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

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

PES

# 2021 Trial Examination

## Reading Time: 15 minutes Writing Time: 2 hours

**QUESTION & ANSWER BOOK**

### Structure of book

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| --- | --- | --- | --- |
| *Section* | *Number of questions* | *Number of questions to be answered* | *Number of marks* |
| Section A  Section B | 4  5 | 4  5 | 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 19 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 (18 marks)**

Prestige Motors is a private limited company that specialises in the sales of rare, luxury vehicles. The owners, Jason and Mary-Anne Costas have built up a reputation Australia-wide and many of their buyers travel from interstate to view and purchase their premium priced vehicles. The business operates out of a huge showroom located in Mordialloc and has luxurious sales offices used by the sales team to negotiate deals with customers.

Whilst Jason and Mary-Anne originally relied on word-of-mouth to bring customers to their business, they have recently hired a sales and marketing specialist who has been assigned the objective of increasing market share.

With a sales team of 18 full time employees and 12 support staff, Jason and Mary have introduced elements of Total Quality Management (TQM) into the business. A surprising benefit from the TQM philosophy has been the improvement of corporate culture and decrease in staff turnover in the last 2 years.

**a.** Explain **one** feature of a private limited company like Prestige Motors. 2 marks

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**b**. Describe the sales and marketing area of management responsibility and suggest **one** way that the new Sales and Marketing Manager at Prestige Motors could achieve the objective of increasing market share. 3 marks

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**c.** Analyse the use of Total Quality Management by Prestige Motors as part of their operations. 3 marks

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**d.** Explain how Total Quality Management could have a positive impact on the ‘real corporate culture’ at Prestige Motors. 2 marks

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**e**. Explain how the key performance indicator ‘level of staff turnover’ could be used to analyse the performance of Prestige Motors. 2 marks

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**f.** Prestige Motors could consider using Porter’s Differentiation Strategy.

Discuss Porter’s Differentiation Strategy as it may be used by Prestige Motors. 6 marks

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**Question 2 (15 marks)**

The new Human Resource Manager, Gail Stewart, has been appointed by Exon Finance after the sudden resignation of the previous manager who was well known for his autocratic management style. Gail has realised in the first week of her job that many of the more experienced staff have indicated that they are likely to retire in the next two years. The remaining staff are new finance graduates who were originally attracted to their positions by the excellent wages and performance bonus incentives, however, they have not been meeting their performance targets due to a lack of motivation.

**a**. Distinguish between resignation and retirement. 3 marks

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**b.** Evaluate a suitable management style that Gail Stewart could adopt in her role at Exon Finance. 6 marks

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**c.** Analyse the use of the Four Drive Theory (Lawrence and Nohria) to motivate the new finance graduates at Exon Finance. 6 marks

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**Question 3 (7 marks)**

**Notice to Employees:**

Banyule Council gives notice that it is bargaining in relation to an agreement (Banyule City Council Enterprise Agreement No. 8 2021) which is proposed to cover employees that are employed by Banyule City Council.

If you are an employee who would be covered by the proposed agreement:

You have the right to appoint a bargaining representative to represent you in bargaining for the agreement or in a matter before the Fair Work Commission about bargaining for the agreement.

**a**. Propose and justify **one** management skill that the Human Resource Manager at Banyule Council would need when negotiating an agreement with employees. 3 marks

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**b.** Describe **two** driving forces that could have initiated the introduction of the new agreement by Banyule City Council. 4 marks

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**Question 4 (10 marks)**

*Corporate social responsibility is based on the belief that for corporations to hold a ‘social licence’ to operate, companies must fulfil a range of social obligations beyond their traditional profit-making role. This includes ensuring that corporate decision-making considers the social impacts of company activities on the interests of wider groups of stakeholders in the community.*

Dr Jeremy Sammut

(Dr Jeremy Sammut is a Senior Research Fellow and the Director of the Culture, Prosperity and Civil Society Program at The Centre for Independent Studies)

Explain the concept of ‘corporate social responsibility considerations.’ Describe corporate social responsibility strategies that can be used within operations and change management to ensure that Australian businesses meet the social obligations outlined in the statement by Dr Jeremy Sammut.

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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:**  TimberTown is one of Australia’s largest timber suppliers to the building industry with its head office located in regional Victoria. As a family-owned business, it has grown over the last 60 years to service three state divisions (Victoria, New South Wales and Queensland). An extract of the mission statement of TimberTown states:  ‘TimberTown will meet the expectations of shareholders by maximising profits whilst ensuring that environmental impacts are minimised.’  TimberTown has provided the following data in relation to its trading over the last 12 months to June 2021.   |  |  |  | | --- | --- | --- | |  |  |  |     Timber products are harvested from plantations that meet the [Australian Forestry Standard](http://www.forestrystandard.org.au/) for sustainability. TimberTown uses cutting-edge harvesting equipment that provides faster processing, increased fuel efficiencies and improved safety. Once the Trees are cut down in the forest, they are then transported by truck to a timber sawmill where the trees are debarked (bark stripped off) and cut up into smaller pieces. Technology tracks a log from the point of harvest to the mill door and beyond.  The majority of the log is used to make timber-based products, including framing timber and decking. Wood chips are used to make a variety of engineered-wood products used in construction, such as particleboard.  TimberTown has always sourced its products from within Australia, however there are global opportunities available that could drastically reduce operating costs.  At the start of 2020, the Victorian division was given extensive training on waste minimisation. The success of this strategy has led to the three state managers being called to a week-long conference at Head Office to build greater co-operation between the different divisions of the timber business and hopefully to gain agreement on the introduction of Senge’s Learning Organisation model to help TimberTown to improve the achievement of business objectives.  *Note: This is a fictional business* |

**Question 1 (6 marks)**

Describe the key elements of the operations system at TimberTown.

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**Question 2 (4 marks)**

Analyse the performance of the Victorian division of TimberTown using the data provided.

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**Question 3 (6 marks)**

Describe **one** domestic and **one** global strategy that could be used by TimberTown to seek new business opportunities.

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**Question 4 (5 marks)**

Apply **two** principles of the Learning Organisation (Senge) and explain how the principles could be used to help management at TimberTown achieve their business objectives.

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**Question 5 (4 marks)**

When discussing the introduction of the principles of the Learning Organisation (Senge), the management team have realised that significant change will be required at TimberTown and this may create concern amongst employees.

Describe **one** high- risk and **one** low- risk strategy that could be used by TimberTown to overcome employee resistance when introducing change.

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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**