



Back In Business

Sample Papers Questions by chapter

Gavin Duffy

www.backinbusinesshub.com



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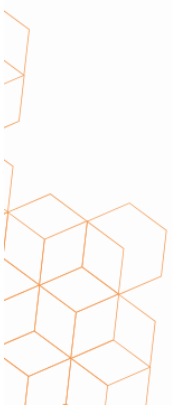


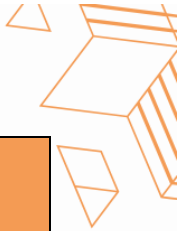
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Chapter 1 Key stakeholders in business





1.1 Outline the key internal and external stakeholders in a business and demonstrate their importance in the business environment.

HL Paper 1 Q2 (a) (ii)

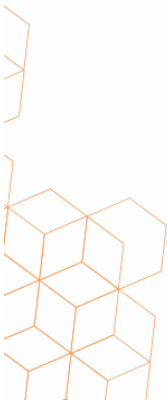


Question 2 (70 marks)

Grá Chocolates was founded in Galway by Gráinne Mullins. Handmade in small batches, the exquisite artisan confections blend the finest raw ingredients with native Irish flavours.

- (ii) Grá Chocolates start with the finest ingredients in the world: ethically sourced Valrhona Chocolate, Casa Luker cocoa butter and the world’s best dairy produce – Irish cream and butter.

Outline the importance of Grainne's relationship with her suppliers.





OL Paper 2 Q1 (a)

Question 1

The Business World

(90 marks)

PJ Maher, an electrical contractor, employs six qualified electricians. He has recently expanded his business model. He saw an opportunity to source his own electrical materials for a better price and to also act as a wholesaler to other electricians around the area. This additional business complements his existing electrical contracting business.

PJ has built a state-of-the-art showroom and warehouse on his premises with an impressive display of light fittings and other materials. He is happy for electricians to bring potential customers to the showroom so that they can view the range of products.



PJ has a strong credit-rating, and after much thought, decided to fund this expansion using a combination of retained earnings and a long-term loan. He created a Business Plan that not only helped him secure loan approval but also enabled him to identify potential business challenges. He later used this plan to apply for the Feasibility Study Grant from his Local Enterprise Office but was disappointed to learn that his business did not meet the criteria. However, this setback did not deter him.

PJ decided to lease a van for deliveries. One of his employees, Wojciech, had recently requested to reduce his physical workload and working hours for health reasons. After considering this request, PJ proposed that Wojciech take on the role of driving the van and handling morning deliveries. Wojciech was satisfied with the suggestion and is happy in his new position.

PJ is pleased that the business is currently doing well and reaching all targets on schedule.

(a) List **three** stakeholders that may be impacted by the recent growth of PJ's business.

1
2
3



1.4 Conduct stakeholder mapping and explain the importance of prioritising different stakeholder interests.

HL Paper 2 Q1 (b)

Question 1 is compulsory. Answer all parts.

Question 1

The Business World

(90 marks)

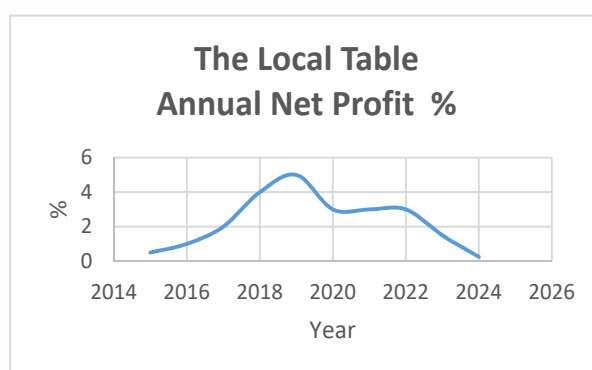
The Local Table Restaurant

The Local Table, an Irish restaurant, was founded in 2015 by two brothers, John and Mark Lee. The business is built around a unique selling point (USP) of using locally sourced ingredients, reflecting their commitment to quality and sustainability. However, this approach has introduced challenges, including supply chain issues, which mean not all menu items are available year-round. To adapt to this, The Local Table has embraced digital innovation by replacing printed menus with a daily updated menu application, allowing them to update offerings in real-time based on ingredient availability.

The Local Table began as a single outlet, funded through John and Mark's personal savings. The venture quickly gained traction, attracting large volumes of customers and earning a profit. Motivated by this, the duo expanded their business by opening two additional outlets in nearby towns, financing the expansion with a long-term loan. They installed solar panels aiming to reduce energy costs and eventually generate surplus electricity to sell back to the grid.

The Local Table operates without a dedicated marketing team, with John handling marketing and personally managing social media updates when time permits. It primarily relies on word of mouth and has not actively sought customers reviews. Competition has intensified, making it difficult to retain a loyal customer base. Despite its growth, it has faced mounting challenges. Mark is struggling with managing human capital. Overseeing three outlets has also stretched their operational capacity, leading to increased staff turnover and inconsistencies in both service and product quality.

