

VICTORIAN CURRICULUM AND ASSESSMENT AUTHORIT

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# **BUSINESS MANAGEMENT**

## Written examination

**Thursday 14 November 2013** 

Reading time: 3.00 pm to 3.15 pm (15 minutes) Writing time: 3.15 pm to 5.15 pm (2 hours)

### **QUESTION AND ANSWER BOOK**

### Structure of book

Number of questions	Number of questions to be answered	Number of marks
6	6	65

- Students are to write in blue or black pen.
- 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 18 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.

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estion 1 (8 marks)  Identify two characteristics of large-scale organisations.	2 mar

Question 1 – continued

b.	Outline <b>two</b> positive and <b>two</b> negative contributions that large-scale organisations make to the Australian economy.	4 marks

Question 1 – continued TURN OVER

013 BU	SMAN EXAM 4	
c.	Stakeholders may place competing demands on large-scale organisations.	
	Explain why this may occur.	2 marks
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4 marks

a.

<b>Ouestion</b>	2	(18)	marke)	۱
Oueshon	4	110	marks	ı

ZX Bank is a large retail bank that operates in all states in Australia.

In response to a recent market survey of its customers, it is considering opening its branches on Saturdays and Sundays.

Currently, the bank's employees feel that their expectations regarding conditions of employment and work-life balance are being met.

The employees have been asked about the proposed change in opening hours and 70 per cent said that they would prefer not to work on weekends but, if they had to, they would expect higher pay rates on those days.

The Human Resource Manager has responded, saying that an increase in pay rates might make opening on weekends unprofitable. The bank executives are hoping to reach an agreement with the employees that keeps pay rates at current levels.

Both sides believe that it is important to discuss this issue further.

Explain what is me bout ZX Bank in	ant by work-life balance your response.	and conditions of	employment. Refer to	the information

Question 2 – continued TURN OVER

2013 BUSMAN EXAM	6

Jeserioe two management	t skills and justify their use in	tills situation.	
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Question 2 – continued

c.	Compare the centralised and decentralised approaches to employee relations.	4 marks

Question 2 – continued TURN OVER

Discuss the likely consequences of banks or other large-scale organisations introducing new technology to optimise operations.	(

Question 3 (19 marks)	
Alice Smith has read the biographies of many great business leaders. She would like to follow in the footsteps of these successful leaders. Alice has just taken over as the CEO of The Traveller's Helpmate, a business that publishes print and online travel guides. Her observation is that her staff are professional, highly educated and independent. In private conversations, some staff have said that they felt underappreciated by the previous CEO as positive feedback was rarely provided.	
<b>a.</b> Define the following leadership qualities that Alice will need in order to be an effective leader.	3 marks
• interpersonal	
	_
	_
	_
• informational	_
	_
	_
	_
decision-making	
- decision-making	_
	_
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Question 3 – continued TURN OVER

2013 BUSMAN EXAM	10


Question 3 – continued

Alice wants The Traveller's Helpmate to be seen as ethical and socially responsible. To meet this goal, she is reviewing the key elements of her operations system.	
Describe <b>one</b> ethical and social responsibility issue that Alice may consider from <b>each</b> of the three elements of the operations system.	6 marl

**Question 3** – continued

should adopt.		

escribe <b>two</b> driving force ganisation that you have	es for change and analyse studied this year.	their impacts on the i	nternal environment of a la	rge-scale

TURN OVER

<b>Question 5</b> (4 m xplain how Ko tanagement of	tter's theory of change management can be used to support the ethical and socially responsible	<u>.</u>

Question 6 (10 marks)
The movement of staff into, through and out of an organisation (the employment cycle) is generally managed by the Human Resource Manager.
With reference to management practices and processes that are associated with each phase of the employment cycle, discuss
<ul> <li>how the management role of planning could be used in the establishment phase</li> </ul>
how performance indicators could be used in the maintenance phase
<ul> <li>how the choice of management style could impact on the termination phase.</li> </ul>

Question 6 – continued TURN OVER

3 BUSMAN EXAM	16	
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END OF QUESTION AND ANSWER BOOK

Extra space for responses			
Clearly number all responses in this sp	ace.		

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USMAN EXAM	18	