



## YOUNG ENTERPRISE SCOTLAND EXAMINATION

To be taken during the period  
Monday 22nd February to Friday 4th March 2016

**Time Allowed: 1½ hours**

Candidates are allowed 10 minutes to read the paper and guidance notes before the start of the examination.

### Examination Guidance Notes

Please select **four questions only**.

Answer **both** questions in Section A and **any two** questions from section B. Try to give equal time to each question.

The prompts written below each question will help get you started and guide you on what you might cover.

Please write clearly. Good answers can be lost behind bad handwriting. Please number each question and start each question on a new page.

The purpose of the examination is to give you the chance to tell us what **you** have gained and learnt from setting up and running your own Young Enterprise Scotland Company.

There are no stock answers, working in different roles gives different experiences and therefore we expect a wide range of personal and individual views.

**This paper will be collected at the end of the Examination and retained until after the Examination period.**

# QUESTIONS

**Answer FOUR Questions only:  
BOTH questions 1 and 2 from Section A  
plus ANY TWO questions from Section B**

*All questions carry equal marks and may be attempted in any order.*

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## Section A

## Answer Both Questions

***Please note: Question 1 is about the whole business; Question 2 is about YOU.***

**1. Describe how your company developed its project. How did the various team members in their working roles help each other and how could they have been more effective? Please identify at least three areas where the project was successful and any areas that were not so successful, or could have been better. What do you think will be the main long-term benefits for those who took part?**

Consider the following prompts:

- a. What was the business idea? What aims and objectives were set? Describe what market research was carried out? To what extent were customers' needs and wants at the centre of the objectives?
- b. How was the team formed? Did everyone know what was expected of them? How was the communication process managed within the group? How were meetings organised and conducted?
- c. To what extent did the business achieve the aims and objectives that you set? How was the process managed from the beginning and throughout?
- d. Were the existing skills and abilities of the team taken into consideration when the roles were appointed? How do you think the experience of running this business will help team members in their own careers?

**2. What role did YOU play in the company? Write about your involvement and your contribution. Please identify at least three areas where your abilities or knowledge made a difference. What could you have done better? What were the main learning outcomes and benefits for you?**

Consider the following prompts:

- a. Describe your role. How important was it to the project?
- b. Were your existing skills and natural talents used? To what extent did these contribute to the overall success of the venture?
- c. Reviewing your performance, where could you have done better? What additional skills and knowledge would you need to improve?
- d. What new skills have you learnt as a result and how might they be of benefit to you in the future? Has the experience influenced or inspired your career ambitions? Has it made you more aware of the business world around you? Please state how.

**3. Managing money is a critical in business. How was your company's money and profitability managed from the start and throughout the project?**

Consider the following prompts:

- a. How were the start-up costs calculated? Was there a budget? How was the price set? Was a profit forecast completed?
- b. How was the cash position managed and reported? Who was responsible and how often was it communicated and to whom?
- c. How did the cash position affect the price you charged or the quality of your product or service?
- d. To what extent is the company aware of all the charges and tax liabilities that will have to be settled before it is wound down?
- e. Do you think that overall the return on investment and effort was worthwhile, profitable?

**4. Consider at least two or more people (either inside or outside the company) who had a major impact (positive or negative) on your company's activities. Describe what you observed and what you have learned that will be beneficial to you in the future in managing others or working in a group.**

Consider the following prompts:

- a. Describe the contributions of those who had a positive (or negative) impact.
- b. Which qualities made these people stand out and did the other members of the group gain or learn from them?
- c. What do you consider the main qualities and skills of good managers and leaders based on the experience?
- d. What qualities are required to be a good team player?
- e. How would you behave differently in any new group you join and work with in order to be more effective?

**5. How did your company promote and sell?**

Consider:

- a. What was the company's philosophy and approach to giving the company an image/brand?
- b. Was design an area of importance?
- c. How did you want your customers to perceive your company and what you were offering?
- d. What channels of promotion/media were used? Why were these chosen – advertising, social media, and point of sales, posters? Give examples and reasons.
- e. How was the sales effort planned and carried out?

**6. How did the idea for your final products or services come about? How was the idea generated and evaluated in the first place?**

Consider:

- a. How did the business idea come about? Was brainstorming employed? Was it by mutual consensus or compromise? Did everyone agree and 'buy in' from the start?
- b. Did your company carry out market research? Was the product or service modified as a result?
- c. Did you consider any competitors' products and improve your offering as a result?
- d. Did you work out in advance the full costs of developing, making and supplying the final product or service?

**END OF PAPER**