Economic pressures have added to their difficulties. Rising costs across various aspects of the business, coupled with changes in the minimum wage, have impacted profitability.



Faced with these challenges, John and Mark are considering their next steps to secure The Local Table's future. Among their potential strategies is the introduction of new plant-based menu options, aimed at diversifying their offerings and attracting a broader customer base. Their concerns reflect wider industry struggles, as the Restaurant Association of Ireland has expressed concerns about the viability of the industry under current economic pressures. The closure of 856 Irish restaurants and cafés in 2024, underscores the difficult road ahead. As The Local Table navigates these turbulent times, its ability to adapt and innovate will be critical in determining its future.

- (b) John and Mark are considering adding new plant-based menu options.
 - (i) Conduct stakeholder mapping to identify and prioritise four stakeholders affected by this decision.

Chapter 2

Forms of business, business regulation and governance

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.

HL Paper 1 Q1 (a)

Driving Creativity and Sustainability

ProjectOne, a cutting-edge design and innovation engineering firm based in Kildare, is making waves in the world of product design and research and development. Catering to a diverse clientele that includes start-ups and multinational corporations across the consumer, healthcare, and professional sectors, ProjectOne has built an enviable reputation as an independent agency with international acclaim.

According to management, the company's success is rooted in the dedication and talent of its employees. ProjectOne has fostered a workplace culture where team members feel valued and appreciated, resulting in strong employee loyalty and internal promotions. With a dynamic workforce of 64 employees, ProjectOne champions a modern and balanced working environment. The company has implemented a four-day working week. Employees enjoy blended working arrangements, alternating between on-site and remote work.

"Our team's creativity and hard work are the cornerstone of our growing client base and project successes," says a ProjectOne spokesperson. "We're thrilled to see the positive impact of our

working arrangements on both employee satisfaction and productivity."

The company's commitment to community engagement is also noteworthy. Several team members volunteer with Junior Achievement Ireland, to deliver high-impact programmes to students. These initiatives introduce young people to working life through hands-on experiences, showcasing the innovative and inspiring nature of ProjectOne's work.

Tackling Sustainability with GlowInc

One of ProjectOne's clients, GlowInc, a beauty product manufacturer, has partnered with the firm to develop an innovative, organic nail polish. With the nail polish industry becoming increasingly saturated, GlowInc predicts a growing demand for sustainable alternatives and has tasked ProjectOne with bringing their vision to life.

To meet the challenge, ProjectOne has assembled a forward-thinking team that includes recently hired staff eager to gain hands-on experience with this pioneering project. The firm has also invested in state-of-the-art equipment to support the development of the new

product, with plans to launch it on shelves by next year.

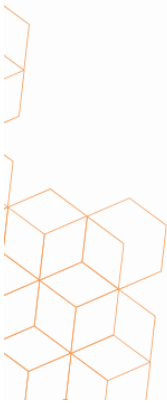
Adopting an iterative approach, the team will create and refine a prototype through small-scale testing to perfect the formula. A key hurdle in the project will be sourcing unique, sustainable materials, but ProjectOne remains committed to delivering a high-quality, innovative product that aligns with GlowInc's standards for sustainability and originality.

This ambitious collaboration underscores ProjectOne's ability to combine innovation with environmental responsibility, further cementing its position as a leader in the design and engineering sector. "Our partnership with GlowInc exemplifies the kind of creative and impactful projects that define ProjectOne," says the spokesperson. "We're excited to help shape the future of sustainable beauty products."





(a) Outline **one** way ProjectOne contributes to the local economy.



Question 1 is compulsory. Answer all parts.

Question 1

The Business World

(90 marks)

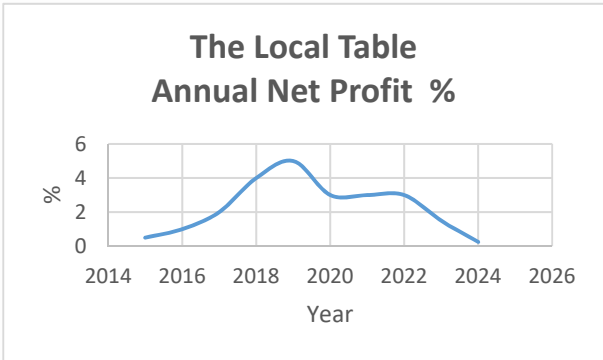
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Economic pressures have added to their difficulties. Rising costs across various aspects of the business, coupled with changes in the minimum wage, have impacted profitability.



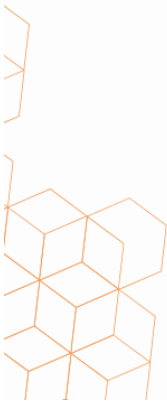
Faced with these challenges, John and Mark are considering their next steps to secure The Local Table’s future. Among their potential strategies is the introduction of new plant-based menu options, aimed at diversifying their offerings and attracting a broader customer base. Their concerns reflect wider industry struggles, as the Restaurant Association of Ireland has expressed concerns about the viability of the industry under current economic pressures. The closure of 856 Irish restaurants and cafés in 2024, underscores the difficult road ahead. As The Local Table navigates these turbulent times, its ability to adapt and innovate will be critical in determining its future.



