

VICTORIAN CURRICULUM AND ASSESSMENT AUTHORIT

SUPERVISOR TO ATTACH PROCESSING LABEL HERE

| | STUDENT NUMBER | | | | | | | | Letter | |
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| Figures | | | | | | | | | | |
| Words | | | | | | | | | _ | |

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.

| Instructions | |
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| Answer all questions in the spaces provided. | |
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| estion 1 (8 marks) | 2 |
| Identify two characteristics of large-scale organisations. | 2 mar |
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| Outline two positive and two negative contributions that large-scale organisations make to the Australian economy. | 4 marks |
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| | stakeholders may place competing demands on large-scale organisations. Explain why this may occur. | 2 marl |
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IN THIS AREA NO WRITING ALLOWED

4 marks

a.

Question 2 (18 marks)

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 meant by work-life balance and conditions of employment. Refer to the information to bout ZX Bank in your response. | | | | | |
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| Describe | two managemen | t skills and justify | their use in this s | tuation. | |
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| c. | Compare the centralised and decentralised approaches to employee relations. | 4 marks |
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| • | Discuss the likely consequences of banks or other large-scale organisations introducing new technology to optimise operations. | 6 mai |
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| Question 3 (19 marks) | | |
| the footsteps of these successful Helpmate, a business that publis professional, highly educated an | chies of many great business leaders. She would like to foll leaders. Alice has just taken over as the CEO of The Trave hes print and online travel guides. Her observation is that he d independent. In private conversations, some staff have satisfied to as positive feedback was rarely provided. | ller's er staff are |
| a. Define the following leader | rship qualities that Alice will need in order to be an effective | e leader. 3 marks |
| • interpersonal | | |
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| • informational | | |
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| • decision-making | | |
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| b. | The biographies that Alice read indicated the importance of a strong corporate culture. Identify two indicators of corporate culture and explain how each reflects the shared values and beliefs of an organisation. | 4 marks |
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| lice wants The Traveller's Helpmate to be seen as ethical and socially responsible. To meet this goal, ne is reviewing the key elements of her operations system. Describe one ethical and social responsibility issue that Alice may consider from each of the three | |
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| d. | Alice is choosing between two approaches to staff motivation – Herzberg or Locke. Evaluate the key aspects of both of these theories of motivation and recommend which theory she should adopt. | 6 marks |
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| Describe two driving for organisation that you have | orces for change and analyse their impacts on the internal environment of a large-scale ave studied this year. |
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| Question 5 (4 marks) Explain how Kotter's the management of change. | eory of change management can be used to support the ethical and socially responsible |
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| Question 6 (10 marks) |
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| 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 |
| how the management role of planning could be used in the establishment phase |
| how performance indicators could be used in the maintenance phase |
| how the choice of management style could impact on the termination phase. |
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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.**