

New LC Business Course Sample Paper Analysis

Linking the learning intention to the learning outcome to the question asked

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S1 Ch1 Key stakeholders in business

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	Learning Intention	Learning Outcome	P	Q	part	Question
S1 Ch1 Key stakeholders in business	key stakeholders in business (including business owners, investors, employees, consumers, suppliers, local community, and government), their importance in business and their interdependencies, including the needs and wants of different stakeholders at different stages of business development.	1.1 Outline the key internal and external stakeholders in a business and demonstrate their importance in the business environment.	OL2	Q1	(a)	List three stakeholders that may be impacted by the recent growth of PJ's business.
			HL1	Q2	(a) (ii)	Outline the importance of Grainne's relationship with her suppliers.
		1.2 Demonstrate how stakeholders interact and identify potential conflict between stakeholders.	-	-	-	
		1.3 Suggest appropriate ways of avoiding and resolving conflict between stakeholders.	-	-	-	
		1.4 Conduct stakeholder mapping and explain the importance of prioritising different stakeholder interests.	HL2	Q1	(b) (i)	Conduct stakeholder mapping to identify and prioritise four stakeholders affected by this decision.

S1 Ch2 Forms of business, business regulation and governance

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	Learning Intention	Learning Outcome	P	Q	part	Question
S1 Ch2 Forms of business, business regulation and governance	the different types of business that operate, including both public, private, semi-state and not for profit enterprises*.	2.1 Distinguish between public, private, and not for profit enterprises and analyse the contribution of each of these types of enterprise both locally and nationally.	HL1	Q1	(a)	Outline one way ProjectOne contributes to the local economy.
			HL2	Q1	(e)	Analyse two implications to local areas of restaurants and cafés closing down.
			OL1	Q5	(g)	(i) Indicate if (public, private, or not-for-profit) from (Ryanair, Irish Rail, Barnardos) (ii) Describe two contributions not-for-profit enterprises make to the Irish economy.
	the nature of business ownership and how this may evolve over the lifecycle of a business (including nationalisation and privatisation). The types of organisations explored should include sole traders, partnerships, private limited companies, public listed companies, franchises, co-operatives and public sector organisations.	2.2 Outline how business ownership differs between different types of organisations and how ownership can change over time.	OL1	Q1	(a) (i)	Indicate the ownership structure under which EverGlow Organics Ltd operates (Private Limited Company or Sole Trader)
			OL1	Q2	(a)	(i) Choose the correct words from: Private, Public, Unlimited, Limited - "Amazon operates as a xxx listed company whose owners have xxx liability. (ii) T/F The owners of a company are known as shareholders; Privatisation is the transfer of a business from the government to the private sector; A cooperative is owned and controlled by the government.
			OL2	Q4	(c)	Outline two reasons for changing from sole trader to a private limited company

	how organisations are regulated both internally and externally including audit, risk management and compliance.	2.3 Outline the purpose of regulation in business and investigate how organisations are regulated both internally and externally.	-	-	-	
		2.4 Explain what is meant by governance in an organisation.	-	-	-	
	the significance of Environmental, Social and Governance (ESG) factors* in business governance.	2.5 Outline the three factors considered in an ESG report.	HL1	Q3	(a)	Identify the three elements of an ESG report.
			OL1	Q3	(a)	(i) What do the letters ESG stand for? (Write your answer in the space below) (ii) Indicate the area of the ESG report to which each topic relates (given E,S,G) – Employee Wellbeing, Pollution Prevention, Community Involvement, Structure of the Board of Directors

S1 Ch3 Business and the economy

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	Learning Intention	Learning Outcome	P	Q	part	Question
economy S1 Ch3 Business and the	the relevance of specific economic indicators including inflation, employment rates, interest rates, economic growth and development, exchange rates, and consumer confidence for business development and growth.	3.1 Explain how economic indicators can impact on business development and growth.	HL1	Q2	(d)	Explain the impact of three economic indicators on business growth.
			HL2	Q5	(c) (i)	Explain the economic indicator most relevant to the infographic above. (Inflation)
			OL1	Q5	(d)	Outline one impact inflation may have on Alice's business.
			OL2	Q2	(c)	Choose one of these and explain how it may impact on business development and growth in Ireland: Inflation; Employment/ Unemployment Rates; Interest Rates
	The value of the business economy in Ireland including turnover and employment patterns.	3.2 Outline the value of the business economy in Ireland.	-	-	-	

S1 Ch4 The influence of national and EU policy

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	Learning Intention	Learning Outcome	P	Q	part	Question
S1 Ch4 The influence of national and EU policy	how Irish government policy* impacts across different sectors of the economy, how policy and legislation differ, and how stakeholders in business can inform and influence policy development (including interest groups and lobbying).	4.1 Outline three Irish government policies that impact on three different sectors of the economy in Ireland*.	OL1	Q4	(f) (ii)	Identify one government policy and describe the impact this policy may have on any sector of the Irish economy
		4.2 Explain the difference between government policy and legislation.	OL1	Q4	(f) (i)	Choose the correct words: (symbols, laws, plans) for Government policies are XXX that outline the government's intention. Legislation refers to XXX, which must be followed by all individuals and organisations.
		4.3 Outline the role played by business in the development of national policy.	-	-	-	
	the key actors in EU policy development (including the Council of the European Union, the European Commission, the European Parliament, and the European Central Bank).	4.4. Identify the key decision-makers in European policy development.	OL1	Q3	(f) (i)	Identify two European Union (EU) policy making institutions.
	The difference between EU regulations, directives and opinions based on how the Irish government must respond at national level.	4.5 Distinguish between European regulations, directives, and opinions.	OL1	Q3	(f) (ii)	Circle the correct option in each of the following statements: An EU directive / regulation applies to all EU member states and has immediate effect. An EU opinion / regulation allows an EU institution to make a statement that is not legally binding.