(e) In 2024, 856 restaurants and cafés closed in Ireland.

Analyse **two** implications to local areas of restaurants and cafés closing down.

1
2





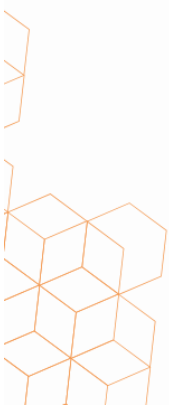
OL Paper 1 Q5 (g)

- (g) Social finance organisation Clann Credo has provided over €215m in loans to not-for-profit organisations such as voluntary groups, sports clubs and social enterprises.
- (i) Indicate by means of a tick (✓) in the correct box, the type of business (public, private, or not-for-profit) that best describes each of the enterprises listed below.

	Public	Private	Not-for-profit
 RYANAIR			
 Iarnród Éireann Irish Rail			
 Barnardos			

- (ii) Describe **two** contributions not-for-profit enterprises make to the Irish economy.

1
2



2.2 Outline how business ownership differs between different types of organisations and how ownership can change over time.

OL Paper 1 Q1 (a) (i)

EverGlow Organics Ltd Poised for Global Expansion

Irish Skincare Success Story Eyes Europe and Asia

EverGlow Organics Ltd is a successful Irish company specialising in organic skincare for men and women. The business has grown steadily in Ireland and now plans to expand into Europe and Asia. The company is motivated by a growing demand for organic products and the potential to save money through economies of scale.

Adapting to New Markets

While their products have been well-received in Ireland, the company's management team is mindful of differences in culture, language, traditions, and income levels in the new markets. The business may need to adjust elements of its marketing mix to appeal to international consumers. The company recognises that conducting market research will be crucial before entering these markets. They will need to receive direct feedback from potential consumers and analyse existing data on market trends in each country.



Funding and Financial Considerations

EverGlow Organics Ltd is considering various financing options, such as applying for a long term loan or seeking investors. In addition to the financial risk, the company is concerned about changing exchange rates and established businesses in the new countries.

Investing in People and Technology

To support its growth, the business will hire freelance content creators to promote its products to new audiences. The company also plans to invest in new technology to handle increased demand and ensure effective communication. Recently, the team conducted a force field analysis to examine the driving and restraining forces related to the expansion.

- (a) (i) Indicate the ownership structure under which EverGlow Organics Ltd operates by putting a tick (✓) in the correct box.

Private Limited Company

☐

Sole Trader

☐



OL Paper 1 Q2 (a)

Question 2

(70 marks)

(a)

Amazon, founded by Jeff Bezos in 1994, is one of the world's largest online retailers. Its shares are listed publicly on the stock market.

- (i) Choose the correct words from the list provided to complete the sentence below. (two words do not apply)

Private

Public

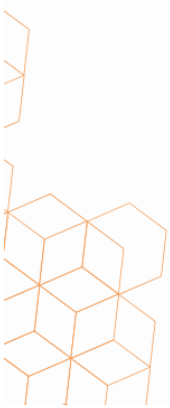
Unlimited

Limited

Amazon operates as a _____ listed company whose owners have _____ liability.

- (ii) Indicate whether each of the following statements is true or false, by putting a tick (✓) in the correct box.

Statement	True	False
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.		





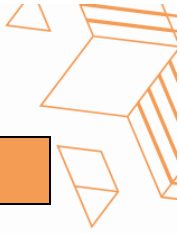
OL Paper 1 Q4 (c)

- (c) The owner of the Lakeview Inn is currently operating as a sole trader but is considering changing to a private limited company.

Outline **two** reasons for changing from sole trader to a private limited company.

1
2





2.5 Outline the three factors considered in an ESG report.

HL Paper 1 Q3 (a)

In 2024, new ESG reporting rules were signed into Irish Law.

- (a) Identify the **three** elements of an ESG report.

1
2
3

OL Paper 1 Q3 (a)

- (a) 99% of the top 500 companies in Europe participated in some form of ESG reporting.



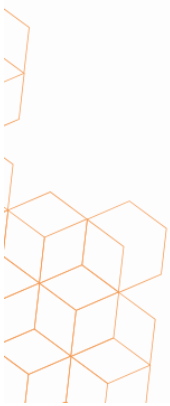
- (i) What do the letters ESG stand for? (Write your answer in the space below)

E	S	G

- (ii) Below is a list of topics often included in an ESG report.

Indicate the area of the ESG report to which each topic relates below by putting a tick (✓) in the correct box. (One topic is completed for you.)

