

1

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

(i) _____

(ii) _____

2

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

(i) _____

(ii) _____

3

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

4

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

(i) _____

(ii) _____

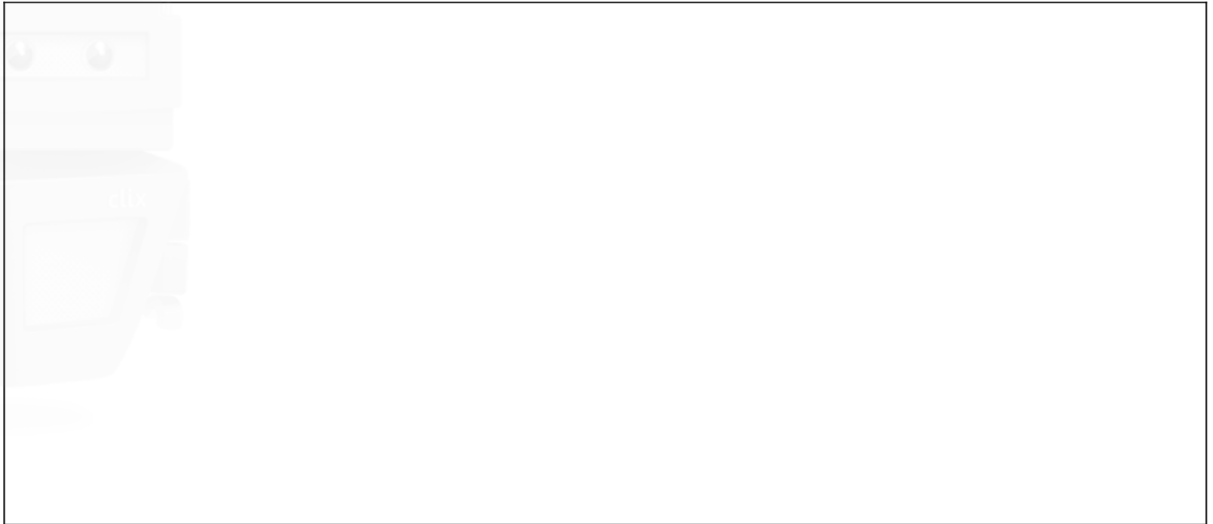
4. (a) Explain the term 'span of control'.

