



**Management Skills & Activities**  
**Business Past Exam Questions**  
**Higher Level**

## 2013

### Section 1 - Question 5

5. Outline **two** implications for management when a company develops its own website:

(i) \_\_\_\_\_  
\_\_\_\_\_

(ii) \_\_\_\_\_  
\_\_\_\_\_

### Section 1 - Question 10

10. Outline **two** possible implications for a business if a manager adopts McGregor's Theory X approach to managing:

(i) \_\_\_\_\_  
\_\_\_\_\_

(ii) \_\_\_\_\_  
\_\_\_\_\_

### Section 3 - Question 4


Read the information supplied and answer the questions which follow.

EducaPrint Ltd is a business publishing schoolbooks in Ireland. John O'Leary, the Production Manager, suggested introducing some of its traditional print books in eBook format. He wanted to tap into the improvements in broadband speed and the major developments in mobile devices. The eBooks were launched onto the market in 2013 to great success. EducaPrint Ltd operated a matrix organisation structure for the development of the eBook products.

- (A) (i) Explain the term 'intrapreneurship'.  
(ii) Outline methods of promoting intrapreneurship in EducaPrint Ltd. (20 marks)
- (B) Outline the benefits **and** challenges for EducaPrint Ltd of a matrix organisation structure (team structure) for the development of the eBook products. (20 marks)
- (C) Discuss the importance of the management activity of 'planning' for EducaPrint Ltd. (20 marks)  
**(60 marks)**

### Section 3 - Question 4

Read the information supplied and answer the questions which follow.

 Google's '20 Percent Time' strategy gives engineers time and space to work on their own projects.

- (A) Outline the internal **and** external sources of new product ideas for technology companies like Google. (20 marks)
- (B) *'For a business to survive it needs to grow and expand.'*  
Evaluate **two** methods of business expansion. (20 marks)
- (C) Discuss the short-term and long-term implications of business expansion using the following headings:  
**Organisation Structure; Product mix; Profitability; Employment.** (20 marks)
- (60 marks)**

Section 1 - Question 4

4. (a) Define the term *delegation*.

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- (b) Outline **two** benefits of delegation within a business:

(i) \_\_\_\_\_

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(ii) \_\_\_\_\_

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Section 1 - Question 5

5. Outline **two** features of a matrix organisation structure:

(i) \_\_\_\_\_

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(ii) \_\_\_\_\_

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Section 3 - Question 4

*"How you communicate is as important as what you communicate."*

- (A) Illustrate the factors that a business needs to consider when communicating with its various stakeholders. (20 marks)

- (B) Distinguish between the duties of a chairperson and a secretary in the organising and running of an Annual General Meeting. (20 marks)

- (C) Outline two styles of leadership **and** illustrate how each of these styles may be appropriate in different business situations. (20 marks)

(60 marks)

## 2011

### Section 1 - Question 10

10. Outline **two** strategies management could use to help employees adapt to change.

(i) \_\_\_\_\_  
\_\_\_\_\_

(ii) \_\_\_\_\_  
\_\_\_\_\_

### Section 3 - Question 4B

(B) (i) Explain Maslow's Theory of Motivation.

(ii) Illustrate how a manager could motivate workers by applying Maslow's Theory in the workplace.

(20 marks)

### Section 3 - Question 5A

(A) Outline the benefits of teamwork for the employees in a business.

(15 marks)

### Section 3 - Question 5C

(C) (i) Illustrate your understanding of the term 'risk management'.

(ii) Describe **three** methods a manager might consider to minimise risk within a business.

(20 marks)

## Section 2

### Applied Business Question

#### Castlewest Hotel and Conference Centre

Castlewest Hotel and Conference Centre was established by Mary Cullen in 1994. Having worked in senior management positions within the hospitality sector for many years, Mary identified a niche in the local market for a hotel providing a high standard of service and comfort, while offering customers value for money. Located in the west of the country, Castlewest Hotel and Conference Centre enjoys an excellent reputation for delivering a personal and professional service to holidaymakers, businesses and passing trade. Independent online reviews of the hotel continue to compliment the very helpful and friendly staff. The hotel was totally refurbished and extended to include a state-of-the-art Conference Centre in 2005.