	<p>how the EU impacts on business activity in Ireland with a focus on the <u>purpose of the directive/legislation</u>, how is <u>has been implemented in Ireland</u>, <u>how it can impact both positively and negatively on different stakeholders</u>, and <u>whether it fosters ethical and sustainable business practice and/or the use of technology</u>. (*The regulation and directive evaluated here must be different to any legislation explored in section one and section three of Strand Four)</p>	<p>4.6 Evaluate the effect of one EU regulation of their choice and one EU directive of their choice on <u>business activity</u> in Ireland.</p>	HL1	Q5	(c)	<p>(i) <u>Name an EU regulation</u> you have studied and explain <u>how it has been implemented</u> in Ireland. (ii) <u>Examine two positive and two negative impacts</u> the EU regulation you named above has on <u>different stakeholders</u> in Ireland.</p>
			HL2	Q5	(d)	<p>(i) Name an EU directive you have studied, and <u>explain the purpose of this EU directive</u>. (ii) Evaluate how this EU directive impacts on business activity in Ireland.</p>

S1 Ch5 Irish business globally and internationally

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		Learning Intention	Learning Outcome	P	Q	part	Question
S1 Ch5 Irish business globally and internationally	the importance of trading blocs for Irish businesses, Ireland’s membership of the EU and how this can impact on the Irish economy, businesses, and consumers.	5.1 Explain what is meant by a trading bloc and discuss why these are important for businesses in the Irish economy.	HL2	Q4	(b) (i)	Explain what is meant by the term trading bloc;	
			OL1	Q1	(a) (ii)	(T/F - The European Union (EU) is an example of a trading bloc; A tariff is a ban on specific goods being imported into a country.	
		5.2 Identify the trading blocs most relevant for Irish businesses.	HL2	Q4	(b) (ii)	Identify one trading bloc, apart from the EU and Mercosur, that is relevant to Irish businesses.	
		5.3 Evaluate Ireland’s membership of the EU from the perspective of the economy, businesses, and consumers.	OL1	Q3	(g)	Describe two benefits of EU membership to the Irish economy.	
			OL2	Q3	(e)	Outline two benefits of Ireland’s EU membership for Irish businesses.	
	the international business market and why organisations based in Ireland may choose to expand internationally and the factors to be considered including taxes and tariffs, costs, exchange rates, regulation, competition, and language/culture.	5.4 Outline the factors to be considered when trading internationally.	HL1	Q2	(c)	Outline three factors that Grá Chocolates should consider before expanding into the international market.	
		5.5 Explain why Irish businesses trade globally with reference to Ireland’s open economy and compare the challenges and benefits of trading in an international environment.	-	-	-		
	the significance of the balance of payments and balance of trade.	5.6. Distinguish between balance of payments and balance of trade and calculate both based on figures given.	OL1	Q1	(a)	(ii) T/F - An increase in exports by EverGlow Organics Ltd will improve Ireland's balance of payments.	

	the social and environmental consequences of globalisation* including political risks, financial risks, and cultural barriers.	5.7. Evaluate the impact of Irish organisations trading internationally, with a focus on both positive and negative impacts and the social and environmental impact of globalisation.	-	-	-	
		5.8. Explain how globalisation can increase interdependence* and evaluate the consequences of this for both businesses and consumers.	HL2	Q2	(d)	Outline three challenges that consumers in Ireland face as a result of the country's reliance on globalisation.
	the role played by technology in globalisation including trade, work practices, and how the business operates.	5.9. Evaluate the role of technology in globalisation.	-	-	-	
	the concept of Foreign Direct Investment (FDI) and how Ireland attracts FDI (including human capital* development, pro-enterprise policy, access to markets, and research).	5.10 Explain what is meant by Foreign Direct Investment and investigate how the Irish government promotes Foreign Direct Investment.	HL1	Q4	(a)	Outline two reasons why a business such as Dexcom, would locate in Ireland.
	the opportunities and challenges of FDI for Ireland in terms of employment, revenue, research, infrastructure, and innovation.	5.11 Outline the contribution of Foreign Direct Investment to the Irish economy.	HL1	Q4	(b)	Outline two opportunities and two challenges of Foreign Direct Investment (FDI) for Ireland.
Mix of strands				Q3	(b)	Lobbying, privatisation, trade bloc, balance of trade formula, ECB set interest rates in Ireland