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

(i) _____

(ii) _____

4. Draft and label a matrix structure for a manufacturing organisation:

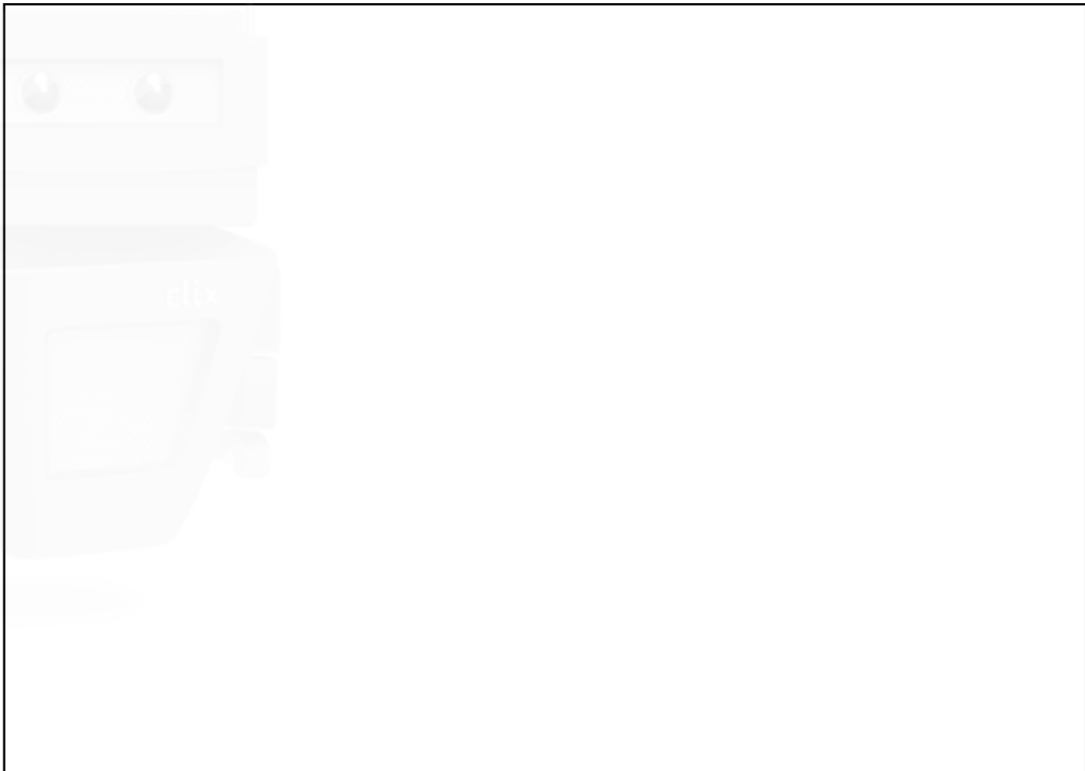


4. Draft and label a matrix structure for an organisation having two project teams:



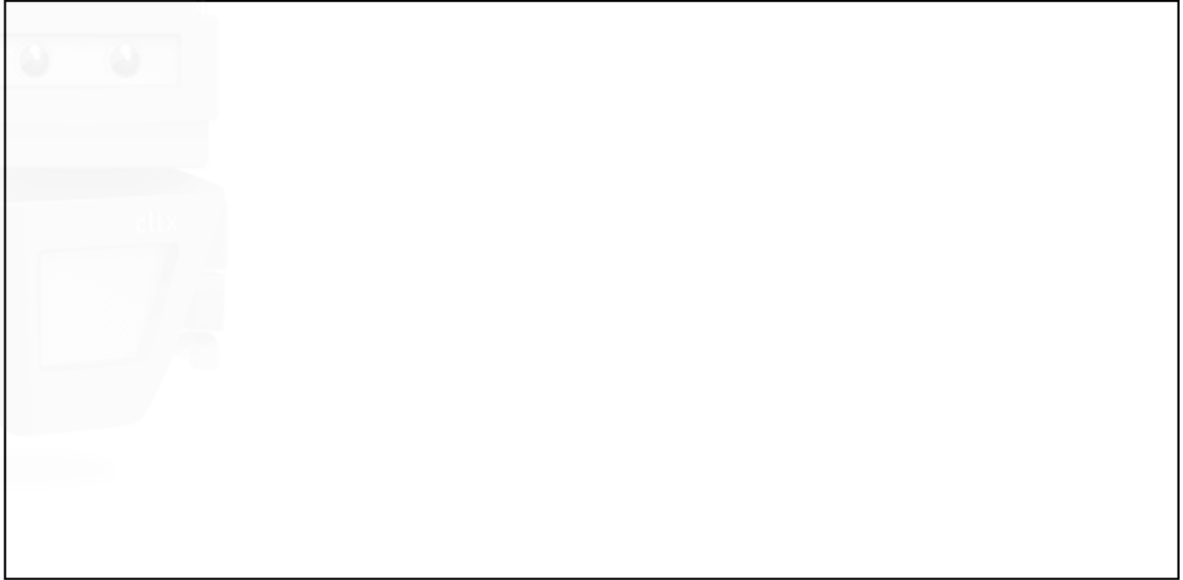
A large empty rectangular box provided for drawing a matrix structure for an organization with two project teams. A faint watermark of a robot is visible on the left side of the page.

