



## Certificate in Marketing Skills

### MANAGEMENT FOR MARKETERS

**FRIDAY, AUGUST 17, 2007. TIME: 2.00 pm - 4.00 pm**

**Please attempt Section A and TWO questions from Section B.**

(If more than the specified number of questions are attempted, delete those you do not wish to have marked. Otherwise the Examiner will mark **QUESTION 1** and the next **TWO** questions in your Answer Book).

All questions carry equal marks.

Do **NOT** repeat question in answer, but show clearly the number of the question attempted on the appropriate page of the Answer Book.

#### **SECTION A (50%)**

CRH, the successful international building materials group, has had 35 years of consistent performance and growth. CRH was founded in 1970 following the merger of two major Irish companies, Irish Cement and Roadstone. Growth has been achieved through acquisitions and organic growth. CRH plc has its headquarters in Ireland and operations in 25 countries, mainly in Europe and the Americas. CRH companies operate in three core businesses: materials, value-added building products and distribution. The organisation is decentralised with experienced operational managers given a high degree of responsibility and autonomy within clear group guidelines.

CRH's strategic vision is clear and consistent - be an international leader in building materials delivering superior performance and growth. The success of CRH is founded on the exceptional commitment and capability of its management and staff and culture of performance which characterises CRH throughout its widespread operations. This requires strong management with constant monitoring of all aspects of the business. CRH places special emphasis on attracting and retaining best-quality employees throughout its operations. CRH's market-driven approach is central to attracting, retaining and motivating exceptional managers.

**P.T.O.**

## **CRH Employee Facts and Figures**

CRH plc has operations in 25 countries, employing 66,500 people at the end of 2005 in more than 2,600 locations. Its businesses are subdivided into six broad groups in Europe and the Americas:

### **Europe**

- Materials
- Value-added Products
- Distribution

### **Americas**

- Materials
- Value-added Products
- Distribution

The focus of CRH's Human Resources function is on ensuring that the best team and organisation structures are in place to run the business today and into the future.

## **RECRUITMENT AND SELECTION**

A strong focus on achievement against targets is part of CRH's objective of performance and growth. The ability of key players to deliver is paramount. CRH has adopted a strong performance management and appraisal process.

The key elements include:

### **Planning**

Clear expectations and goals are set and so plans develop to achieve these. Jobs, and how they relate to the strategic objectives of CRH, are looked at. These plans set out key steps and measures for staff. The A-SMART criteria is used, i.e. Aligned, Specific, Measurable, Action-oriented, Realistic and Time-bound.

### **Coaching**

Observing and documenting performance, conducting reviews, as well as identifying training and development needs all provide feedback and support, and ultimately promote better performance achievement and growth. Having a mentor or coach can help staff to learn and develop, and reinforces effective and active communication and performance.

### **Reviewing**

Achieving results is a critical aspect of CRH's high-performance culture. 'What' the individual achieves as well as 'How', are assessed and reviewed. Self-assessment, collection of information, appraisal and a review meeting all drive performance improvement. Employees have an opportunity to respond to feedback.

## **CONCLUSION**

The policy of investing in people is of fundamental importance to CRH. The success of CRH is very much due to having talented, committed, enthusiastic and well-qualified people throughout the Group. They encourage and support the

continuous professional development of the CRH team and its members. Challenging work assignments are supplemented by formal programmes to ensure that the next generation of leaders is ready to take on increased responsibilities when required.

CRH continues to grow, and acquisitions bring new talent which adds strength and vitality to the existing team. While accommodating this growth, CRH continues to evolve in a flexible manner to enable CRH to bring maximum added-value to their operations.

### Sources

[www.business2000.ie/cases/cases\\_10th/case5.htm#01](http://www.business2000.ie/cases/cases_10th/case5.htm#01) and [www.crh.ie](http://www.crh.ie)

1. (a) What is the strategic vision of CRH? (10 marks)
- (b) Discuss the elements of the performance management and appraisal process outlined in the case example. Give examples of possible A-SMART objectives for a manager in any business. (25 marks)
- (c) What benefits are there for CRH in retaining and rewarding employees? (15 marks)

### SECTION B (50%)

**(Please attempt TWO questions. All questions carry equal marks.)**

2. (a) Describe the major functions of management.
- (b) Consider your direct supervisor or superior in work. What kind of management skills does this person possess? If there was one management practice they use that you could change what would it be? Why?
3. (a) Consider the company you work for. What are the different factors at which your company is better than its competitors? What factors are they worse than the competitors? Describe how these different issues impact on the overall performance of the organisation.
- (b) Now imagine that you are responsible for the overall management of your organisation. Outline some changes you would make in areas where you are under performing giving reasons for your choices.

**P.T.O.**

4. (a) Describe the business planning process an organisation can use when setting out its future strategy.
- (b) Imagine you are the manager of the business where you are or were previously employed. List a number of SMART objectives for this business.
5. (a) What is the difference between urgent and important? Why is it important to prioritise activities?
- (b) Write out an example of a 'to do' list relevant to your current employment or a typical day in your life.