A significant investment in Information and Communications Technology (ICT) has taken place within the hotel in recent years. The Marketing Manager, Pat Butler, redesigned the website to include an on-line booking facility, which also provides a customer database. Complimentary Wi-Fi (internet access) is available throughout the hotel, while the Conference Centre is equipped with the latest video and audio conferencing facilities. Technology is also used in the day-to-day operations of the hotel, from stock ordering to managing the hotel's accounts.

Mary Cullen adopts a hands-on approach in her role as General Manager and can be seen daily walking around the hotel, talking to staff and customers and getting feedback. Despite her long working hours, she is also president of the local Chamber of Commerce. Using the hotel intranet, Judy O'Brien, the Assistant Manager, provides a weekly update to all staff on the hotel's performance. She has also developed a voluntary suggestion scheme where staff are encouraged to come up with innovative ideas for improvements, for which they are rewarded. Recently Dylan Jones, the Head Chef, was named 'Employee of the Month' for introducing a 'Lunch to Go' menu, which has increased weekday lunch sales.

Bookings and sales overall have fallen in the past 18 months, as individuals and businesses have cut spending. Hotel rates have been reduced in an effort to attract more business, and a range of cost-cutting measures were introduced, including closure of the hotel for the month of January. Further cuts will be necessary to ensure the continued viability and success of the business.

- (A) (i) Explain the term '**intrapreneur**'.  
 (ii) Illustrate, using examples from the above text, how '**intrapreneurship**' benefits Castlewest Hotel and Conference Centre. (20 marks)
- (B) Discuss the impact that investment in technology has had on Castlewest Hotel and Conference Centre. Refer to the above text in your answer. (30 marks)
- (C) Evaluate how Mary can use her management skills to ensure the continued success of her hotel. Refer to the above text in your answer. (30 marks)
- (80 marks)**

**Section 3 - Question 4C**

- (C) Discuss the benefits of a functional organisational structure in a business.  
Refer to the *Chain of Command* **and** *Span of Control* in your answer.

(20 marks)

2009

Section 1 - Question 7

7. Illustrate the difference between 'enterprise' and 'management'.

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## Section 2 - Question 7

### Applied Business Question

#### Renewable Energy Solutions (RES) Ltd

Liam Best, an electrical engineer, established Renewable Energy Solutions (RES) Ltd ten years ago. The business imports, supplies and installs energy efficient solar panels that are used to heat homes and businesses. While attending a Trade Fair in Germany on behalf of his previous employer, Liam identified a niche in the market for an Irish supplier of solar panels. With twenty years experience in the heating and plumbing supplies business and with no opportunity for promotion, he decided to start his own business. Impressed with Liam's knowledge and belief in his product, Liam's bank manager and a number of private investors were happy to provide the necessary finance. The business grew rapidly and by the end of 2007 had a turnover of €30 million and a workforce of thirty.

The past year, however, has been difficult for the business. As the construction of new houses has fallen, there has been a steady decline in the sales of solar panels. Costs are rising and the business is finding it more difficult to pass on price increases to customers. Cash flow is tight and Liam is particularly concerned by the fact that two of his largest customers have not paid their bills on time. In addition, the company is finding it difficult to raise short term finance due to the current credit squeeze. Rising stock levels in the warehouse are also causing problems. A number of customers have recently returned solar panels, as a result of damage caused while in storage in the warehouse or in transit.

Liam is confident that the demand for green energy sources in Ireland will increase again. He believes that the government's new Building Energy Rating (BER) regulations, combined with the increasing demand for more cost effective and environmentally friendly heating systems, will provide opportunities for his business.

