



VCE Business Management 2013–2015

Written examination – November

Examination specifications

The following information updates the specifications published in 2010. It reflects a change to the format introduced from and including 2013. Advice on the changes was published in the No. 102 February 2013 issue of the *VCAA Bulletin VCE, VCAL and VET*.

Overall conditions

The examination will be sat at a time and date to be set annually by the Victorian Curriculum and Assessment Authority. VCAA examination rules will apply. Details of these rules are published annually in the *VCE and VCAL Administrative Handbook*.

There will be 15 minutes reading time and 2 hours writing time.

The examination will be marked by a panel appointed by the VCAA.

The examination will contribute 50 per cent to the Study Score.

Content

All outcomes of Units 3 and 4 of the *VCE Business Management Study Design* will be examined.

All of the key knowledge and key skills underpinning the outcomes are examinable.

Format

The examination will be presented in a question and answer book.

The examination will be worth a total of 65 marks.

Short and extended responses will be required. The final question will be worth 10 marks. This question will be drawn from Units 3 or 4, or both.

Advice

The 2013–2015 VCE Business Management examinations will be prepared according to the examination specifications above. Each examination will conform to these specifications and will test a representative sample of the key knowledge and key skills.

The following sample examination questions, dealing with new content contained in the *VCE Business Management Study Design 2010–2015*, provide an indication of the types of questions on this content that teachers and students can expect on the Business Management examination. They do not constitute a full examination paper.

The VCAA does not publish answers for sample questions.

Sample questions

Question 1 (1 mark)

Define the term 'rate of productivity growth'.

Question 2 (1 mark)

Define the term 'work–life balance'.

Question 3 (1 mark)

Define the term 'organisational inertia'.

Question 4 (2 marks)

Explain why the ‘percentage of market share’ is important for a large-scale organisation.

Question 5 (4 marks)

Discuss the advantages and disadvantages of using industry-wide awards rather than collective agreements as a means of setting out workers' terms and conditions.

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Question 6 (4 marks)

Y Box is a computer software design company with 250 staff. The work is all done on short-term contracts, with individuals working on a wide variety of team-based projects of a short duration, before then moving onto new projects with new teams. The company operates a flexitime policy and has tried to reward individual staff for good performance. However, this approach has caused problems for the company as it has resulted in conflict among the staff, who are divided over whether the reward system is fair.

Analyse the effectiveness of choosing to use a centralised approach to employee relations in this company.

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Question 7 (6 marks)

Evaluate whether low-risk practices are preferable to high-risk practices to achieve effective change.

[illegible]

Question 8 (3 marks)

Simon is working for a leading insurance company. He is well paid and has a good working environment, but after three years at the company he has lost motivation and is thinking about resigning and looking to work for an alternative company.

Describe how a Human Resource Manager could apply the Hertzberg theory to motivate Simon.

[illegible]

Question 9 (8 marks)

The Human Resource Manager of a large confectionery manufacturing business has determined that the productivity of employees within the organisation has fallen.

Select **two** management practices and processes that are associated with the maintenance phase of the employment cycle. Discuss how these could be used to increase employee productivity, and the strengths and weaknesses of both approaches. Conclude with a recommendation as to which management practice would be most effective for the organisation. Include a reason for your recommendation.

[illegible]

Question 10 (10 marks)

Discuss how managers could use the Kotter theory of change management to respond to a significant change issue. In your answer, outline the theory and discuss how managers could use it to respond to a significant change issue and then illustrate your answer with an example from a large-scale organisation that you have studied this year.

[illegible]

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Question 11 (10 marks)

The management of a large retailer with 220 employees is seeking to motivate its employees in order to improve performance.

Describe both Maslow's and Locke's theories of motivation. In your response, include a discussion of which of these motivation theories would be the most appropriate for this organisation.

[illegible]

[illegible]

Question 12 (10 marks)

Outline four strategies that can be adopted in operations management. Discuss how the ethical and socially responsible management of an operations system applies to each of the four strategies.

[illegible]

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Question 13 (10 marks)

Mario is the CEO of a large software design business. He is concerned about declining productivity growth rates and high staff turnover resulting from a large number of staff who are disillusioned and suffering low morale.

Discuss how Mario could address these problems through the use of

- motivation theories
- performance management
- technology in operations management.

[illegible]

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