S2 Ch6 Enterprise in its broadest sense

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	Learning Intention	Learning Outcome	P	Q	Part	HL Sample Paper 1
S2 Ch6 Enterprise in its broadest sense	the range of different reasons for starting an enterprise; how enterprise and innovation are present in, and important for, government, society, business, the community, and their own lives.	6.1 Identify examples of innovation, intrapreneurship, and entrepreneurship in their local community, nationally and internationally, and explain the importance of innovation for business, the economy and society.	OL2	Q5	(a)	Tick box, story about intrapreneur, tick that or circular economy or entrepreneur
	the competencies that support innovation and enterprise development.	6.2 Identify the competencies of innovators and outline why these are significant when starting a business.	HL1	Q2	(a) (i)	Identify four key competencies that innovators such as Gráinne Mullins possess.
			OL2	Q1	(b)	Identify one of those competencies and outline its importance when starting or expanding a business.
	the role of the Irish government in supporting business and enterprise in Ireland both locally and nationally.	6.3 Investigate the role of government in fostering enterprise and supporting business development and growth.	HL2	Q4	(e)	Discuss three ways the Irish government can support businesses such as Spectrum.Life.
			OL1	Q5	(c)	Describe two supports the Irish government can provide to Alice as a new entrepreneur.
			OL2	Q3	(b)	Enterprise Ireland is a state agency that supports the development and growth of Irish businesses. (i) Name one other state agency that supports business and enterprise in Ireland. (ii) Explain how the investment of €24 million supports new business start-ups in Ireland

S2 Ch7 Idea development

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	Learning Intention	Learning Outcome	P	Q	Part	HL Sample Paper 1
S2 Ch7 Idea development	how business ideas are developed	7.1 Determine the factors that impact on the development of business ideas.	-	-	-	
	the significance of design thinking* (including the four phases of clarify, ideate, develop, and implement) to support idea development and the importance of evaluating a business idea to determine the potential future viability of the business.	7.2 Outline design thinking as an innovative approach to idea development and appreciate how the process is iterative and both solution- and person-centred.	HL1	Q1	(d)	Outline how ProjectOne can use each of the four phases of design thinking to successfully meet GlowInc's expectations.
		7.3 Appreciate the importance of conducting a feasibility study to evaluate a business idea.	OL1	Q5	(b)	Explain one function of a feasibility study when developing a new business idea.

S2 Ch8 Business planning

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	Learning Intention	Learning Outcome	P	Q	Part	HL Sample Paper 1
S2 Ch8 Business planning	the importance of a coherent business plan at different stages of business development and how it supports business start-up, operations, funding and development, and the need to consider both ethical and sustainability factors.	8.1 Appreciate the importance of having a business plan and outline the key functions of a business plan.	OL2	Q1	(c)	Explain how PJ's business plan contributed to his success so far.
		8.2 Outline the importance of ethics and sustainability when planning in business.	OL2	Q3	(d)	Outline three benefits to Coldplay of incorporating sustainability initiatives into their business planning.
	the role of business models* in generating income and creating, delivering, and capturing value for both the enterprise and its customers.	8.3 Explain what is meant by a business model and appreciate its role within the business plan.	-	-	-	
	the importance of the business model and the elements of the business model canvas*.	8.4 Identify the key elements of the business model canvas and outline the role of business models in successful enterprises.	-	-	-	
	a range of business models including retail, manufacturing, subscription, franchise, and affiliate.	8.5 Identify and compare the most common business models.	-	-	-	
	the digital economy including marketplace, subscription, crowdfunding and advertising-supported models; the similarities and differences when compared to non-digital business models, and how businesses have adapted to or developed based on the digital economy and other internal or external drivers.	8.6 Outline how digital technology is a driver of change in business.	-	-	-	

	<p>the digital economy including marketplace, subscription, crowdfunding and advertising-supported models; the similarities and differences when compared to non-digital business models, and how businesses have adapted to or developed based on the digital economy and other internal or external drivers.</p>	<p>8.7 Identify and compare a number of technology-driven business models and outline the key characteristics of each model.</p>	HL1	Q2	(b)	<p>(i) Explain the term Crowdfunding. (ii) Explain two key characteristics of each of the following technology-driven business models: Subscription, Advertising</p>
			HL2	Q3	(d)	<p>Using any two of the headings below, compare a subscription service such as the one discussed above with another technology-driven business model you have studied. Revenue generation; Consumer access and cost; Scalability and growth; User engagement and retention</p>
			OL1	Q2	(d)	<p>(i) Indicate by means of a tick the business model that best describes each of the online businesses listed below from Marketplace, Subscription, Crowdfunding): Ebay, gofundme, Netflix (ii) Describe any one of the following business models: Marketplace, Subscription, Crowdfunding</p>

S2 Ch9 The target market

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	Learning Intention	Learning Outcome	P	Q	Part	HL Sample Paper 1
S2 Ch9 The target market	the marketing mix and the importance of identifying the target market; conducting market research and marketing for a business including product/service, pricing, promotion, people, packaging, process, and place.	9.1 Appreciate the importance of market research in identifying the target market and discuss how businesses conduct market research.	OL1	Q1	(d)	Discuss two types of market research EverGlow Organics Ltd may use before expanding their business.
			OL2	Q2	(g) (i)	Identify the intended target market for the game advertised above.
		9.2 Outline the elements of the marketing mix and explain their significance for a business and how they are influenced by the target market.	OL1	Q4	(e)	Explain two promotion strategies used by businesses.
			OL2	Q2	(g) (ii)	Outline two ways the target market for a product or service might influence the promotion element of the marketing mix.
	identifying the Unique Selling Point (USP), developing and modifying the marketing mix.	9.3 Develop a marketing mix for a product and a service of choice and provide a USP analysis for each.	-	-	-	
		9.4 Evaluate and suggest ways of improving an existing marketing mix.	OL1	Q1	(b)	Describe how EverGlow Organics Ltd may need to adjust its packaging (physical evidence) and price when expanding into international markets.
	how technology changes market research and marketing.	9.5 Demonstrate an understanding of the disruptive impact* and influence of digital technology on market research and marketing.	-	-	-	

