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YEAR 12 *Trial Exam Paper*
2022
BUSINESS MANAGEMENT
Written examination

Reading time: 15 minutes
Writing time: 2 hours

STUDENT NAME:

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 the following items 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 27 pages
- Additional space is available at the end of the book if you need extra space to complete an answer.

Instructions

- Write your **name** 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 (8 marks)

Staff at Acton Ltd have been working remotely for the past two years. Adam, the operations manager at Acton Ltd, recently sent an email to all employees informing them that they will no longer be allowed to work remotely. Adam hopes this will improve productivity and assist in achieving business objectives.

a. Identify the type of business structure used by Acton Ltd and outline **one** feature of this type of business structure.

2 marks

b. Outline how the interests of Adam and his employees may conflict as a result of his decision to not allow employees to work remotely.

2 marks

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Adam is concerned that two years of remote work may have impacted on the culture of the business.

c. Explain what is meant by 'corporate culture' and describe **one** strategy Adam may implement to restore the culture of the business.

4 marks

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Question 2 (10 marks)

a. Describe how **two** principles of Lawrence and Nohria's Four Drive Theory of motivation could be used to assist a business in achieving **one** business objective.

4 marks

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b. With reference to a contemporary business case study, explain the driving forces and the restraining forces that may have affected the business's decision to undergo change.

6 marks

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Question 3 (10 marks)

'Effectively managing employees can be a complex task – motivating, managing and terminating staff are just three aspects of human resource management.'

Explain the roles of **two** participants in the workplace during the performance management and termination of employees. In your response, describe **one** performance management strategy and any entitlement issues and transition issues that may arise during termination.

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Question 4 (14 marks)

Yaren operates a small financial services firm providing financial advice, completion of tax returns and investment modelling to customers. Operating for seven years as a private limited company with six other shareholders, the business has grown steadily; however, the move to using online meeting platforms during 2020 and 2021 saw a drop in market share and a rise in customer complaints.

a. Describe the relationship between operations management and achieving business objectives.

2 marks

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b. Describe **one** quality management strategy Yaren could implement to improve the effectiveness of business operations.

3 marks

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Many employees have indicated they would like to continue working from home. Yaren has proposed the following compromise:

- Staff must work on-site two days per week.
- To be allowed to work from home on the other scheduled workdays, all staff must participate in regular compulsory training sessions to improve their technology skills.

c. Analyse the effects these changes may have on **two** stakeholders of the business.

6 marks

First stakeholder _____

_____

_____

_____

_____

_____

_____

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_____

_____

Second stakeholder _____

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d. Yaren could seek to gain a competitive advantage through the adoption of one of Porter's Generic Strategies.

Describe Porter's differentiation strategy.

3 marks

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Question 5 (8 marks)

Change is a complex process for a business. It can occur suddenly or result from years of planning. Managing change is key for continued business success.

a. Managers can take a proactive or reactive approach to change.

Distinguish between these **two** approaches.

3 marks

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b. Evaluate how the Force Field Analysis theory (Lewin) may assist a business to undergo change.

5 marks

END OF SECTION A
TURN OVER

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SECTION B – Case study

Instructions for Section B

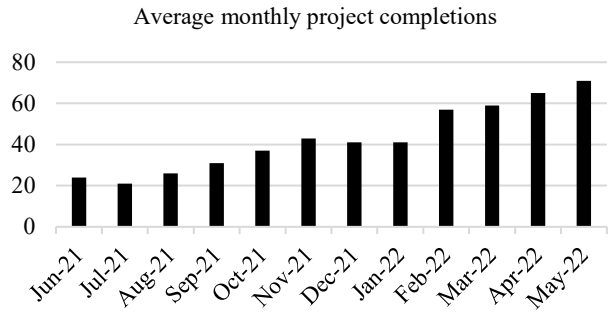
Use the case study provided to answer the questions in this section. Answers must apply to the case study.
Answer **all** questions in the spaces provided.

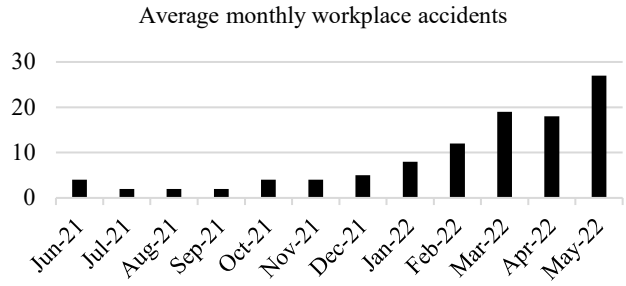
Case study

Sutton Constructions is a medium-sized business operating in the housing and commercial construction industry. The business has shown steady growth over the past few years; however, the onset of the global pandemic and lockdown restrictions saw progress stall over 2020–21. The easing of restrictions in the latter months of 2021 allowed Sutton Constructions to increase their operations system to remove the backlog of incomplete construction projects across Australia.

Sutton Constructions

Senior management were presented with the following data:





In response to the increasing number of workplace accidents, management is making changes to its operations system. The business will move to fully automate its frame construction factory to remove some of the more dangerous parts of its operations system. This upgrade will take 13 months and cost $30 million.

Sutton Constructions generated a profit of $17 million in the year ending June 2022, with shareholders receiving a 2% dividend.

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Question 1 (2 marks)

Define what is meant by 'number of workplace accidents'.

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Question 2 (4 marks)

Analyse how the introduction of computer-aided manufacturing could improve the effectiveness of Sutton Constructions' operations system.

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Question 3 (6 marks)

Describe the operations system of Sutton Constructions and compare it to the operations system of a service business.

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Question 4 (3 marks)

James, the CEO of Sutton Constructions, is expecting some employees to resist the change.

Propose and justify **one** low-risk strategy he could implement to overcome any employee resistance.

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Question 5 (4 marks)

Describe how Sutton Constructions could apply **two** steps from the Three Step Change Model (Lewin) as they undergo change.

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Question 6 (6 marks)

Analyse **two** management strategies, other than increased investment in technology, that Sutton Constructions could implement to respond to the increase in the number of workplace accidents.

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END OF QUESTION AND ANSWER BOOK

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Extra space for responses

Clearly number all responses in this space.

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