Letter

STUDENT

 NUMBER

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**BUSINESS MANAGEMENT 3 & 4**

2019

**TRIAL EXAM A**

Reading time: 15 minutes

Writing time: 2 hours

**QUESTION AND ANSWER BOOK**

Structure of book

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

* Students are to write in blue or black pen.
* Students are permitted to bring into the practice examination: 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 20 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** and **name** in the space provided above on this page.
* All written responses must be in English.

|  |  |  |  |
| --- | --- | --- | --- |
| *Section* | *Number of questions* | *Number of questions to be answered* | *Number of marks* |
| A | 4 | 4 | 50 |
| B | 6 | 6 | 25 |
|  |  |  | Total 75 |

**SECTION A**

|  |
| --- |
| **Instructions for Section A****Answer all questions in the spaces provided.** |

**Question 1 (19 marks)**

**JQE Design is a graphic design firm which has experienced strong growth over the 5 years it has been operating. Jill Jeffery and Quin East are co-owners of the business and they employ 50 staff, many of whom have only been with the business for 1 or 2 years. Staff are feeling unsettled and report that they are unsure about the future direction of the business. Jill and Quin are concerned that staff may choose to resign increasing staff turnover which will lead to a fall in productivity. Jill and Quin can see great potential in the business but feel they need to improve staff morale in order to create a better corporate culture to ensure their employees are working towards the business objectives.**

1. **Leadership is key when building a new business. Explain how Jill and Quin might use leading to drive improved performance at JQE. 3 marks**

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1. **Define the term corporate culture 1 mark**

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1. **Describe a management strategy Jill and Quin could implement to improve the corporate culture at JQE Design. 4 marks**

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1. **Discuss the use of high and low risk strategies to promote a change in culture at JQE. 6 marks**

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1. **Propose and justify a performance management strategy that JQE Design could use to ensure employees are working to achieve business objectives. 5 marks**

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**Question 2 (6 marks)**

**Compare the key principles of Maslow’s Hierarchy of Needs with Lawrence and Nohria’s Four Drive theory.**

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**Question 3 (15 marks)**

**Collins and Sons manufacture furniture that is individually designed and aimed at high-income earners who are looking for high quality, durable furniture that can be made to their specific design and space needs. The operations manager, Joe Collins, sources the materials for production from a small group of suppliers that use environmentally friendly practices whilst maintaining the highest quality products. Collins and Sons have formed strong relationships with the suppliers over many years of successful business interactions. While sales and revenue have remained high and continued to grow, expenses have increased more rapidly resulting in a drop in net profit. This fall in profit has caused the finance manager, Jennifer Collins, to ask all areas of the business to find ways to lower costs but still maintain high quality production standards.**

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| **Key Performance Indicator (KPI)** | **2010** | **2015** | **2018** |
| **Revenue** | **2.8 Million** | **3.3 Million** | **3.5 Million** |
| **Expenses** | **1.5 Million** | **2.32 Million** | **2.65 Million** |
| **Profit** | **1.3 Million** | **980,000** | **850,000** |

1. **Describe the key elements of the operation system for Collins and Sons. 6 marks**

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1. **Explain how Joe Collins ensures that Collins and Sons is considering its Corporate Social Responsibility in terms of its operations management. 3 marks**

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1. **Evaluate how Collins and Sons could use lean management to improve its net profit. 6 marks**

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**Question 4 (10 marks)**

**Describe how the principles of Senge’s Learning Organisation can assist a business to adapt to change. In your response refer to a contemporary business case study.**

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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 |

**Case study**

**Costcut eyes an Aussie expansion**

American discount giant Costcut has taken a bigger bite out of the Australian supermarket market, reporting strong sales and profit growth last year. Costcut plans to continue its growth over the next year by opening two more stores and rolling out an online store.

The US publicly listed company opened its first Australian store in Melbourne’s Docklands in 2009, and now has 10 warehouses selling everything from fresh food and groceries to whitegoods and electronics. Costcut has experienced their biggest growth in the fresh food sectors by undercutting the major supermarkets on products like milk, meat and baked goods. “We focus on low prices to attract customers and see more potential to grow in this area and provide customers with even more value for money”, said Ms Cootes, head of operations for the Australian division.

Costcut’s total revenue for the last 12 months grew by $228 million, or 14 per cent, to $1.8 billion. Although this is only a fraction of the retail supermarket market share, with one of Costcut’s competitors reporting revenue of $56.7 billion during the same period. Costcut’s revenue figure includes the $60-a-year memberships that shoppers must buy before they can shop at its warehouses, which is how Costcut makes most of its money due to the razor-thin profit margins on the products it stocks. Costcut reported after-tax profit of $29.5 million for the year, up from $13.4 million last year.

Ms Cootes said revenue growth was driven by opening new stores, in Sydney Park and Melbourne. Costcut plans to open a new store in Brisbane and is about to start construction on another store in Perth. They also plan to launch its online store in the coming 12 months.

**Question 1 (2 marks)**

**Costcut is a publicly listed company, compare this type of ownership with a private company.**

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**Question 2 (2 marks)**

**Describe an area of management responsibility that could assist Costcut in achieving the objective of increasing market share in Australia.**

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**Question 3 (3 marks)**

Costcut’s move into the Australian grocery food market will impact on a number of different stakeholders. Identify and define one stakeholder and explain how this move may impact them.

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**Question 4 (5 marks)**

**Analyse how Costcut utilises one of Porter’s Generic Strategies to achieve its business objectives.**

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**Question 5 (6 marks)**

**Examine how Costcut could use two Key Performance Indicators (KPIs) to measure the success of their move into the Australian grocery market.**

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**Question 6 (7 marks)**

**Costcut’s employees are currently covered by the General Retail Industry Award 2010. The head of Human Resources Ms Jane Hart is considering moving employees to an agreement.**

**Evaluate the use of awards and agreements in relation to Costcut. Recommend which method of determining wages and conditions would best serve the goals and objectives of Costcut.**

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**End of Section B**

**Extra space for responses**

**Clearly number all responses in this space**

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