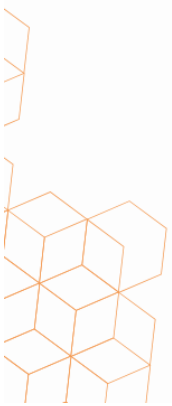
	E	S	G
Employee Wellbeing		✓	
Pollution Prevention			
Community Involvement			
Structure of the Board of Directors			





Chapter 3

Business and the economy





3.1 Explain how economic indicators can impact on business development and growth.

HL Paper 1 Q2 (d)



Grá Chocolates was founded in Galway by Gráinne Mullins. Handmade in small batches, the exquisite artisan confections blend the finest raw ingredients with native Irish flavours.

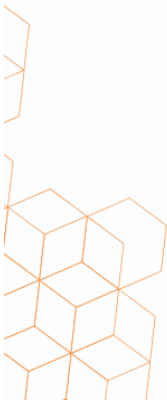
Gráinne has decided that it’s time to build a permanent headquarters for Grá Chocolates.

Gráinne plans to build her own chocolate factory, using the Crowdfunding platform Kickstarter, to fund the expansion.

(d) The increasing rental costs have motivated Grainne to build the new factory.

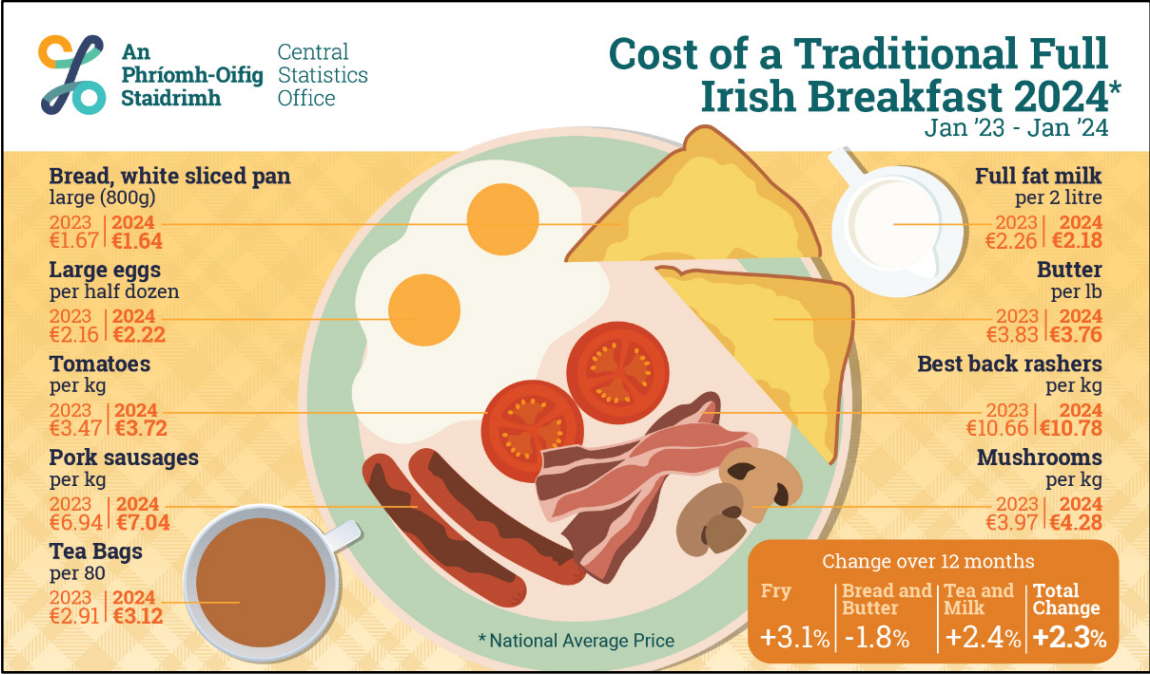
Explain the impact of **three** economic indicators on business growth.

1
2
3



HL Paper 2 Q5 (c) (i)

(c)



(i) Explain the economic indicator most relevant to the infographic above.

OL Paper 1 Q5 (d)



Alice Kelly, a 21-year-old baker, with 1.4 million TikTok followers, turned a horse box into a mobile bakery. She is now aiming to grow her business despite inflation challenges.

(d) Outline **one** impact inflation may have on Alice's business.

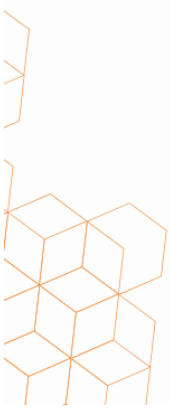


OL Paper 2 Q2 (c)

(c) Below are three economic indicators. Choose **one** of these and explain how it may impact on business development and growth in Ireland.

