

STUDENT NUMBER

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## BUSINESS MANAGEMENT

### Written examination

Wednesday 2 November 2022

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

Section	Number of questions	Number of questions to be answered	Number of marks
A	5	5	50
B	6	6	25
			Total 75

- 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 correction fluid/tape.
- No calculator is allowed in this examination.

#### Materials supplied

- Question and answer book of 24 pages
- Additional space is available at the end of the book if you need extra space 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.**

**SECTION A**

**Instructions for Section A**

Answer **all** questions in the spaces provided.

**Question 1** (12 marks)

FilmsAU is an Australian government business enterprise that produces films and other content for television and cinema. FilmsAU has decided to produce more content overseas. As a result, some Australian employees will be made redundant.

- a. Define the term ‘government business enterprise’. 2 marks

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**SECTION A – continued**  
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**Question 2 (10 marks)**

BIG Construction uses timber to build new houses. Prior to 2022, the business purchased all of its materials from overseas suppliers.

During 2022, the business was unable to buy enough timber supplies to meet its requirements. As a result, several building projects are behind schedule.

- a. One business objective of BIG Construction is to fulfil a market need.

Explain the relationship between operations management and this objective for BIG Construction. 3 marks

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b. With reference to BIG Construction, explain how not being able to source enough building materials, such as timber, might affect **one** of the following key performance indicators (KPIs):

- the rate of productivity growth
- the number of workplace accidents

3 marks

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**SECTION A – continued  
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**Question 3** (8 marks)

KEJ’s Cafe employs seven casual staff. These staff are scheduled to work according to a weekly roster.

- a. KEJ’s Cafe is a service business.

Describe **one** characteristic of the operations system of a service business.

2 marks

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- b. Explain how appraisal, as a performance management strategy, could be used by KEJ’s Cafe to achieve **one** employee objective and **one** business objective.

6 marks

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**Question 4** (10 marks)

Jenna owns and manages a small printing business that has experienced problems with employees, including staff absenteeism. One employee has submitted a grievance to the Human Resources Manager about the increase in their working hours. Jenna plans to seek advice from an employers' association.

- a. Outline a process that could occur during the grievance procedure. 2 marks

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- b. Describe the roles of **two** participants in the workplace. 4 marks

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**SECTION B – Case study****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.

**Case study**

Blartem Clothing is a large clothing manufacturer that has been in operation for 25 years. Senior management is considering whether the business should start making activewear in addition to the formal wear that the business has always made.

**Activewear****Formal wear**

Sources (from left): Josep Suria/Shutterstock.com; Andrey\_Popov/Shutterstock.com

The text that follows is a transcript of a discussion between the Chief Executive Officer (CEO) and the Operations Manager of Blartem Clothing.

- CEO** Do you think we could start production for the activewear before Christmas?
- Operations** We could, but there is a lot of work to do. We would need to be more efficient with our production and have a stronger network of suppliers. Employees will need training.
- CEO** We need the Human Resources Manager to provide high-quality group training programs to make our staff effective and reduce any resistance to this change.
- Operations** My department will need to consider where we source the fabric. The materials really should be from a supplier who has the highest levels of quality. We will also need new machinery.
- CEO** Yes, we will need to get the Head of Finance involved to consider the costs for this expansion.
- Operations** We really should think about testing the market before we start planning for production.
- CEO** Yes, that's true! Let's hold a meeting of our management team to develop a strategy to move forward with the introduction of activewear. We need to identify whether we want to position ourselves as high-quality or low-cost. This is very important for our overall strategy.



**Question 1** (2 marks)

Outline **one** corporate social responsibility consideration for Blartem Clothing when implementing change.

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**Question 2** (3 marks)

Explain how global outsourcing can be used by Blartem Clothing to ensure that one business objective can be met.

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**Question 3** (4 marks)

Justify the use of Senge’s Learning Organisation during the period of change at Blartem Clothing.

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**Question 4** (4 marks)

Explain how Lewin's Force Field Analysis theory could be used to help decide whether to introduce activewear at Blartem Clothing.

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**Extra space for responses****Clearly number all responses in this space.****DO NOT WRITE IN THIS AREA**

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