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

**BUSINESS MANAGEMENT  
  
Units 3 & 4 – Written examination**

PES

# 2020 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 20 pages.

**Instructions**

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

|  |  |  |  |
| --- | --- | --- | --- |
| *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 (11 marks)**

D-Crest Mining Limited is one of the world’s largest producers of gold. It focuses on the exploration, development,

mining, and sale of gold and copper, operating in Australia and in countries overseas including Canada, Papua New

Guinea and Indonesia.

**a**. Define the term public listed company. 2 marks

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**b.** Outline **one** reason why a business such as D-Crest Mining Limited would choose to operate as a public listed

company rather than as a private limited company. 2 marks

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D-Crest Mining Limited has continued to enjoy an increase in profits registering a net profit of $561 million as at

June 2019. The business is also well known for its low-cost gold production. The CEO is looking to boost staff morale after noticing a decrease in productivity levels.

**c. D**escribe **two** key performance indicators that could be used as sources of data to analyse the performance of

D-Crest Mining Limited. 4 marks

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**d. P**ropose and justify a suitable motivational strategy that the CEO could adopt to improve employee performance. 3 marks

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**Question 2 (8 marks)**

Nick’s Logistics Pty Ltd is a medium sized business that provides supply chain and transport solutions to other businesses across Australia with a promise of delivering on time every time. With increased demand over the past year, Nick’s Logistics Pty Ltd is looking to improve its business operations in the areas of technology through the development of a new website and quality management.

1. Describe a suitable quality approach that Nick could implement to improve both efficiency and effectiveness. 4 marks

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**b.** Discuss how website development could help Nick’s logistics business improve its operations. 4 marks

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**Question 3 (17 marks)**

Surprise Sneaker Outletis a streetwear retail business providing customers with the opportunity to access a wide range of unique sneakers and clothing. The business focuses on building a positive relationship with both its customers and suppliers.

The business prides itself on having a talented team of staff who are passionate about providing customers with an exciting and exclusive shopping experience. The owners Michael and Andrew are considering expanding the business to also stock a range of gumboots.

**a**. Human resources is an example of an area of management responsibility that would help Michael and Andrew achieve their business objectives. Outline another area of management responsibility and explain how this area could help contribute to the achievement of their business objectives. 4 marks

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Michael, as the human resource manager, is in the process of negotiating a new agreement to determine the pay and working conditions of all employees.

1. Analyse this method of determining pay and working conditions and describe the role of the human resource manager in this process. 6 marks

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**c**. A dispute between management and an employee has arisen over a bullying incident at the workplace. The matter has now gone to arbitration for a resolution. Describe this process of dispute resolution and include **one** advantage of using arbitration to settle a workplace dispute. 3 marks

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**d**. Explain how Surprise Sneaker Outlet could apply the principles of the Force Field Analysis Theory (Lewin) to implement its expansion plans to introduce the gumboot range. 4 marks

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**Question 4 (4 marks)**

Carolina and Juan set up a cleaning business in 2019 which was booming before a downturn in the economy caused them to lose two of their major office cleaning contracts. As a result, they have gone into the wholesale distribution of cleaning agents, gloves and sanitiser with some success over the past twelve months. They recorded the following key performance indicators for the last financial year.

|  |  |  |
| --- | --- | --- |
| **Key Performance Indicator** | **JUNE 2019** | **JUNE 2020** |
| Level of Waste | 10 % | 8 % |
| Net Profit figures | $250,000 | $150,000 |
| Number of Sales | 1,000 | 3,000 |

Explain the importance of reviewing key performance indicators to evaluate the effectiveness of business transformation in relation to the move from contract cleaning to selling cleaning products. Refer to the above data in your answer.

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**Question 5 (10 marks)**

To compete in an ever-changing market, businesses need to target their operations and adapt to change to maximise efficiency, productivity and profit.

Analyse this statement with reference to the following:

* the achievement of business objectives
* the relationship between operations and business objectives
* global considerations in operations management

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**End of Section A**

**SECTION B – Case Study**

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| **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. |

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| **Case Study:**  The headquarters of St Bartz was established in the backstreets of Port Melbourne in 2008 where the owner Mick Doonas had ambitious plans to expand his coffee roasting business globally. He began roasting his own coffee to supply to the attached café and to a handful of retail customers. He sold the business in 2012 and has since gone on to open the exceptional Seven Sinner’s Café.  The buyer of St Bartz was Sergio Mala, who has since positioned St Bartz’s as the flagship of his growing cafe empire. The other notable cafes under the St Bartz brand include [Senses Lab](http://www.broadsheet.com.au/melbourne/food-and-drink/directory/cafe/sensory-lab), [Acting Room](https://www.broadsheet.com.au/melbourne/cafes/auction-rooms) and Clementine’s. There's also a St Bartz cafe in Jakarta now.  Mala has cleverly developed a team of energetic coffee enthusiasts. His hard work and passion is clearly evident and the business has an atmosphere that comes from people getting really excited about the products the business offers. Mala has adopted a consultative style of management to run his businesses, valuing employee input in the decisions he makes about the business.  With changes in government laws and economic conditions, St Bartz has diversified to other products, developing a hand sanitiser with 75 % alcohol as a result of forming a partnership with a local water-treatment business H2O/Chemplus. The sanitiser comes in 250 millilitre bottles that retail for $15 and 500 millilitre pump bottles that sell for $25. As a result, the business has been able to continue operating with some degree of success, looking after its regular customers for coffee and attracting new customers with the hand sanitiser. |

**Question 1 (3 marks)**

Explain the importance of leadership during the period of change for St Bartz.

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**Question 2 (2 marks)**

Outline **one** driving force and **one** restraining force for the change at St Bartz.

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**Question 3 (4 marks)**

Describe **two** management skills, other than leading, Sergio would need as the business diversifies to include the production of hand sanitiser.

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**Question 4 (6 marks)**

Evaluate **two** management strategies to respond to key performance indicators as a result of the shift in demand for the cafes.

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**Question 5 (4 marks)**

Analyse **one** training option that would be suitable for the staff, given the move to produce hand sanitiser.

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**Question 6 (6 marks)**

Explain **two** corporate social responsibility considerations in relation to the operations system that St Bartz will introduce to produce the hand sanitizer that is linked to environmental sustainability.

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**Extra space for responses**

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

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**END OF QUESTION AND ANSWER BOOK**