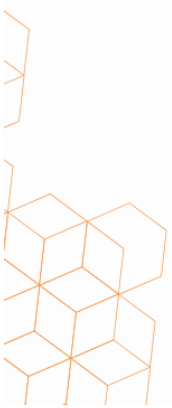
- Inflation
- Employment/Unemployment Rates
- Interest Rates

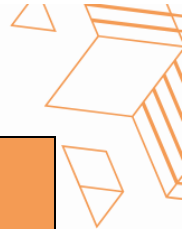
Indicator:
Explanation (how it may impact business development and growth in Ireland):





Chapter 4 The influence of national and EU policy





4.1 Outline three Irish government policies that impact on three different sectors of the economy in Ireland*.

OL Paper 1 Q4 (f) (ii)

- (ii) Identify **one** government policy and describe the impact this policy may have on any sector of the Irish economy.

Government Policy:
Impact:

4.2 Explain the difference between government policy and legislation.

OL Paper 1 Q4 (f) (i)

(f)



Government policy and legislation are tools used by the government to manage a country effectively.

- (i) Choose the correct words from the list provided to complete the sentences below. (one word does not apply)

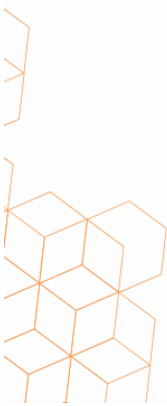
Symbols

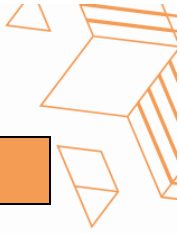
Laws

Plans

Government policies are _____ that outline the government's intention.

Legislation refers to _____, which must be followed by all individuals and organisations.





4.4. Identify the key decision-makers in European policy development.

OL Paper 1 Q3 (f) (i)

(f)



The right to request flexible working arrangements for parents and carers is a requirement of the European Union (EU) Work Life Balance Directive.

(i) Identify **two** European Union (EU) policy making institutions.

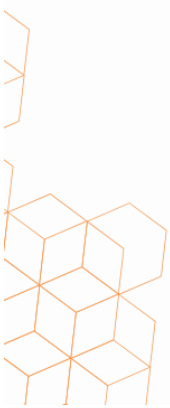
1
2

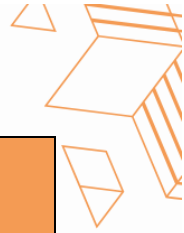
4.5 Distinguish between European regulations, directives, and opinions.

OL Paper 1 Q3 (f) (ii)

(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.





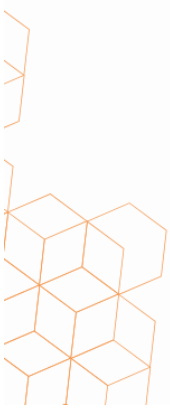
4.6 Evaluate the effect of one EU regulation of their choice and one EU directive of their choice on business activity in Ireland.

HL Paper 1 Q5 (c)

- (c) (i) Name an EU regulation you have studied **and** explain how it has been implemented in Ireland.

Name:
Explanation:

- (ii) Examine two positive **and** two negative impacts the EU regulation you named above has on different stakeholders in Ireland.







HL Paper 2 Q5 (d)

(d)



(i) Name an EU directive you have studied, and explain the purpose of this EU directive.

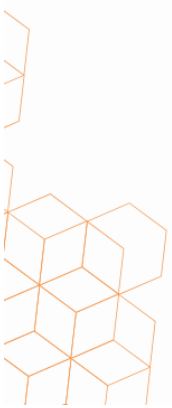
Name:
Explanation:

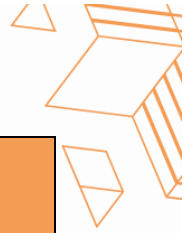
(ii) Evaluate how this EU directive impacts on business activity in Ireland.

[illegible]



Chapter 5 Irish business globally and internationally





5.1 Explain what is meant by a trading bloc and discuss why these are important for businesses in the Irish economy.

HL Paper 2 Q4 (b) (i)

(b)

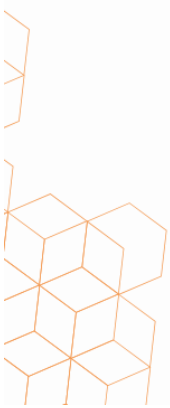


European Commission President Ursula von der Leyen announced “The European Union and the Mercosur trade bloc have agreed to terms for a trade deal”.

(i) Explain what is meant by the term trading bloc.

(ii) Identify **one** trading bloc, apart from the EU and Mercosur, that is relevant to Irish businesses.

--



EverGlow Organics Ltd Poised for Global Expansion

Irish Skincare Success Story Eyes Europe and Asia

EverGlow Organics Ltd is a successful Irish company specialising in organic skincare for men and women. The business has grown steadily in Ireland and now plans to expand into Europe and Asia. The company is motivated by a growing demand for organic products and the potential to save money through economies of scale.

Adapting to New Markets

While their products have been well-received in Ireland, the company's management team is mindful of differences in culture, language, traditions, and income levels in the new markets. The business may need to adjust elements of its marketing mix to appeal to international consumers. The company recognises that conducting market research will be crucial before entering these markets. They will need to receive direct feedback from potential consumers and analyse existing data on market trends in each country.



