**Student Name:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**BUSINESS MANAGEMENT  
  
Unit 3– Written examination**

PES

# 2019 Trial Examination

## Reading Time: 15 minutes

## Writing Time: 2 hours

**QUESTION & ANSWER BOOK**

### Structure of book

|  |  |  |  |
| --- | --- | --- | --- |
| *Section* | *Number of questions* | *Number of questions to be answered* | *Number of marks* |
| Section A  Section B | 5  6 | 5  6 | 50  25 |

* 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.
* A calculator is not allowed in this examination.

**Materials supplied**

* Question and answer book of 17 pages.

**Instructions**

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

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| *Section* | *Number of questions* | *Number of questions to be answered* | *Number of marks* |

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

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| **Instructions**  Answer **all** questions in the spaces provided |

**SECTION A**

**Question 1 (10 marks)**

a. Define effectiveness. 2 marks

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b. Explain how each of the following areas management responsibility contribute to the achievement of business objectives. 4 marks

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| * Sales and marketing |
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| * Finance |
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c. Describe each of the following management skills. 4 marks

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| * Interpersonal skills |
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| * Planning skills |
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**Question 2 (10 marks)**

1. Explain the characteristics of two stakeholder interests in a business including a potential conflict of interest for the business. 4 marks

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b. Analyse the interest of a stakeholder of a business and their interest in corporate social responsibility of the business. 3 marks

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c. Analyse a strategy for the development of a business’ corporate culture to include corporate social responsibility considerations. 3 marks

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**Question 3 (10 marks)**

a. Explain the relationship between operations and business objectives. 2 marks

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b. Describe the characteristics of a service business. 2 marks

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c. Compare the principles of the materials management strategy, Just-in-Time with the principles of a lean management strategy you have studied this year. 6 marks

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**Question 4 (10 marks)**

1. Propose and justify a quality strategy to improve the efficiency and effectives of a service business. 4 marks

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b. Analyse the supply chain management of a business you have studied this year. 6 marks

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**Question 5 (10 marks)**

*Corporate social responsibility is an important consideration in any operations system, including the environmental sustainability of inputs and the amount of waste generated from processes and production of outputs. Corporate social responsibility is the most important objective of any Australian business in 2019.*

Evaluate this statement with reference to a business you have studied this year.

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**SECTION B**

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| *“The National Australia Bank has started cutting 1,000 jobs - the first of 6,000 positions to go over the next three years.*  *The bank this morning confirmed the cuts were beginning.*  *"The proposed new structure will reduce the layers and complexity in the bank so that we can be simpler, make decisions faster and be even closer to our customers," said the NAB's Chief People Officer, Lorraine Murphy*  *NAB last year announced it planned to save $1 billion by 2020 through automation.*  *The announcement was made at the same time the bank recorded a $5.3 billion profit.*  *The rise of on-line banking means branches are considered most likely to bear the brunt of cuts, as well as middle-management.*  *One thousand job cuts will be announced each half of the year for the next three years.*  *However the bank is also in the process of hiring 2,000 more staff with skills in digital technology.*  *Existing staff will be offered the chance to apply for transition training to other roles, or redundancy.*  *Tens of thousands of jobs in the banking sector are considered vulnerable in the next few years.”*  *https://www.9news.com.au/national/2018/02/19/12/37/nab-cuts-first-of-thousands-of-jobs-as-workplace-restructure-gets-underway*  *© Nine Digital Pty Ltd 2019*  ***‘Chief People Officer’ is another term for the HR Manager*** |

**Question 1**

Describe the key features of a public listed company like National Australia Bank.

3 marks

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**Question 2**

Describe the type of termination of employment described in the above article.

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| **Question 3**  Evaluate the statement “*Existing staff will be offered the chance to apply for transition training to other roles, or redundancy”* in terms of transition issues*.* 5 marks |
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**Question 4**

National Australia Bank has approximately 30,000 employees, over 1,500 branches and services centres and over 4,400 ATMs across Australia, New Zealand and Asia serving 12.7 million customers. With potentially 1 in 5 jobs being cut over the next three years and an additional 2,000 employees hired, describe and justify the use of investment in training as a motivation strategy that Lorraine Murphy could consider. 3 marks

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**Question 5**

Outline a dispute resolution process and the participants in a possible dispute as a result of this announcement at National Australia Bank. 4 marks

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| **Question 6**  Referencing the objectives stated in the article by the HR Manger, Lorraine Murphy (Chief People Officer), discuss the motivation strategies of performance related pay and career advancement that could be used to improve motivation at National Australia Bank. 8 marks |
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**Total 25 marks**

**END OF QUESTION AND ANSWER BOOK**

**Extra space for responses**

**Clearly number all responses in this space.**

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