

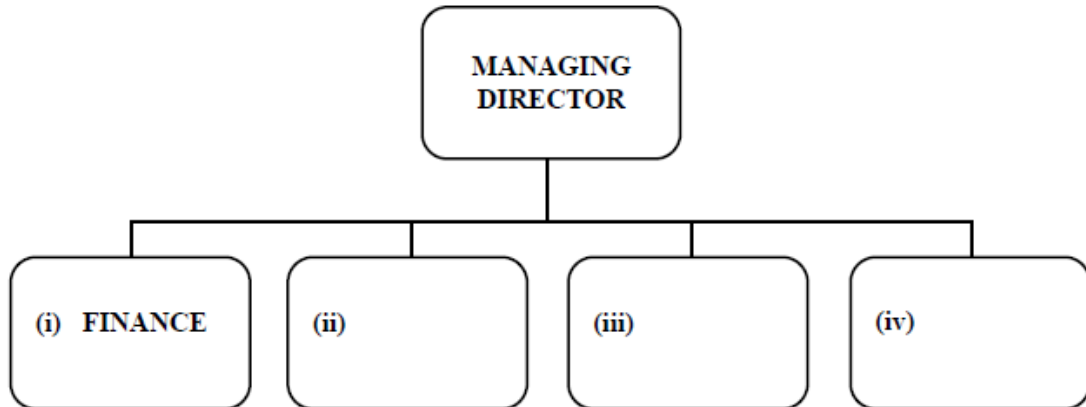


**Business
Leaving Certificate
Ordinary Level**

**Past Exam Questions on
Managing Skills and Activities**

Q12 Section 1 2013

12. Complete the functional organisation structure of a business with four departments:



Q15 Section 1 2013

15. Outline two methods for rewarding employees:

- (i) _____

- (ii) _____

Q4 Section 2 2013

Read the information supplied and answer the questions which follow:

SNAPAPPY

While completing a degree in Computer Science, Shane Whelan designed and developed an 'app' for smartphones, allowing users to change their photographs into cartoons. Shane worked long hours to develop the 'app'. Once it was launched it became very popular, achieving more than 20,000 downloads in the first few days, and so began his business 'Snapappy'. He intends employing three of his college friends to develop more ideas for 'apps', and plans to adopt a democratic leadership style. He contacted his local County Enterprise Board for assistance.

- (A) Outline **three** enterprising characteristics/skills displayed by Shane. (15 marks)
 - (B) Outline **two** risks and **two** rewards for Shane setting up his own business. (20 marks)
 - (C) Explain **two** features of a democratic leadership style. (15 marks)
 - (D) Explain **two** benefits of teamwork in 'Snapappy'. (15 marks)
 - (E) Outline **two** services provided by County/City Enterprise Boards. (10 marks)
- (75 marks)**

Q4 Section 2 2012

Read the information supplied and answer the questions which follow.

Renew Rathnew

The people of Rathnew have come together to start a Renew Rathnew Campaign. High unemployment and a drop in tourist numbers has resulted in many business closures. The town is located in a scenic area and the people believe that better use could be made of the unused buildings and the local walking trails to attract tourists. They have formed a committee, led by Chairperson Margaret Lynch and Secretary Danny Kelly to plan the campaign. They are determined to improve their town and attract more business and tourism to the area. A committee meeting is to be held shortly.

- (A) Outline **three** enterprising skills/characteristics required for this plan to succeed. (15 marks)
 - (B) Using today's date, draft the Notice **and** Agenda for the first meeting of the Renew Rathnew Committee. (The Agenda should contain at least **four** items.) (25 marks)
 - (C) Outline **two** advantages of meetings as a method of communication. (10 marks)
 - (D) Describe **two** functions of the Chairperson at a meeting. (10 marks)
 - (E) Outline **two** benefits of planning for the Renew Rathnew Committee. (15 marks)
- (75 marks)**

Q8 Section 2 2011

Read the information supplied and answer the questions which follow:

Brady's Hotel

Brady's Hotel is a family run business situated in a seaside town. It provides accommodation, restaurant and bar services. Mark Brady has overall responsibility for managing the hotel.

He wants to upgrade the hotel.

Despite his plans for the hotel, Mark has noticed that some of the hotel staff lack motivation. His focus now is to try and improve staff motivation.

- (A) Explain two benefits of upgrading Brady's hotel. (15)
- (B) Outline three methods that Mark could use to improve staff motivation. (20)
- (C) Maslow's Hierarchy of Needs is presented below.
- (i) List levels 2, 3 and 5 (*in your answer book*).
- (ii) Briefly explain two of the five levels. (20)



- (D) Use the information in the table below and answer the questions which follow:

BALANCE SHEET – Brady's Hotel (Extract)		
	2010	2009
	€	€
Current Assets	900,000	800,000
Current Liabilities	500,000	400,000

- (i) Calculate the Working Capital Ratio for 2010 and 2009. (Show the formula and all your workings.)
- (ii) Explain whether the ratio has improved or disimproved. (20)
- (75 marks)

Q4 Section 2 2010

Read the information supplied and answer the questions which follow.

Roisin Murphy worked as a hairdresser in her home town for six years. She left her job as a result of poor employer-employee relationships in the workplace. She believes her former boss Michael was an autocratic leader.

Roisin is an enterprising person and has just opened her own hair salon employing three staff. She completed a start your own business course, planned her business well and organised the finance. She regularly consults with staff over business issues and values their opinions. She pays her staff well and praises the high standard and quality of their work. She is an excellent communicator and believes in McGregor's Theory Y on motivation.

- (A) Explain the term autocratic (authoritarian) leader. (10 marks)
- (B) Outline two effects that poor employer-employee relationships may have on a business. (15 marks)
- (C) Outline three enterprising skills/characteristics displayed by Roisín. (15 marks)
- (D) Name two long-term sources of finance Roisín may have used to help start her business and explain one of them. (20 marks)
- (E) Explain McGregor's Theory Y on Motivation, with reference to the above text. (15 marks)
- (75 marks)**

Q2 Section 1 2009

2. Complete the grid for McGregor's Motivational Theory X and Theory Y:

Theory X managers believe:	Theory Y managers believe:
(i) that most workers dislike work	(i) that most workers enjoy work
(ii)	(ii)

Q15 Section 1 2008

15. Outline two benefits of teamwork to an organisation.

(i) _____

(ii) _____

Q6 Section 2 2007

Study the information supplied and answer the questions which follow:

The Shareholders and Managing Director fulfil important roles in a company. Leadership and Motivation are two management skills. Technology and modern developments in technology have changed the role of management.

- (A) Explain the role of Shareholders in a company. (10 marks)
- (B) Describe two functions of the Managing Director of a company. (15 marks)
- (C) Autocratic, Democratic and Laissez-faire are three styles of leadership. Describe the characteristics of two of these leadership styles. (20 marks)
- (D) Describe one of the following theories of motivation;
(i) Maslow's Hierarchy of Needs or (ii) McGregor's Theory X and Theory Y. (15 marks)
- (E) Using examples, describe three ways in which technology has changed the role of management. (15 marks)
- (75 marks)**

Q3 Section 1 2006

3. Name the three management activities:

- (i) _____
- (ii) _____
- (iii) _____