Funding and Financial Considerations

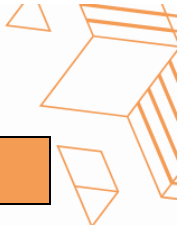
EverGlow Organics Ltd is considering various financing options, such as applying for a long term loan or seeking investors. In addition to the financial risk, the company is concerned about changing exchange rates and established businesses in the new countries.

Investing in People and Technology

To support its growth, the business will hire freelance content creators to promote its products to new audiences. The company also plans to invest in new technology to handle increased demand and ensure effective communication. Recently, the team conducted a force field analysis to examine the driving and restraining forces related to the expansion.

- (ii) Indicate whether each of the following statements is true or false by putting a tick (✓) in the correct box.

Statement	True	False
The European Union (EU) is an example of a trading bloc.		
An increase in exports by EverGlow Organics Ltd will improve Ireland's balance of payments.		
A tariff is a ban on specific goods being imported into a country.		



5.2 Identify the trading blocs most relevant for Irish businesses.

HL Paper 2 Q4 (b) (ii)

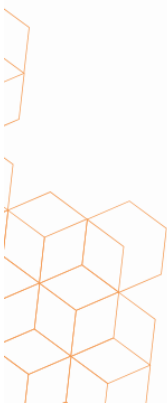
(ii) Identify **one** trading bloc, apart from the EU and Mercosur, that is relevant to Irish businesses.

5.3 Evaluate Ireland’s membership of the EU from the perspective of the economy, businesses, and consumers.

OL Paper 1 Q3 (g)

(g) Describe **two** benefits of EU membership to the Irish economy.

1
2





OL Paper 2 Q3 (e)

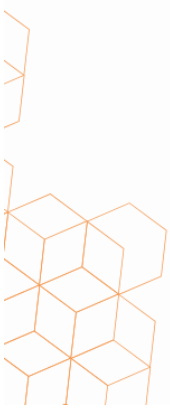
(e)

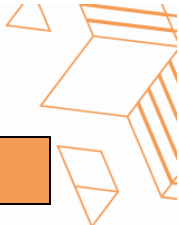
EU membership transformed life in Ireland over past 50 years



Outline **two** benefits of Ireland's EU membership for Irish businesses.

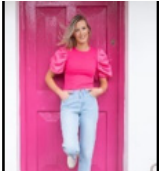
1
2





5.4 Outline the factors to be considered when trading internationally.

HL Paper 1 Q2 (c)



Grá Chocolates was founded in Galway by Gráinne Mullins. Handmade in small batches, the exquisite artisan confections blend the finest raw ingredients with native Irish flavours.

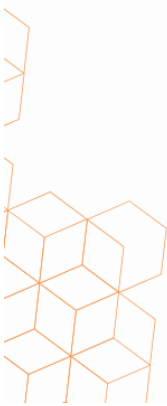
Gráinne has decided that it’s time to build a permanent headquarters for Grá Chocolates.

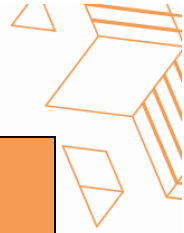
Gráinne plans to build her own chocolate factory, using the Crowdfunding platform Kickstarter, to fund the expansion.

(c) Grá chocolates has received approval to enter the US market.

Outline **three** factors that Grá Chocolates should consider before expanding into the international market.

1
2
3





5.6. Distinguish between balance of payments and balance of trade and calculate both based on figures given.

OL Paper 1 Q1 (a (ii))

EverGlow Organics Ltd Poised for Global Expansion

Irish Skincare Success Story Eyes Europe and Asia

EverGlow Organics Ltd is a successful Irish company specialising in organic skincare for men and women. The business has grown steadily in Ireland and now plans to expand into Europe and Asia. The company is motivated by a growing demand for organic products and the potential to save money through economies of scale.

Adapting to New Markets

While their products have been well-received in Ireland, the company's management team is mindful of differences in culture, language, traditions, and income levels in the new markets. The business may need to adjust elements of its marketing mix to appeal to international consumers. The company recognises that conducting market research will be crucial before entering these markets. They will need to receive direct feedback from potential consumers and analyse existing data on market trends in each country.



Funding and Financial Considerations

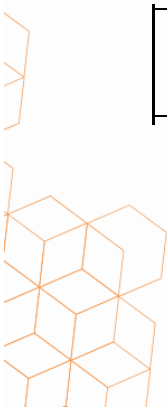
EverGlow Organics Ltd is considering various financing options, such as applying for a long term loan or seeking investors. In addition to the financial risk, the company is concerned about changing exchange rates and established businesses in the new countries.

Investing in People and Technology

To support its growth, the business will hire freelance content creators to promote its products to new audiences. The company also plans to invest in new technology to handle increased demand and ensure effective communication. Recently, the team conducted a force field analysis to examine the driving and restraining forces related to the expansion.

