Letter

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**BUSINESS MANAGEMENT 3 & 4**

2020

**TRIAL EXAM B**

Reading time: 15 minutes

Writing time: 2 hours

**QUESTION AND ANSWER BOOK**

Structure of book

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

* Students are to write in blue or black pen.
* Students are permitted to bring into the practice examination: 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 allowed in this examination

**Materials supplied**

* Question and answer book of 17 pages.
* Additional space is available at the end of the book if you need extra paper to complete an answer

**Instructions**

* Write your **student number** and **name** in the space provided above on this page.
* All written responses must be in English.

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| --- | --- | --- | --- |
| *Section* | *Number of questions* | *Number of questions to be answered* | *Number of marks* |
| A | 5 | 5 | 50 |
| B | 1 | 1 | 25 |
|  |  |  | Total 75 |

**SECTION A**

|  |
| --- |
| **Instructions for Section A**  **Answer all questions in the spaces provided.** |

**Question 1 (11 marks)**

**Australia Post is a government business enterprise and its core business is the delivery of post and parcels throughout Australia. Recently the product range sold by Australia Post has diversified. Australia Post selling books, novelty goods and small inexpensive electronic goods.**

**The consequence of this diversification is the revenue streams of Australia Post has grown and contributed to better financial performance. Also, contributing to improved financial performance is the reduction of wage expenses with some delivery workers being stood down (made redundant).**

1. **Distinguish between a government business enterprise and social enterprise. (3 marks)**

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1. **Explain two objectives that a government business enterprise might have. (4 marks)**

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1. **Discuss a potential conflict between two stakeholders of Australia Post. (4 marks)**

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**Question 2 (13 marks)**

**Heritage Chocolatier & Co is a medium sized family business based in Melbourne that produce a range of premium chocolates for the Australian market. They source many of their inputs locally and aim to support Australian farmers by paying above market prices for milk extracts used to make their chocolates. The cocoa used in their chocolates is sourced from “fair trade” sources, ensuring farmers from African countries** **where the cocoa is sourced are paid a fair price.**

1. **Explain the relationship between operations management and business objectives. (3 marks)**

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1. **Evaluate the corporate social responsibility of Heritage Chocolatier & Co and how it might impact its business objectives. (6 marks)**

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1. **Describe how Heritage Chocolatier & Co could use a materials management strategy to improve business performance. (4 marks)**

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**Question 3 (12 marks)**

1. **Using an example of a business you have studied this year, describe how Porter’s Generic Strategies have been used to gain a competitive advantage. (3 + 3 = 6 marks)**
2. **Lower cost**

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1. **Differentiation**

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1. **Outline the principles of lean management. Using a contemporary business example, explain how lean management principles could be adopted to improve business performance. (6 marks)**

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**Question 4 (4 marks)**

**Explain Lewin’s Force Field analysis theory. Justify why an accurate Force Field Analysis contributes to successful organisational change.**

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**Question 5 (10 marks)**

**Australian Football League player surveys in 2020 indicate the two main stressors for players and their family is:**

1. **The health and safety of themselves and their family**
2. **A diminished income and financial insecurity**

**Some players highlighting the forced relocation of players and families to Queensland and Western Australia hubs, has increased tension, conflict and stress within their families.**

**It has been suggested by the AFL operations manager Lawrence and Nohrias four drive theory should be used to address the concerns of players. Contradictory to this view, is the view of the AFL player psychologist, who is convinced Maslow’s Hierarchy of Needs theory will better address the concerns of the players.**

**Evaluate whether the AFL should use the Four Drive Theory or Hierarchy of Needs theory to address player concerns. Justify which theory should be used.**

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## **SECTION B – Case study**

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| **Instructions for Section B**  Use the case study provided to answer the questions in this section. |

**Case study**

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| **Corporate Fresh seek cleaning opportunities**  Corporate Fresh a large commercial catering business is investing in developing a cleaning division to seize the opportunities presented by outbreaks of the corona virus in schools, hospitals and aged care facilities.  Corporate Fresh has grown over the past 20 years to be the largest catering company in Melbourne providing banquet lunches, meals and finger food to large corporate clients like Telstra, National Australia Bank and BHP-Billiton. In the last financial year sales reached $20 million and Net Profit was $5 million.  Corporate Fresh has lost at least 50% of its revenue stream during the health pandemic and is now seeking to establish itself as a major player in the commercial cleaning industry. The new Head of the cleaning division Tyson Jakes released a media statement stating that by September 2020 Corporate Fresh will be ready to take on “deep clean” jobs that earn revenue of $10,000 per job. Corporate Fresh is aiming to have 20% of the market share of the Melbourne commercial cleaning market by 2022.  The market share breakdown for commercial cleaning in 2020 is displayed in the chart below:  Chart 1 – Melbourne Commercial Cleaning Market 2020 |

**Question 1 (25 marks)**

1. Explain how Tyson could use the skills of decision-making and delegating to manage the change at Corporate Fresh (4 marks)

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1. **Suggest how the key principles of the Three Step Change Model (Lewin) could be applied at Corporate Fresh with the development of the commercial cleaning business. (6 marks)**

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**Tyson is unsure whether he will hire trained cleaners or invest in training and re-skilling the current employees at Corporate Fresh.**

1. **Discuss the costs and benefits of hiring qualified cleaners as opposed to re-skilling and training existing Corporate Fresh staff members. (8 marks)**

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1. **Outline the difference between reactive and proactive strategies when introducing change. (3 marks)**

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**“Employees are usually your greatest barrier to effective change”**

1. **Advise Tyson Jakes of two strategies he could use to overcome resistance from staff to adjust to delivering the commercial cleaning services. (4 marks)**

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**End of Section B**

**Extra space for responses**

**Clearly number all responses in this space**

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