4. Draw and label a suitable 'organisation structure' diagram for a manufacturing organisation.

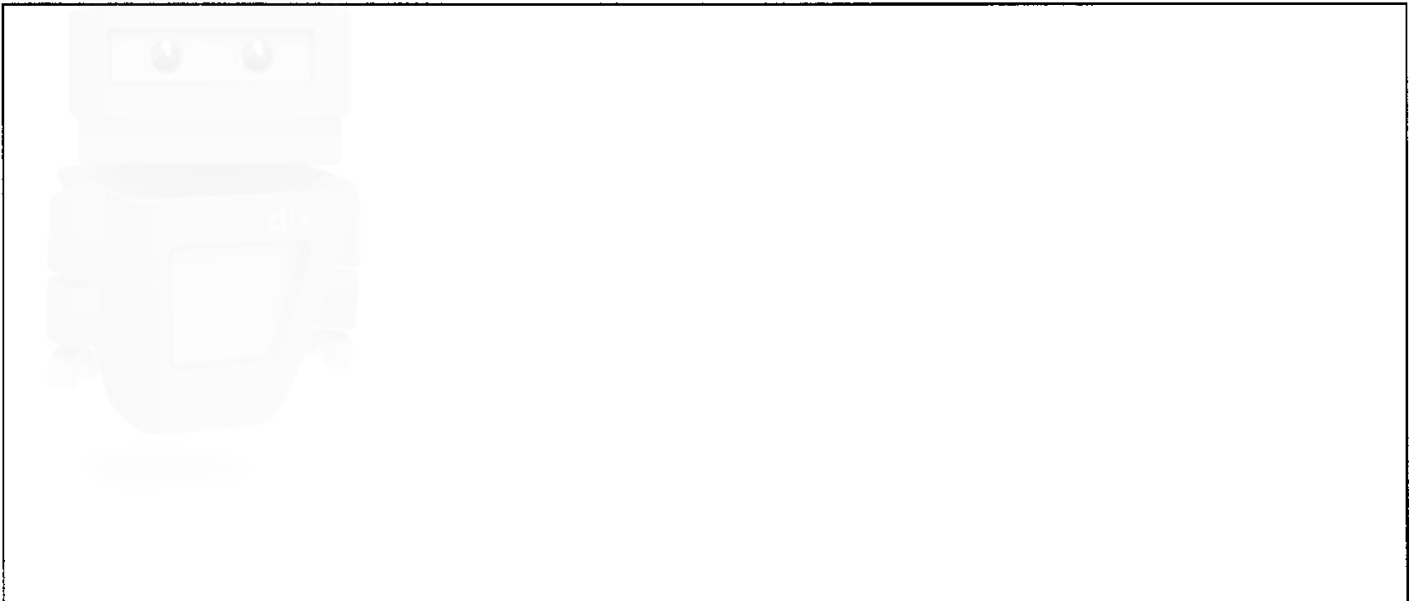


A large empty rectangular box provided for drawing a suitable 'organisation structure' diagram for a manufacturing organisation. A faint watermark of a robot is visible on the left side of the page.

3. Draft and Label a typical Organisational Structure for an organisation of your choice.



4. Draft a typical Span of Control for an organisation of your choice.



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.

- (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)

12

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)

13

Read the information supplied and answer the questions which follow.



Good4U

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.

www.good4u.com

- (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.

(20)

14

The Mayfair Hotel

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.

- (B) Evaluate how different types of planning contribute to business success. Relate your answer to the Mayfair Hotel, making any appropriate assumptions. (20 marks)
- (C) Discuss the benefits **and** challenges for a business of developing a matrix organisation structure (team structure) to complete specific projects in a business. (20 marks)
- (60 marks)

15

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

16

- (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)

17

- (B) Describe two reasons why a business enterprise might change its organisational structure over time. Use illustrations to support your answer. (20 marks)

18

- (A) Define 'Organising'.
Illustrate the importance of good organisation for the success of a business enterprise. (15 marks)

19

- (C) "*Organising is the most important management activity.*"
Do you agree with this statement? Support your opinion with two reasons and examples. (20 marks)