- (ii) Indicate whether each of the following statements is true or false by putting a tick (✓) in the correct box.

Statement	True	False
An increase in exports by EverGlow Organics Ltd will improve Ireland's balance of payments.		





5.8. Explain how globalisation can increase interdependence* and evaluate the consequences of this for both businesses and consumers.

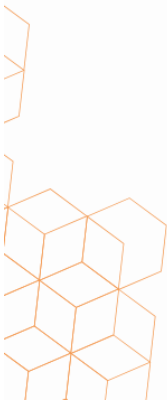
HL Paper 2 Q2 (d)

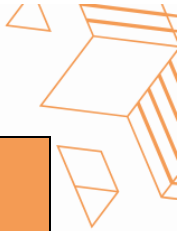
(d)



Outline **three** challenges that consumers in Ireland face as a result of the country’s reliance on globalisation.

1
2
3





5.10 Explain what is meant by Foreign Direct Investment and investigate how the Irish government promotes Foreign Direct Investment.

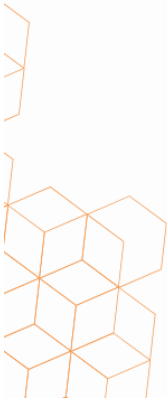
HL Paper 1 Q4 (a)

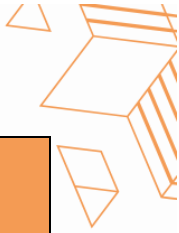
Dexcom, a global medical device manufacturer, will open its Athenry plant in 2026.



(a) (i) Outline **two** reasons why a business such as Dexcom, would locate in Ireland.

1
2





5.11 Outline the contribution of Foreign Direct Investment to the Irish economy.

HL Paper 1 Q4 (b)

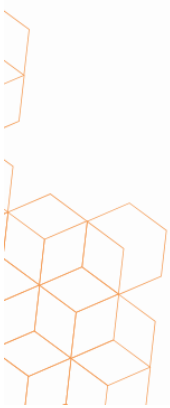
(b) Outline **two** opportunities and **two** challenges of Foreign Direct Investment (FDI) for Ireland.

Opportunities

1
2

Challenges

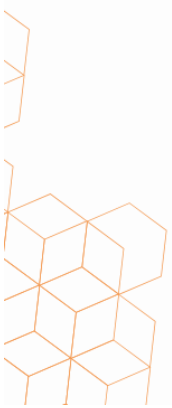
1
2





Chapter 6

Enterprise In Its Broadest Sense



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.

OL Paper 2 Q5 (a)

(a)

PlayStation

Ken Kutaragi, an engineer in Sony, initially met resistance within the company for his idea to create a gaming console to rival Nintendo and Sega. He eventually convinced Sony to fund the project and Sony PlayStation saw instant success when it launched in 1994.



Indicate your answer by placing a tick (✓) in the correct box.

The above text is an example of:

Entrepreneurship

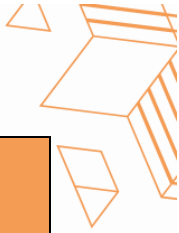
☐

A circular economy

☐

Intrapreneurship

☐



6.2 Identify the competencies of innovators and outline why these are significant when starting a business.

HL Paper 1 Q2 (a) (i)



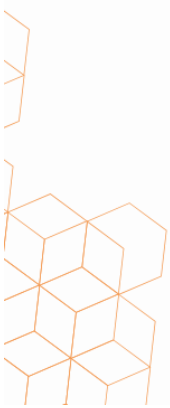
Question 2

(70 marks)

Grá Chocolates was founded in Galway by Gráinne Mullins. Handmade in small batches, the exquisite artisan confections blend the finest raw ingredients with native Irish flavours.

- (a) (i) Identify **four** key competencies that innovators such as Gráinne Mullins possess.

1
2
3
4





OL Paper 2 Q1 (b)

Question 1

The Business World

(90 marks)

PJ Maher, an electrical contractor, employs six qualified electricians. He has recently expanded his business model. He saw an opportunity to source his own electrical materials for a better price and to also act as a wholesaler to other electricians around the area. This additional business complements his existing electrical contracting business.

PJ has built a state-of-the-art showroom and warehouse on his premises with an impressive display of light fittings and other materials. He is happy for electricians to bring potential customers to the showroom so that they can view the range of products.



PJ has a strong credit-rating, and after much thought, decided to fund this expansion using a combination of retained earnings and a long-term loan. He created a Business Plan that not only helped him secure loan approval but also enabled him to identify potential business challenges. He later used this plan to apply for the Feasibility Study Grant from his Local Enterprise Office but was disappointed to learn that his business did not meet the criteria. However, this setback did not deter him.

PJ decided to lease a van for deliveries. One of his employees, Wojciech, had recently requested to reduce his physical workload and working hours for health reasons. After considering this request, PJ proposed that Wojciech take on the role of driving the van and handling morning deliveries. Wojciech was satisfied with the suggestion and is happy in his new position.

