining sales and changing customer tastes.	4 marks

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Explain how resistance to	Dennis could use the low-risk strategy of support to overcome possible employee the changes.	3 ma

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d.	Apply the principles of two steps fr implement a new pricing strategy to	om the Three Step Change Model (Lewin) to Dennis's decip address the decline in sales.	sion to 4 marks

uestion 6 (6 marks) Yith reference to a contempted a related motivational s	porary business case strategy to successfull	study, explain how y manage employ	managers could a	apply one theory of r	notivation

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

ATI-TUDE is a Melbourne-based clothing manufacturer and retailer. It was established as a public-listed company in 2009. ATI-TUDE produces a range of innovative and quality sportswear products for men, women and children. Customers can buy products online as well as through the five ATI-TUDE stores located in Melbourne, Sydney, Brisbane, Perth and Adelaide.

ATI-TUDE's market share has risen steadily since 2009 to a peak of 15% of overall market share in the sportswear market in Australia in 2019.

The Finance Manager recently produced data for ATI-TUDE's senior managers, showing key performance indicators (KPIs) for the past two years. One of the KPIs was net profit. The net profit figures for each of the five ATI-TUDE stores are shown in Figure 1.

A map of ATI-TUDE stores and their net profit figures

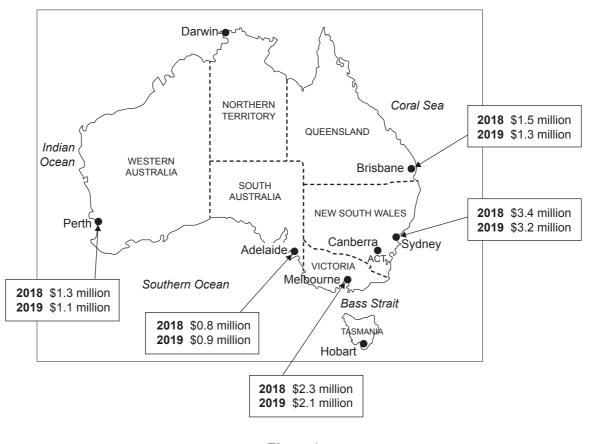


Figure 1

The Sales and Marketing Director has identified an increase of 75% in the number of online sales over the same period of time (2018–2019). She believes that this is due to the strategy of increased investment in technology and the development of the company's website and online store.

The following KPIs, for the last 12 months, were also presented to ATI-TUDE's shareholders.

Table 1. Level of staff turnover and number of customer complaints (2019)

	Level of staff turnover (%)	Number of customer complaints
Adelaide	40%	increased ↑ 12%
Brisbane	23%	decreased ◆ 10%
Melbourne	12%	increased ↑ 10%
Perth	30%	increased ↑ 19%
Sydney	15%	decreased ¥ 5%

At the recent annual general meeting, it was announced to shareholders that the board will be streamlining business operations. As a result, the board will be closing two stores and this will lead to the termination of the employment of many staff.

Question 1 (2 marks)
Define 'level of staff turnover'.

stores should be closed.	re 1 and Table 1 to propose and justify to the management of ATI-T	

Question 4 (6 marks)	
	I-TUDE's Human Resource Manager will require during the period of the store closures
Apidin two skins that Mi	-10DL strainan resource manager win require during the period of the store closures

valuate the suitability of this management style as the store closures are implemented.	

BUSMAN EXAM	20
Question 6 (4 marks)	
	tlement issue and one employee transition issue that may result from the ATI-TUDE store
closures.	Memorit 19900 and one omproyee transition 19900 that may recent from the rate of the control of

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

		23	2019 BUSMAN EXAM
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MAN EXAM	24	

