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	STUDEN	Γ NUMBE	R			Letter
Figures						
Words						

# **BUSINESS MANAGEMENT**

# Written examination

Friday 10 November 2006

Reading time: 11:45 am to 12.00 noon (15 minutes) Writing time: 12.00 noon to 2.00 pm (2 hours)

# QUESTION AND ANSWER BOOK

#### Structure of book

Number of questions	Number of questions to be answered	Number of marks
5	5	60

- 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 allowed in this examination.

### Materials supplied

- Question and answer book of 16 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** in the space provided above on this page.
- All written responses must be in English.

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

Southern Furniture Ltd's mission statement reads

Southern Furniture Ltd is a leader in the manufacturing of household furniture. Our mission is to meet customer needs with the highest quality products and services. This will support the profitability and the growth expectations of our shareholders. We care about the future of our environment and we support programs that protect communities.

The CEO, Mr Gomm, and his senior managers have developed a strategic plan for the next five years. The intention of this plan is to inform all staff within the organisation that changes have to be made.

The strategic plan includes the following objectives.

- increase market share by 25% in China (an identified growth area)
- reduce materials waste by 5% per year
- achieve and maintain ISO 9000 accreditation
- increase productivity by 8% through the use of new automation/technology

In addition, Mr Gomm also announced there would be a review of the current organisational structure to assess whether it is still appropriate.

Mr Gomm informed Susan Wu, Human Resource Manager, that the following strategies must be put into action

- the firm will adopt enterprise bargaining agreements
- current staff will need to be retrained to use the latest technology
- training of staff will now be outsourced

Def	ine these terms.		
i.	productivity		
ii.	outsourcing		
			1 + 1 = 2  marks

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						4 mar
Explain the r	elationship betwe	een a mission s	tatement and	a strategic pl	an.	
						2 mar
Describe hov	one of the obje	ctives in the s	rategic plan	will assist So	uthern Furniture	
nore socially	responsible orga	anisation.	8 F			

							2 mar
Identify	and explain <b>tw</b>	o manageme	nt skills that	could be used b	y Mr Gomm	to implement th	
olan.	1	C			Ĭ	1	

Total 16 marks

a.

Golden Steel Ltd has experienced a large increase in the number of industrial accidents over the past year. This has resulted in long-term absences from the workplace of those involved and increased stress on the remaining workforce. The loss of the expertise and experience of permanent staff has led to a reduction in efficiency. Management has also been concerned about the cost of employing temporary staff to cover the absent staff.

In response, Golden Steel Ltd has introduced a new policy titled 'Handling and Maintenance of Dangerous Materials'. The Operations Manager, Jim Smart, has the responsibility of informing all staff of the new policy and for its overall implementation. The HR Manager, Judy Wang, has been asked to assist as appropriate.

dentify and expla policy.	two key management roles Judy Wang could use to assist in implementing the n

Question 2 – continued www.theallparkers.

Explain the elements of an operations management system. Use an example from an organisation you has studied this year to illustrate your answer.	ave
4 ma	rks

Total 14 marks

Joe Johnson owns and runs Slippery Shirt Company. He makes large profits by using 'sweatshops' (where pay and conditions are well below the industry award) to sew his shirts. Joe is retiring and passing the business to his son, Jack, who is determined to bring in policies that treat his staff and contractors in a socially responsible manner.

	ine the following terms.
i.	policy
ii.	organisational change
	1 + 1 = 2  mark
Des	cribe an appropriate change management theory Slippery Shirt Company could use to implement th
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Discuss how <b>two</b> eleme organisation to change i		vironment of Slipper	ry Shirt Company are	e pressuring th
8	F F			

3 marks

Total 8 marks

a.

# Nursing staff claim wages situation terminal

Newton Morning Express – 20 October 2006

Nursing staff at Newton Hospital are upset that their pay and conditions of employment have fallen considerably behind their colleagues at other hospitals and also the international benchmark. They are concerned that the vision of the hospital, to provide quality service, will be undermined if this situation is not corrected. The nurses are considering industrial action to persuade management to improve their pay and working conditions.

Currently, the nurses are under the Victorian Nursing Award. They have requested that management negotiate an enterprise agreement, with equal representation of management and employees in the enterprise bargaining process.

However, HR Management has informed the employees that they will retain the award system and that, in fact, their pay and conditions are well above the national average.

ompare and cont	ast the decentralised and centralised systems of workplace relations.

between the nurses and	I management.		•	

							2
							3
	s <b>two</b> approp	oriate key <sub>l</sub>	performanc	e indicators	to measure	e the succe	ess of ente
	s <b>two</b> approp	oriate key j	performanc	e indicators	to measure	e the succe	ess of ente
	s <b>two</b> approp	oriate key <sub>l</sub>	performanc	e indicators	to measure	e the succe	ess of ente
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Total 16 marks

The third annual Corporate Responsibility Index, a voluntary survey that measures business performance in

# **Question 5**

areas such as community, environment and employee issues, was published on 15 May 2006. It shows the many more Australian businesses are taking social responsibility seriously and are starting to include it in the way they run their business.		
Evaluate the positive and negative consequences on large-scale organisations of having socially responsible policies.		

Extra space for responses		

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A script book is available from the supervisor if you need extra paper to complete your answer. Please ensure you write your **student number** in the space provided on the front cover of the script book. **At the end of the examination**, place the script book inside the front cover of this question and answer book.