PJ is pleased that the business is currently doing well and reaching all targets on schedule.

- (b) PJ displays many of the competencies associated with innovators. Identify **one** of those competencies and outline its importance when starting or expanding a business.

Competency:
Importance:





6.3 Investigate the role of government in fostering enterprise and supporting business development and growth.

HL Paper 2 Q4 (e)

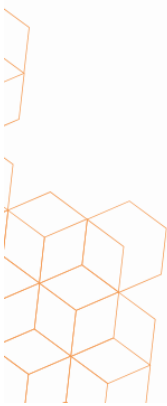
(e)



Spectrum.Life is a leading successful global Irish company that provide clinical health and tech infrastructure. They have offices based in Dublin and are seeking more staff. Spectrum.Life have previously received support from the Irish government.

Discuss **three** ways the Irish government can support businesses such as Spectrum.Life.

1
2
3





OL Paper 1 Q5 (c)

(c) Describe **two** supports the Irish government can provide to Alice as a new entrepreneur.

1
2





OL Paper 2 Q3 (b)

(b)

Enterprise Ireland invested €24 million in start-ups in 2023

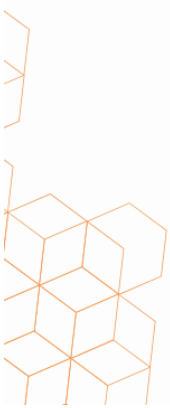


Enterprise Ireland is a state agency that supports the development and growth of Irish businesses.

(i) Name **one** other state agency that supports business and enterprise in Ireland.

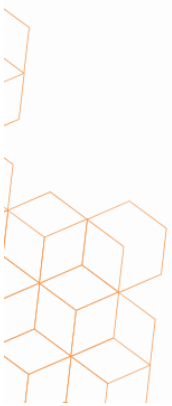
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(ii) Explain how the investment of €24 million supports new business start-ups in Ireland.





Chapter 7 Idea Development



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.

HL Paper 1 Q1 (d)

Driving Creativity and Sustainability

ProjectOne, a cutting-edge design and innovation engineering firm based in Kildare, is making waves in the world of product design and research and development. Catering to a diverse clientele that includes start-ups and multinational corporations across the consumer, healthcare, and professional sectors, ProjectOne has built an enviable reputation as an independent agency with international acclaim.

According to management, the company's success is rooted in the dedication and talent of its employees. ProjectOne has fostered a workplace culture where team members feel valued and appreciated, resulting in strong employee loyalty and internal promotions. With a dynamic workforce of 64 employees, ProjectOne champions a modern and balanced working environment. The company has implemented a four-day working week. Employees enjoy blended working arrangements, alternating between on-site and remote work.

"Our team's creativity and hard work are the cornerstone of our growing client base and project successes," says a ProjectOne spokesperson. "We're thrilled to see the positive impact of our

working arrangements on both employee satisfaction and productivity."

The company's commitment to community engagement is also noteworthy. Several team members volunteer with Junior Achievement Ireland, to deliver high-impact programmes to students. These initiatives introduce young people to working life through hands-on experiences, showcasing the innovative and inspiring nature of ProjectOne's work.

Tackling Sustainability with GlowInc

One of ProjectOne's clients, GlowInc, a beauty product manufacturer, has partnered with the firm to develop an innovative, organic nail polish. With the nail polish industry becoming increasingly saturated, GlowInc predicts a growing demand for sustainable alternatives and has tasked ProjectOne with bringing their vision to life.

To meet the challenge, ProjectOne has assembled a forward-thinking team that includes recently hired staff eager to gain hands-on experience with this pioneering project. The firm has also invested in state-of-the-art equipment to support the development of the new

product, with plans to launch it on shelves by next year.

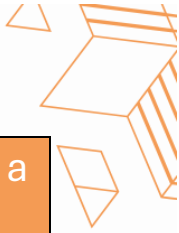
Adopting an iterative approach, the team will create and refine a prototype through small-scale testing to perfect the formula. A key hurdle in the project will be sourcing unique, sustainable materials, but ProjectOne remains committed to delivering a high-quality, innovative product that aligns with GlowInc's standards for sustainability and originality.

This ambitious collaboration underscores ProjectOne's ability to combine innovation with environmental responsibility, further cementing its position as a leader in the design and engineering sector. "Our partnership with GlowInc exemplifies the kind of creative and impactful projects that define ProjectOne," says the spokesperson. "We're excited to help shape the future of sustainable beauty products."



-

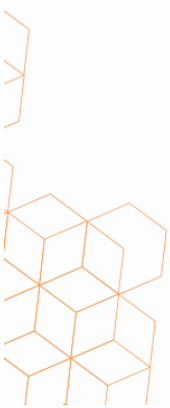
[illegible]



7.3 Appreciate the importance of conducting a feasibility study to evaluate a business idea.

OL Paper 1 Q5 (b)

(b) