



2024 Trial Examination

STUDENT
NUMBER

--	--	--	--	--	--	--	--

Letter

--

BUSINESS MANAGEMENT

Units 3&4 – Written 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	6	6	40
B	7	7	35
			Total 75

- 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 calculator is permitted in this examination.

Materials supplied

- Question and answer book of 20 pages.

Instructions

- Print your name in the space provided on the top of this page.
- All written responses must be in English.

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

SECTION A

<p>Instructions for Section A Answer all questions in the spaces provided</p>
--

Question 1 (2 marks)

Define corporate culture.

Question 2 (3 marks)

Explain the relationship between operations management and the achievement of business objectives.

Question 3 (6 marks)

Explain the reduce, reuse and recycle strategies as a means of improving efficiency in operations.

TURN OVER

Question 4 (6 marks)
Compare the **two** generic approaches suggested by Porter that allows businesses to gain a competitive advantage.

Question 5 (17 marks)

Management at Vanilla Ltd have viewed recent data and determined some issues with staff.

Staff turnover rose from 3% of staff per annum in 2022 to 12% in 2023.

Staff absenteeism also increased from an average of 5 days per quarter per employee to 12 days per quarter.

Naia Dyer, the human resources manager, has been tasked with improving employee motivation.

- a. Define motivation.

2 marks

b. Describe how **one** theory of motivation can improve motivation of employees at Vanilla Ltd.

4 marks

c. Describe **two** motivation strategies Naia Dyer could implement that would improve motivation in the long-term.

6 marks

- d.** To maintain employee motivation and productivity it has been suggested that Naia Dyer introduce a performance management system. Evaluate the use of management by objectives as a means of maintaining employee motivation and productivity.

5 marks

2024 BUSINESS MANAGEMENT EXAM

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.

At a recent Board meeting the Chief Executive Officer (CEO) of Roadrunner Couriers presented a report to the Board regarding a proposal to replace all current diesel and fossil-fuel powered vehicles with electric vehicles.

She also presented the Board with an extract of a report of a meeting held in Vietnam:

The Ministry of Transport (MoT) and the United National Development Programme (UNDP) and the Japanese Embassy in Vietnam jointly held a conference in Hanoi on November 10 to discuss ways to accelerate the transition to electric vehicles.

Opening the event, MoT Deputy Minister Le Anh Tuan highlighted that climate change and environmental pollution from vehicle emissions is an urgent problem. Many countries have considered the use of electric automobiles as a way to reduce greenhouse gas and reduce air pollution, he noted.

The official said that in Vietnam, the Prime Minister has approved an action programme on green transition and reduction of carbon and methane emissions from the transportation sector.

Accordingly, by 2040, Vietnam will stop producing, assembling and importing cars and motorbikes using fossil fuels, and by 2050, 100% of road motor vehicles and construction machines and vehicles participating in traffic will be converted to vehicles using electricity and green energy.

Pham Hoai Chung, Vice Director of the MoT's Transport and Development Strategy Institute said that currently, Vietnam has more than 5 million automobiles, and their number is increasing by an average 13.3% per year. To date, 20,065 electric automobiles manufactured, assembled inside the country and imported from other countries have been examined and certified.

Along with two domestic companies - VinFast and TMT that produce and assemble electric vehicles (EV), many other companies have introduced some electric vehicle models for market feedback before assembling in Vietnam.

At the same time, the country has 72 million registered motorbikes with a growth rate of 9.3% per year, including about 2 million registered electric motorbikes, accounting for 2.7%.

A network of charging stations has been developed, mostly by VinFast with more than 150,000 charging ports for electric motorbikes and electric cars.

CEO: You have all seen this report. The world is changing, and it is important that we do to. We have an opportunity to become a market leader and innovator. I am proposing that we transition to a fully electric vehicle company over the next five years. What are your thoughts on this as a timeline?

Operations: I think the timeline is reasonable, but there is a lot of work to do. We would need to be assured that we have the facilities to recharge the vehicles – not just at our depot, but at other locations throughout our area of operation. Our employees will also need training.

CEO: Human Resources will need to provide high-quality group training programs as well as strategies to overcome any resistance to this change.

Operations: We also need to consider the right supplier for the type of vehicles we will need – mini-vans, motorcycles and large trucks.

CEO: The Finance division will be asked to provide profit projections to determine the progress of acquisitions as profits over the next 5 years will need to be diverted into acquiring the vehicles rather than disbursements to shareholders.

Marketing: We should also start the process of promoting this change to capitalise on the goodwill it will bring.

CEO: I agree. I think we can begin to move forward. We will prepare a plan for each division and circulate to staff and allow each division to develop their own schedule based on finances and current projects, ensuring that all departments align with the overall company strategy.

Question 1 (2 marks)

Describe the key features of the management style being adopted by the CEO.

Question 2 (4 marks)

Describe the **two** business objectives referred to in the case study.

TURN OVER

Question 4 (4 marks)

In moving forward with the change, management will require a number of skills. Describe **two** skills, other than communication, that will be important in implementing change.

TURN OVER

Question 6 (3 marks)

Analyse the effect of the business change on shareholders.

Question 7 (6 marks)

Once the change has been implemented it will be important to review key performance indicators to determine the success of the change.

Describe **two** key performance indicators management should review to determine the success of the business change and outline why this type of review is important.

END OF QUESTION AND ANSWER BOOK

