

Chapter 8

Management Activities (Planning, Organising & Controlling)

Planning

Types of Plans – Missions Statement, Strategic Plan, Tactical Plan, Contingency Plan; SWOT Analysis

Organising

Structures – Functional, Geographical, Product, Matrix (team)
Span of Control & Chain of Command

Controlling (Only four types allowed)

Quality Control
Stock Control
Financial Control
Credit Control

Planning - 2018 Q4 (A)

Read the information supplied and answer the questions which follow.

Ryanair CEO, Michael O'Leary, has apologised for the cancellation of flights. The airline admits it "messed up the planning of pilots' holidays". Source: The Irish Times, 2017

- (i) Illustrate your understanding of the term **contingency plan**.
 (ii) Outline the importance of planning for an airline such as Ryanair. Refer to strategic, tactical and manpower planning in your answer. (25 marks)

MS: (i) (4+1); (ii) 2@8(5+2+1), 1@4(2+2) Manpower planning

(i) _____

 E.g. _____

(ii) Plan: _____

Airline Link: _____

Plan: _____

Airline Link: _____

Plan: _____

Airline Link: _____

2013 Q4 (C)

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 on to the market in 2013 to great success. EducaPrint Ltd operated a matrix organisation structure for the development of the eBook products.

Discuss the importance of the management activity of 'planning' for EducaPrint Ltd.

MS: 3 points 7marks (4+3)+ 7marks (4+3)+ 6 marks (3+3). You should mention Educa and link them in as they are mentioned in the question.

Link:

Link:

Link:

Link:

2010 Q4 (B)

Analyse the contributions that *strategic* and *tactical* planning can make to the successful management of a business. Use examples in your answer.

MS: 2 x 10 marks (4+4+2).

Keywords:

Contribution/Importance/Use:

E.g.

Keywords:

Contribution/Importance/Use:

E.g.

2016 Q4 (B)

The Mayfair Hotel is a five-star city centre hotel which is celebrating 100 years in business. To celebrate this centenary, the management of the hotel is planning various events. The General Manager, Ann Johnson, has suggested organising staff into various project teams, with a project leader to plan for this centenary celebration.

Evaluate how different types of planning contribute to business success. Relate your answer to Mayfair Hotel, making any appropriate assumptions.

MS: 3 x 6m (2+3+1) + Evaluation 2m

Plan: _____

E.g. _____

Plan: _____

E.g. _____

Plan: _____

E.g. _____

Evaluation: in my opinion _____

The Business Guys

2020 Q4 (A)

Read the information supplied and answer the questions which follow.

Good4U is a family run health snacks business based in Sligo. In 2004 the business's original product was a sprouted seed. The Good4U goal was to become a market leader in the healthy snacks industry. The business now has over 40 products, including seed snacks and energy balls. Good4U recently launched a new salad topper range.

Outline the different types of planning that can contribute to a business being successful. Relate your answer to Good4U, making any appropriate assumptions. (20)

MS: 4 x 5m (2+2+1) State, explain, link to Good4U

Plan:

Link:

Plan:

Link:

Plan:

Link:

Plan:

Link:

2010 Q4 (A)

Conduct a SWOT analysis on a business of your choice.

What is meant by the term SWOT analysis? (Include **two** points under each heading)

**MS: (i) 6 marks (4+2) Explain what it is, not just what the letters stand for
(ii) 14 marks. Name a business: 2 marks; 2 points for each SWOT
4@3(2+1)marks.**

Name a Business: _____

Strengths (keywords): _____

Link to business: _____

Weaknesses (keywords): _____

Link to business: _____

Opportunities (keywords): _____

Link to business: _____

Threats (keywords): _____

Link to business: _____

Organising

2019 Q6 Short

Outline **two** problems which could arise in a business which has too wide a span of control.

MS: 6(3+3), 4(2+2)

1. _____

2. _____

2015 Q1 Short

Explain the term *span of control* and outline a situation where a narrow span of control may be appropriate.

MS: 6m (3+3) 4m

Link: _____

2011 Q4 Short

(a) Explain the term 'span of control'.

(b) Outline **two** factors that affect the width of the span of control in a business:

MS: (a) 6marks (3+3) (b) 4 marks (2+2)

(a) _____

(b) 1. _____

2. _____

2021 Short – Q7

Distinguish between chain of command and span of control.

MS: 5m (3+2) + 5m (3+2)

chain of command _____

span of control _____

2018 Q2 Short

Outline two implications for a business of changing from a functional to a matrix organisation structure

MS: (3+3) + (2+2)

1. _____

2. _____

2012 Q5 Short

Outline two features of a matrix organisation structure.

MS: 6 marks (3+3) & 4 marks (2+2).

1. _____

2. _____

2020 Q4 (B)

- (i) Illustrate, by means of a diagram, a functional organisational structure for a manufacturing business such as Good4U.
- (ii) Outline the benefits of a functional organisational structure.

MS: (i) 10m (3,3,2,2) (ii) 2 x 5m (2+3)

(i)

(ii)

State Benefit: _____

Develop: _____

State Benefit: _____

Develop: _____

2015 Q4 (B)

Outline the benefits to a **business** of a functional organisational structure. (15 marks)

MS: 3 @ 5m (2 + 3). Benefit must be clearly developed for each.

State Benefit: _____

Develop: _____

State Benefit: _____

Develop: _____

State Benefit: _____

Develop: _____

(Also 2010 Q4 (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.

2014 Q4 (B)

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.

Outline the benefits and challenges for EducaPrint Ltd of a matrix organisation structure (team structure) for the development of the eBook products.

MS: 4 @ 5 marks 2 benefits @ 5 marks (2+3) 2 challenges @ 5 marks (2+3).

Benefit:

Link:

Benefit:

Link:

Challenge:

Link:

Challenge:

Link:

2016 Q4 (C)

Discuss the benefits **and** challenges for a business of developing a matrix organisation structure (team structure) to complete specific projects in a business. (20m)

MS: 4 x 5m (2 + 3) At least one of each is needed; refer to project

Benefit:

Link:

Benefit:

Link:

Challenge:

Link:

Challenge:

Link:

Controlling**2015 (C)**

Explain the methods a business could consider to minimise the risk of bad debts as part of its credit control system. (20 marks)

MS: 7m (4+3) + 7m (4+3) + 6m (3+3).

Method: _____

Explanation: _____

Method: _____

Explanation: _____

Method: _____

Explanation: _____

2017 – Short – Q6

Outline two methods a business may use to minimise bad debts.

2011 Q4 (C)

Describe how 'stock control' and 'quality control' achieve efficiencies in business.

MS: 2 @ 10 marks (2 + 4 + 4).

Stock Control

How it achieves efficiencies:

Quality Control

How it achieves efficiencies:
