

# The Educational Company of Ireland



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# INSIDE BUSINESS

## UNIT 3 – MANAGEMENT SKILLS 1: LEADING

### Table of Contents

1.	Plan for Success: Higher Level Question Frequency Grid.....	2
2.	Higher Level Exam Paper Analysis (1999 – 2019).....	3
3.	Quick Fire Revision Worksheet.....	5

# INSIDE BUSINESS

## UNIT 3 – MANAGEMENT SKILLS 1: LEADING

### Plan for Success: Higher Level Question Frequency Grid

	Leading	Autocratic leadership	Democratic leadership	Laissez-faire leadership	Delegation	Benefits of leadership
2019		S.3 Q4 (C)	S.3 Q4 (C)	S.3 Q4 (C)		
2018		S3. Q6 (B)	S3. Q6 (B)	S3. Q6 (B)		
2017						
2016						
2015						
2014		S.1 Q7	S.1 Q7	S.1 Q7		
2013						
2012		S.3 Q4 (C)	S.3 Q4 (C)	S.3 Q4 (C)	S.1 Q4	
2011						
2010						
2009					S.3 Q4 (A)	
2008						
2007						
2006		S.3 Q4 (B)	S.3 Q4 (B)	S.3 Q4 (B)		
2005						
2004						
2003						
2002						
2001					S.1 Q4 (B)	
2000						
1999						

Grid Reference	
S1	Section 1
S2	Section 2
S3	Section 3

Section	Exam Frequency
1	5 times
2	-
3	13 times

# INSIDE BUSINESS

## UNIT 3 – MANAGEMENT SKILLS 1: LEADING

### Higher Level Exam Paper Analysis (1999 – 2019)

#### KEY POINTS

1. The most common exam verb for this topic was '**outline**'. This means that you need to **give a summary of the most important parts of a topic**, e.g. features of leadership, benefits of delegation.
2. **Examples are important** in this topic, so make sure that you have an **example of a business situation appropriate for each type of leadership**.
  - **Autocratic** An emergency in a business that requires quick decision-making
  - **Democratic** In a workplace where employees can work in teams
  - **Laissez-faire** In high-tech or research and development based firms

#### Section 1

##### 2014 Section 1 Question 7 – 10 marks [(a) 4 marks, (b) 6 marks (3 + 3)]

- (a) Name **one** leadership style.
- (b) Illustrate how a manager adopting **this** leadership style might manage the process of change in a business.

##### 2012 Section 1 Question 4 – 10 marks [(a) 4 marks (2 + 2), (b) 6 marks (3 + 3)]

- (a) Define the term delegation.
- (b) Outline **two** benefits of delegation with a business.



# INSIDE BUSINESS

## UNIT 3 – MANAGEMENT SKILLS 1: LEADING

### Section 3

**2019 Section 3 Question 4 (C) – 20 marks [(i) 2 × 5 marks (2 + 2 + 1), (ii) 2 × 5 marks (2 + 2 + 1)]**

- (i) Describe **two** leadership styles.
- (ii) Outline the factors that influence the leadership style adopted by business managers. Provide examples to support your answer.

**2018 Section 3 Question 6 (B) – 20 marks [Name: 3 marks + Outline: 14 marks – 2 × 7 marks (4 + 3) + Reference to a retail outlet: 3 marks]**

Outline **one** appropriate leadership style which a manager in a retail outlet could adopt, giving reasons for your choice.

**2012 Section 3 Question 4 (C) – 20 marks [2 × 10 marks (2 + 3 + 3 + 2)]**

Outline **two** styles of leadership **and** illustrate how each of these styles may be appropriate in different business situations.

**2009 Section 3 Question 4 (A) – 20 marks [(i) 5 marks (2 + 3), (ii) 3 × 5 marks (2 + 3)]**

- (i) Explain the term 'delegation'.
- (ii) Describe the benefits of delegation for a manager.

**2006 Section 3 Question 4 (B) – 30 marks [3 × 10marks (2 + 4 + 4)]**

Discuss **three** styles of leadership.

**2001 Section 3 Question 4 (B) – 15 marks [5 + 5 + 5]**

Outline and illustrate what is meant by delegation.