However, Liam has e-mailed all staff informing them that action will need to be taken swiftly if the business is to survive the current downturn in the economy. To avoid the introduction of compulsory redundancies, Liam explains in his e-mail that it will be necessary to implement a 10% pay cut, with immediate effect for all workers. The staff contacted their trade union to express their concerns about the proposed pay cuts. A trade union meeting has been organised to discuss staff concerns and agree a response to the pay cut proposed by Liam.

- (A) Illustrate, using examples from the above text, **four** enterprising characteristics/skills shown by Liam. (20 marks)
- (B) Discuss **three** types of management control that you would recommend Liam put in place to secure the future of RES Ltd. (30 marks)
- (C) (i) Describe, using the above text, **one** possible non-legislative and **one** legislative solution for the industrial relations problem facing RES Ltd.
- (ii) In your view how should Liam have dealt with the issue to lessen the likelihood of an industrial relations conflict? (30 marks)
- (80 marks)**

**Section 2 - Question 7**

*"The rules of good management remain the same in times of growth or slowdown."*

- (A) (i) Explain the term 'delegation'.  
(ii) Describe the benefits of delegation for a manager. (20 marks)
- (B) Analyse the implications for a business of a manager adopting a Theory X approach to managing. (20 marks)

2008

Section 1 - Question 6

6. Distinguish between Strategic Planning and Tactical Planning. Give **one** example in each case.

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Section 1 - Question 6

- (C) Evaluate the contributions that Stock Control and Credit Control make to the successful management of a business. Use examples in your answer. (20 marks)

2006

Section 1 - Question 3

3. Define management:

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Section 1 - Question 3

## Applied Business Question.

### Stylish Décor Ltd.

Ruth Cavanagh became Managing Director of Stylish Décor Ltd., a retail and wholesale business, one year ago. She took over the paint, wallpaper and tiling business when her father Paddy retired. Paddy had been a popular employer locally but the business had not grown and kept pace with developments in technology, marketing or human resource management. The company's premises is based in an expanding town within a one-hour commuting distance of Dublin and is in need of modernisation.

The town has seen a large increase in new house building over the last few years and its development plan provides for further housing and industrial units. Ruth is ambitious. Her aim is to become a market leader. Research has convinced her of the benefits of adding a 'Do-It-Yourself' (DIY) department to the existing business and setting up a second shop in a town less than twenty-kilometres away. These initiatives will require an increase in staff, a retraining programme for existing staff, incentives, and capital investment, if the business is to succeed.

Ruth is a Business graduate and understands the importance of marketing for the success of a business. Her enterprise's market share and turnover are below those of comparable businesses. Ruth intends to penetrate the market by a further fifty-percent within the next five years, to improve the expertise of staff, the quality of customer service and the product range. The fact that a major multiple is due to open a new hardware and gardening outlet with good parking just four-kilometres away has concentrated her mind. Stylish Décor Ltd. has not, up to now, invested in marketing activities. She also intends to introduce clearly defined lines of responsibility for staff in the areas of purchasing, sales/marketing and offer employees rewards for achieving targets. She wants to make changes and respond to customer needs quickly but she is facing strong opposition from her staff.

- (A) Discuss how management activities can help Ruth improve the performance of the business. (30 marks)
- (B) Advise Ruth on the strategies that will help her manage the changes that have to take place if the business is to succeed. (20 marks)
- (C) Illustrate, using the above text, how applying the Price and Promotion elements of the marketing mix can contribute to achieving Ruth's ambitions. (30 marks)

**(80 marks)**

### Section 3 - Question 4

#### Question 4

- (A) Describe **one** motivational theory commonly used in management. (10 marks)
- (B) Discuss **three** styles of leadership. (30 marks)
- (C) Using examples, analyse the importance of **four** different enterprising skills and relate two to business and two to the community. (20 marks)

**(60 marks)**