	the importance of ethics and sustainability in marketing including its influence on marketing companies and on different marketing strategies.	9.6 Evaluate the influence of ethics and sustainability on marketing.	HL1	Q5	(b)	Outline three ways ethics is an important consideration when designing a marketing strategy.
			HL2	Q1	(c)	Discuss four ways The Local Table has planned to operate sustainably
	the potential of a range of analytical tools to analyse customer interest and the external environment.	9.7 Use a power interest grid* to analyse customer interest and adjust the marketing mix as necessary.	-	-	-	
		9.8 Conduct a STEEPLE analysis* to develop greater understanding of the external environment and identify issues of concern for a business.	OL2	Q3	(a) (i)	STEEPLE Analysis match a factor to an element

S2 Ch10 Operations and finance

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	Learning Intention	Learning Outcome	P	Q	Part	HL Sample Paper 1
S2 Ch10 Operations and finance	the elements of the operational aspect of the business including the key partners a business may have, the key activities of the business and the key resources, while also understanding how these may evolve over time.	10.1 Outline the main elements that are key to the operational model of a business and explain why these may change over time.	-	-	-	
	the financial aspect of a business including the key costs incurred (variable costs, fixed costs) and the potential revenue streams (single transactions or recurring sales) for the business, understanding that these may evolve over time and that the business may need to take action to address issues that arise.	10.2 Identify the key costs and sources of finance for a business and explore why these may change over the lifecycle of the product or service.	OL1	Q1	(f)	Identify a suitable source of finance EverGlow Organics Ltd may use to fund their plans. Give a reason for your choice. Q5 (a) (I) Choose variable or fixed from list
		10.3 Analyse the cashflow of a business and recommend a suitable course of action for the business to address the issues arising from the analysis.	OL2	Q4	(a)	Given CFF, (i) Which month is expected to have the highest closing cash surplus? (ii) In which months is a closing cash deficit expected? (iii) According to the forecast, what is identified as the main reason for this deficit? (iv) Outline two pieces of advice you would offer the manager of the Lakeview Inn on how to better manage their finances to prevent this deficit.

S2 Ch11 Growth, development, and expansion

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	Learning Intention	Learning Outcome	P	Q	Part	HL Sample Paper 1
S2 Ch11 Growth, development, and expansion	the importance of identifying potential competition and competitors and the significance of a business' competitive advantage and how a business can capitalise on this.	11.1 Demonstrate an understanding of the importance of identifying competition in the market.	HL1	Q1	(e)	Identify Glow Inc's potential competitive advantage and, based on this advantage, recommend an appropriate strategy for launching their new product on the market.
		11.2 Use Porter's five forces model* to identify and analyse competition in the market and use these findings to identify the competitive advantage of a business.	HL1	Q1	(e)	Analyse the competitive forces in the market for Glow Inc using Porters Five Forces Model.
	how enterprise is not static and how a business may develop and may use technology to support growth.		OL2	Q2	(d)	Porter's Five Forces Model. Name the two forces missing from the diagram. Write your answers in the space below.
		11.3 Outline the strategies employed by a business to adapt or expand.				
	the importance of considering both potential benefits and potential costs when making business decisions.	11.4 Appreciate the potential of technology to support adaption and expansion.	-	-	-	
		11.5 Conduct a cost-benefit analysis to analyse the implications of business expansion.	HL2	Q5	(b)	Conduct a cost-benefit analysis of the proposed move by Mars. (takeover of Pringles)
how a business may have to adapt to external drivers (including customer demographics, competition, and economic factors) to enhance financial sustainability, and how the business can address issues through considering their product/service, pricing, promotion, people, packaging, process, and place and/or business model.	11.6 Outline strategies that a business may employ to adapt based on their marketing mix and/or business model.	-	-	-		

S2 Ch12 Managing risk

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	Learning Intention	Learning Outcome	P	Q	Part	HL Sample Paper 1
S2 Ch12 Managing risk	the nature of risk within entrepreneurship and the importance of risk management in business.	12.1 Outline the challenges and risks associated with enterprise and entrepreneurship.	HL2	Q1	(b) (ii)	Discuss two challenges John and Mark may face when introducing new products, and explain how they can address these challenges
			OL1	Q5	(e)	Outline two challenges, apart from inflation, facing entrepreneurs in Ireland.
		12.2 Outline the importance of assessing and managing risks in business.	HL2	Q3	(a)	Explain two reasons why it is important for a business to manage risks.
	a range of risk management strategies including avoidance, spread, prevention and the importance of choosing suitable insurance products.	12.3 Analyse a range of risk management strategies that can be used to respond to the challenges and risks in business.	HL1	Q3	(e)	Discuss four risk management strategies that can be used by businesses to respond to potential risk.
			OL2	Q1	(f)	Outline three suitable types of insurance that PJ should consider to protect his business from potential risks.