# INSIDE BUSINESS

## UNIT 3 – MANAGEMENT SKILLS 1: LEADING

### Quick Fire Revision Worksheet

- Complete the following sentence.  
Leading is a management **s**\_\_\_\_\_ that encourages people to work towards a specific **g**\_\_\_\_\_. A strong leader can clearly **c**\_\_\_\_\_ business goals to staff, as well as finding ways to **m**\_\_\_\_\_ employees to achieve these goals. In addition, good managers **d**\_\_\_\_\_ tasks to staff and set an **e**\_\_\_\_\_ to employees so they know what is expected of them.
- In addition to leading, name **two other** management skills.  
(a) \_\_\_\_\_  
(b) \_\_\_\_\_
- List **three** common leadership styles.  
(a) \_\_\_\_\_  
(b) \_\_\_\_\_  
(c) \_\_\_\_\_
- Outline **two** features of autocratic leadership.

(i)	

(ii)	

# INSIDE BUSINESS

## UNIT 3 – MANAGEMENT SKILLS 1: LEADING

5. Read the following statements and identify whether each of the following statements are true or false.

	Statement	True/False
1	Empowerment is a feature of democratic leadership.	
2	Poor decisions can be made by employees in laissez-faire leadership. This can be as a result of a lack of knowledge and experience.	
3	McDonald's Ray Kroc is an example of an autocratic leader.	
4	Laissez-faire leadership is useful in crisis situations where quick decisions must be made.	
5	Delegation is the distribution of tasks to higher ranked employees in the firm.	

6. Identify an appropriate work situation where each of these leadership styles could be used.

- (a) Autocratic \_\_\_\_\_  
 (b) Democratic \_\_\_\_\_  
 (c) Laissez-faire \_\_\_\_\_

7. Outline **one advantage** and **one disadvantage** of democratic leadership.

<b>Advantage:</b>	

<b>Disadvantage:</b>	

8. Compare autocratic, democratic and laissez-faire leadership styles under the following headings.

	Autocratic	Democratic	Laissez-faire
<b>Decision-making</b>			
<b>Motivation</b>			

# INSIDE BUSINESS

## UNIT 3 – MANAGEMENT SKILLS 1: LEADING

9. Read the explanations/advantages below and assign each point an appropriate heading. In addition, identify whether the point relates to autocratic, democratic or laissez-faire leadership.

**Heading:** \_\_\_\_\_ **Leadership style:** \_\_\_\_\_

These managers include employees in the decision-making process as they believe staff have the skills and knowledge to help the firm to make better decision.

**Heading:** \_\_\_\_\_ **Leadership style:** \_\_\_\_\_

These managers use fear and threats to motivate staff to work harder. Employees may be afraid to make mistakes as they feel they could lose their job.

**Heading:** \_\_\_\_\_ **Leadership style:** \_\_\_\_\_

Management may blame employees for not reaching targets and/or for making mistakes. This can lead to poor industrial relations between management and staff and result in employees taking industrial action.

10. Outline **two** advantages of laissez-faire leadership.

(i)	

(ii)	



# INSIDE BUSINESS

## UNIT 3 – MANAGEMENT SKILLS 1: LEADING

11. Which leadership styles are associated with the following statements?

		Autocratic	Democratic	Laissez-faire
1	Hands over the keys of the office saying, 'I will see you in a month – I know you will be able to manage.'			
2	Holds staff meetings to discuss business plans but ignores staff opinions.			
3	Encourages employee suggestions and implements workable ideas into the business.			
4	Doesn't trust anybody else in the firm and makes all the important decisions alone.			
6	Asks for a progress report from the research team every month.			

12. Illustrate your understanding of the term *subordinate*.


13. Fill in the blanks in the following definition:

Delegation involves assigning **t**\_\_\_\_\_ to another person, e.g. when a **m**\_\_\_\_\_ assigns work to a **s**\_\_\_\_\_. Managers should choose employees with the appropriate **s**\_\_\_\_\_ and provide the necessary **r**\_\_\_\_\_ to complete the assigned task.

14. Read the explanations below relating to the requirements for delegation. Write an appropriate heading in the spaces below.

**Heading:** \_\_\_\_\_

Delegated tasks and the required standards should be clearly communicated to employees. This ensures that work is completed to an appropriate standard and prevents conflict between management and staff.

**Heading:** \_\_\_\_\_

Ultimate responsibility for task completion lies with management. Therefore, managers must implement a control system to ensure that errors are identified and corrected quickly.

# INSIDE BUSINESS

## UNIT 3 – MANAGEMENT SKILLS 1: LEADING

15. Employees may experience **increased stress** and **increased resentment** if delegation is introduced into a firm. Explain how the underlined terms may arise as a disadvantage of delegation in a business.

Increased stress:	

Increased resentment:	

16. Name and outline **two** advantages of leadership for business and employees.

(i)	

(ii)	