S3 Ch13 Leading and managing an organisation

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	Learning Intention	Learning Outcome	P	Q	Part	HL Sample Paper 1
S3 Ch13 Leading and managing an organisation	the role of leaders and managers in organisations.	13.1 Distinguish between leadership and management in organisations.	HL2	Q4	(d) (ii)	Examine three differences between leadership and management in organisations.
	the significance of organisational culture and applying innovative approaches within organisations.	13.2 Analyse the significance of organisational culture and innovation in successful organisations.	HL1	Q1	(c)	Analyse three ways ProjectOne's organisational culture has contributed to the success of the business.
	how leadership styles influence organisations.	13.3 Outline how leadership styles foster organisational culture and organisational innovation.	HL2	Q4	(d) (i)	Outline how a leadership style you have studied fosters organisational innovation.
	the reasons that conflict may arise in the workplace and how it impacts on the workplace; different approaches to conflict resolution; conciliation, and arbitration as external approaches to conflict resolution.	13.4 Appreciate the range of reasons for conflict in the workplace and demonstrate an understanding of how conflict may impact on the workplace.	OL1	Q2	(b)	(i) Outline two reasons for conflict in a workplace. (ii) Explain one impact conflict may have on a workplace.
		13.5 Analyse how both employees and employers may deal with conflict internally.	OL1	Q2	(c)	Explain two internal methods that managers at Amazon could use to resolve employee conflict.
		13.6 Outline different external approaches to conflict resolution.	-	-	-	

S3 Ch14 Leading and managing people

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	Learning Intention	Learning Outcome	P	Q	Part	HL Sample Paper 1
S3 Ch14 Leading and managing people	the range of factors that impact on workforce planning in an organisation, the key stages in recruitment including identification, application and selection, and the significance of ethics in workforce planning (including equality, diversity, and inclusion).	14.1 Discuss the internal and external factors that impact on workforce planning.	-	-	-	
		14.2 Outline the key stages in the recruitment process and suggest how organisations might adopt ethical approaches to recruitment.	-	-	-	
	how digital developments change the process of recruitment and selection	14.3 Evaluate how digital technologies influence the process of recruitment and selection.	HL1	Q4	(c)	Evaluate how digital technologies can influence the recruitment and selection process for businesses.
	motivation and the importance of appraisal in the workplace, and how organisations may adapt different approaches to appraisal including self-appraisal, formative and summative appraisal and the 360-degree approach to review employee performance and motivate employees.	14.4 Investigate the factors that impact on employee motivation.	OL1	Q3	(e)	Outline two factors, apart from pay, that can improve employee motivation in the workplace.
		14.5 Describe what is meant by effective employee appraisal.	OL2	Q5	(e)	(i) Explain the term employee appraisal. (ii) Describe how an effective employee appraisal process could lead to a more motivated and productive workforce.
			HL2	Q2	(b)	Explain two ways to ensure an effective appraisal process.

	<p>motivation and the importance of appraisal in the workplace, and how organisations may adapt different approaches to appraisal including self-appraisal, formative and summative appraisal and the 360-degree approach to review employee performance and motivate employees.</p>	<p>14.6 Identify a number of approaches to appraisal and analyse how these approaches might contribute to employee motivation.</p>	-	-	-	
	<p>the significance of human capital* management, induction, training and professional development for organisations and employees, and how employees can learn from their experiences.</p>	<p>14.7 Explain what is meant by human capital management and outline how the organisational environment is a factor in its development.</p>	-	-	-	
		<p>14.8 Investigate the different types of training and professional development that may be offered to employees and outline why ongoing training and professional development is an important aspect of human capital management.</p>	OL2	Q1	(d)	<p>(i) Name and explain two different types of training that may be offered to employees. (ii) Outline one reason why ongoing training and professional development of employees is an important aspect of human capital management.</p>
	<p>teamwork and how collaboration impacts on both the employee and the organisation</p>	<p>14.9 Appreciate the opportunities and challenges associated with working in teams for both employees and employers.</p>	OL2	Q4	(d)	<p>Outline two benefits that teamwork brings to an organisation</p>
	<p>how both employers and employees can contribute to more sustainable workplaces</p>	<p>14.10 Outline how employers and employees can work together to create a more sustainable workplace.</p>	-	-	-	
	<p>the disruptive impact of digital technology with a particular focus on how diverse ways of working including remote and blended work practices impact on both employers and employees and the world of work.</p>	<p>14.11 Investigate how digital technology impacts on the workplace.</p>	HL2	Q2	(e)	<p>Evaluate how digital technologies have impacted the modern workplace.</p>
	<p>14.12 Identify the opportunities and challenges associated with remote and blended working</p>	HL1	Q1	(b)	<p>Identify three challenges for ProjectOne with their current working arrangements (blended working)</p>	

	arrangements for both employees and employers.	OL1	Q3	(b)	Identify two benefits and two challenges associated with remote working for an employee.
the disruptive impact of digital technology with a particular focus on how diverse ways of working including remote and blended work practices impact on both employers and employees and the world of work.	14.13 Analyse the ethical and sustainability issues associated with remote and blended working.	-	-	-	
the importance of maintaining a focus on wellbeing in the workplace and the key role of the leader in fostering corporate wellbeing.	14.14 Outline the importance of corporate wellness* and investigate the impact of corporate wellness on employee motivation and organisational culture.	HL1	Q4	(d)	Discuss four ways employee motivation can be influenced by corporate wellness initiatives.
		OL2	Q1	(e)	PJ is committed to Corporate Wellness. (i) Identify evidence of this in his business. (ii) Outline one benefit to a business of maintaining a focus on wellbeing in the workplace.
	14.15 Identify the role of leadership in promoting corporate wellness.	OL1	Q3	(c)	State two ways a manager can promote corporate wellness.

S3 Ch15 The importance of communication

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	Learning Intention	Learning Outcome	P	Q	Part	HL Sample Paper 1
S3 Ch15 The importance of communication	the significance of communicating effectively in an organisation including supporting collaboration, avoiding conflict, increasing engagement, promoting positive culture, managing change, and promoting innovation.	15.1 Explain the importance of communication in an organisation.	HL2	Q4	(c)	Explain three reasons, apart from avoiding conflict, why effective communication is important in an organisation.
	the parameters around different modes of communication (verbal and non-verbal) and the impact of technology on communication (including modes, speed, cost, access, collaboration, sustainable business practices, productivity, and security).	15.2 Identify different modes of communication and analyse the efficacy of each mode as an approach within an organisation.	HL2	Q5	(a) (i)	Outline two considerations that should be taken into account when choosing an appropriate mode of communication in a business setting.
			OL2	Q5	(c)	(i) calculate difference in a bar chart (ii) Analyse two benefits of using non-verbal communication (such as a bar chart) for a business.
		15.3 Discuss how technology enables communication in organisations.	OL1	Q1	(g)	Discuss the ways EverGlow Organics Ltd can use technology to overcome the potential communication challenges as described above.
how to improve communication (including setting clear goals, listening actively, ensuring ongoing engagement, and choosing the correct mode of communication).	15.4 Discuss how communication might be improved in an organisation.	HL2	Q5	(a) (ii)	Explain two ways, apart from choosing the correct mode, how communication might be improved in an organisation.	

S3 Ch16 The rationale for planning

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	Learning Intention	Learning Outcome	P	Q	Part	HL Sample Paper 1
S3 Ch16 The rationale for planning	the internal and external changes that impact on an organisation, how resistance to change can arise, and how to foster innovation and approach resistance to change.	16.1 Outline the internal and external changes that organisations encounter through their lifetime.	-	-	-	
		16.2 Analyse the reasons for resistance to change in an organisation.	HL1	Q5	(d)	Analyse four reasons for resistance to change in an organisation.
		16.3 Identify the practices that promote innovation and entrepreneurial/intrapreneurial thinking.	-	-	-	
		16.4 Outline a range of approaches which may help to overcome resistance to change.	HL2	Q3	(b)	Outline two ways companies like JPMorgan Chase & Co can overcome resistance to change.
	the significance of strategic planning as an ongoing process in an organisation, how it supports leading and managing change in an organisation, and how a force field analysis can be used to support strategic decision-making.	16.5 Outline what is meant by strategic planning and appreciate the importance of strategic planning as an ongoing process.	-	-	-	
		16.6 Describe the benefit of strategic planning for an organisation.	-	-	-	
		16.7 Explain the importance of planning for change and discuss how a force-field analysis* could support	HL2	Q1	(d)	Use a Force Field Analysis to examine the potential effects of this decision on the business.

	strategically planning for change in an organisation.	OL1	Q1	(c)	Using examples from the text, identify two driving forces and two restraining forces relating to the expansion of EverGlow Organics Ltd.
		OL2	Q2	(e)	Indicate whether each of the following statements is a driving force or a restraining force : Moving to a hybrid working model ... (1) may result in employees feeling isolated (2) may bring about a higher likelihood of confidentiality breaches (3) may lead to difficulty in monitoring employee productivity (4) would fulfil an element of the Corporate Wellness Programme
the importance of contingency planning for effective crisis management which may arise locally or nationally, and the need to consider a range of factors including cost, time and risk when developing a contingency plan.	16.8 Explain what is meant by contingency planning in terms of crisis management in an organisation.	OL2	Q4	(e)	Explain the term contingency planning.
	16.9 Discuss the factors that should be considered when developing a contingency plan.	OL2	Q4	(f)	Discuss one factor that should be considered when developing a contingency plan.

S4 Ch17 Making informed decisions as a consumer

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	Learning Intention	Learning Outcome	P	Q	Part	HL Sample Paper 1
S4 Ch17 Making informed decisions as a consumer	how different pieces of legislation set out both rights and responsibilities that consumers should be aware of regarding products, services and digital services and their promotion; and how these rights change when buying outside the EU.	17.1 Investigate the rights and responsibilities of consumers using current relevant consumer legislation.	OL1	Q2	(e) (ii)	When accessing digital services, consumers have a number of rights. (T/F): EU digital service providers must notify consumers before changing their terms of service; EU consumers have a 14-day cooling-off period, to cancel a service without reason, Consumers have more legal protections when purchasing from a non-EU retailer compared to buying from within the EU.
			OL2	Q5	(b)	(i) Based on current consumer legislation, explain two forms of redress to remedy this situation. (ii) Do you have the same consumer rights when you purchase items from outside the EU?
	the importance of ethics and sustainability including the consequences of participation in shadow economy for the consumer, the business, and the economy, and how consumers contribute to the circular economy*.	17.2 Demonstrate how consumer behaviour might be informed by ethical and sustainability concerns.	HL2	Q5	(c) (ii)	Describe four ways a consumer purchasing food products can actively contribute to the circular economy.
			OL1	Q4	(d)	(i) Explain the term circular economy (ii) Describe two ethical concerns of Irish consumers when purchasing from online retailers.

		OL2	Q1	(g)	Indicate whether each of the following examples would help contribute to the circular economy , by putting a tick (ü) in the correct box. Provide a service for customers where they can leave used or end-of-life electrical items at his premises for recycling; Sell energy efficient bulbs, even though they tend to be more expensive; Change his packaging from recyclable cardboard to single-use plastic cartons in order to save money.
		OL2	Q2	(a)	Fill in the blanks
how technology impacts both positively and negatively on the consumer.	17.3 Investigate how digital technology impacts on consumer behaviour.	HL1	Q3	(d)	Analyse three ways digital technology can influence consumer behaviour.
		HL2	Q3	(e)	Evaluate the impact of digital technology on consumer behaviour.
how European regulation provides protection for personal data.	17.4 Investigate how personal data is protected by European regulation.	OL1	Q5	(f)	Based on current EU law, outline two rights consumers have in relation to protection of their personal data.
how their learning in Leaving Certificate Business can be applied to their daily lives and help them to understand business-related stories in the media.	17.5 Appreciate the importance of making informed consumer decisions and use this understanding to discuss consumer-related stories in the news and media.	-	-	-	

S4 Ch18 Making informed financial decisions

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	Learning Intention	Learning Outcome	P	Q	Part	HL Sample Paper 1
S4 Ch18 Making informed financial decisions	the importance of informed decision making in relation to saving and investing; considering factors including inflation, risk, interest rates, taxes and charges, and short/medium and long term and return on investment.	18.1 Examine the factors to be considered with saving, investing, and borrowing.	HL2	Q2	(c)	Explain three factors a consumer should consider before borrowing money.
			OL1	Q4	(a) & (b)	(a) (i) & (ii) Claire is planning to set up a savings account choose between two options and give reason. (iii) what does AER stand for (b) Outline two factors, apart from interest rates, that a person should consider when deciding where to save their money.
	the importance of analysing potential risks when acquiring financial products/services and why consumers should consider switching between product providers.	18.2 Explain risk tolerance from a consumer perspective and investigate the range of risks facing consumers of financial products and how consumers can identify reliable sources of financial information.	-	-	-	
			18.3 Outline the importance of considering switching between financial product providers.	-	-	-
	the opportunities and challenges of fintech* for consumers.	18.4 Explain how technology impacts the provision of financial products and outline the benefits and challenges of fintech.	OL1	Q4	(c)	Explain two advantages for consumers of setting up an account with a digital bank such as Trade Republic.
OL2			Q2	(b)	Outline one benefit and one challenge of fintech for consumers.	
the criteria used to determine credit worthiness and credit ratings, what can cause a poor credit rating and how a person's credit rating travels with them over time.	18.5 Outline how a person's credit rating is established, the factors that can impact on credit rating, and the consequences of a poor credit rating.	HL1	Q3	(c)	Outline three factors that can affect a person's credit rating.	

	regulation of the financial products market both by the Irish government and the EU, and how to manage risk including those related to pensions, mortgages, credit-based products, and crypto-finance.	18.6 Investigate how the financial services industry is regulated and discuss the potential consequences of under-regulation.	-	-	-	
		18.7 Outline a range of financial fraud activities and discuss how consumers can protect themselves.	OL1	Q2	(e) (i)	Explain three ways consumers can protect themselves against fraud.
	the advantages and disadvantages of Central Bank Digital Currency (CBDC)* as an electronic equivalent to cash, and how it differs from stablecoins and crypto assets.	18.8 Describe Central Bank Digital Currency and examine the potential impact of digital currency on consumers and businesses.	HL2	Q3	(c)	(i) Describe two differences between Central Bank Digital Currency (CBDC) and crypto assets. (ii) Explain one potential impact of digital currency on consumers and businesses.
	how their learning in Leaving Certificate Business can be applied to their daily lives and help them to understand business-related stories in the media.	18.9 Appreciate the importance of making informed financial decisions and use this understanding to discuss finance-related stories in the news and media.	-	-	-	

S4 Ch19 Being an informed employee

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	Learning Intention	Learning Outcome	P	Q	Part	HL Sample Paper 1
S4 Ch19 Being an informed employee	the rights and responsibilities of employees set out in different pieces of legislation (including pay, conditions, health and safety, discrimination, security of employment and dismissal) and how employees have both legislative and non-legislative protection.	19.1 Examine how employees are protected both legislatively and non-legislatively in the workplace.	-	-	-	
		19.2 Investigate how the rights and responsibilities of both employees and employers are set out in current relevant employment legislation.	HL2	Q4	(a)	List three grounds, apart from gender, on which discrimination is illegal
			OL1	Q3	(d)	Based on current legislation, explain two rights of employees that are related to pay.
	the function of trade unions in supporting employees in the workplace.	19.3 Describe the role of trade unions in the workplace.	OL2	Q3	(c)	(i) Do employees in Ireland have the right to join a trade union? ii) Outline two ways that trade unions support employees in the workplace.
			the impact of on-demand, freelance jobs where workers are paid 'per piece' on employees.	19.4 Discuss the role of the gig-based economy* and identify the associated opportunities and challenges for workers.	HL1	Q5
	OL1	Q1			(e)	Identify two advantages and two disadvantages for a worker engaging in freelance work.
	how government decisions can have an effect on those in employment.	19.5 Investigate how the annual government budget impacts on workers.	HL2	Q1	(a)	Explain one potential impact of the minimum wage increase on The Local Table.

			OL2	Q4	(b)	Advise the staff member on how the following changes may impact their net pay. Give a reason for your answer: Increase in personal tax credits; Increase in USC rate
	how their learning in Leaving Certificate Business can be applied to their daily lives and help them to understand business-related stories in the media.	19.6 Appreciate the importance of making informed decisions as employee and use this understanding to discuss workplace-related stories in the news and media.	-	-	-	

Strand & Chapter	Learning Intention	Learning Outcome	P	Q	Part	HL Sample Paper 1
U1 Developing questions to research	the need to develop and refine questions based on topics to ensure clarity and the availability of sufficient, quality information and/or data using SMART objectives*	U1.1 Develop a range of questions to research	OL1	Q5	-	(ii) When planning for her business, Alice intends to use SMART objectives. What do the letters SMART stand for? Fill in the blanks below.
U2 Managing information	the importance of using a range of information and data; considering a variety of perspectives, credibility of the source of the information/data; the context and accuracy of the information/data, assessing information/data for potential bias, reliability, and value.	U2.1 Identify relevant data, evidence and/ or information on business related issues from a range of sources.	-	-	-	
	the importance of using a range of information and data; considering a variety of perspectives, credibility of the source of the information/data; the context and accuracy of the information/data, assessing information/data for potential bias, reliability, and value.	U2.2 Assess the accuracy, credibility, and reliability of sources	OL2	Q5	(d)	(i) Link source to research topic (ii) Having completed online research, identify two reasons why it is important to verify your findings.
	the need to analyse information and data from a range of perspectives and ensure that the data and information gathered is representative and comprehensive.	U2.3 Accurately record and acknowledge sources of data, evidence and/or information being used.	-	-	-	
	the need to analyse information and data from a range of perspectives and ensure that the data and information gathered is representative and comprehensive.	U2.4 Identify the key points or ideas in each source.	-	-	-	
	the need to analyse information and data from a range of perspectives and ensure that the data and information gathered is representative and comprehensive.	U2.5 Analyse their sources of information to determine the importance of an issue for different individuals and/or groups.	-	-	-	

	the need to analyse information and data from a range of perspectives and ensure that the data and information gathered is representative and comprehensive.	U2.6 Identify any gaps in information and data and assess the impact of this on drawing informed conclusion(s).	-	-	-	
U3 Project planning	the significance of a detailed project plan and of monitoring progress as part of project management. The need for a project plan that has a clear purpose, goals and criteria for success and includes roles and responsibilities, resources, objectives, a detailed time schedule, risk assessment, monitoring, and evaluation.	U3.1 Demonstrate understanding of project purpose, goals, and success criteria	-	-	-	
	the significance of a detailed project plan and of monitoring progress as part of project management. The need for a project plan that has a clear purpose, goals and criteria for success and includes roles and responsibilities, resources, objectives, a detailed time schedule, risk assessment, monitoring, and evaluation.	U3.2 outline the main elements of a project plan and develop a project plan which includes these main elements.	-	-	-	
	the significance of a detailed project plan and of monitoring progress as part of project management. The need for a project plan that has a clear purpose, goals and criteria for success and includes roles and responsibilities, resources, objectives, a detailed time schedule, risk assessment, monitoring, and evaluation.	U3.3 Demonstrate understanding of the importance of monitoring and evaluating project progress.	-	-	-	
U4 Analysing and evaluating information	the need to analyse and evaluate findings in order to draw informed conclusion(s).	U4.1 Analyse and interpret information and data.	-	-	-	
	the need to analyse and evaluate findings in order to draw informed conclusion(s).	U4.2 Evaluate the range of perspectives within the findings.	-	-	-	
	the need to analyse and evaluate findings in order to draw informed conclusion(s).	U4.3 Synthesise findings to create new or enhanced understanding.	-	-	-	
	the need to analyse and evaluate findings in order to draw informed conclusion(s).	U4.4 Appraise the value of this information.	-	-	-	

	the need to analyse and evaluate findings in order to draw informed conclusion(s).	U4.5 Evaluate findings to make informed decision(s), reach informed conclusion(s) or make recommendation(s).	-	-	-	
U5 Presenting findings and perspectives	the importance of communicating in a format and style that is appropriate to the target audience.	U5.1 Use appropriate forms of communication (oral, visual, written, multimodal) for different purposes and audiences.	-	-	-	
	the importance of communicating in a format and style that is appropriate to the target audience.	U5.2 Use graphs/charts/diagrams /graphics to support the presentation of their findings.	-	-	-	
	the importance of communicating in a format and style that is appropriate to the target audience.	U5.3 Identify how and why their perspectives may have changed based on their research.	-	-	-	
	the importance of communicating in a format and style that is appropriate to the target audience.	U5.4 Present conclusion(s), perspective(s) and/or recommendation(s) clearly and logically using business terminology and concepts correctly and effectively.	-	-	-	
U6 Acknowledging sources	the importance of recording and acknowledging all sources of information* whether primary or secondary, regardless of the format.	U6 Clearly and accurately record and acknowledge sources	-	-	-	

<p>Mixture of strands</p>			<p>HL1</p>	<p>Q4</p>	<p>(a) (ii) 1 A STEEPLE analysis may be used to assess the impact of internal factors on a business 2 Variable costs include employee wages, insurance and electricity 3 Conciliation is a process of conflict resolution where an independent third party issues a recommendation 4 Induction Training is also known as 'onboarding' 5 Strategic Planning sets out a firm's long-term objectives</p>
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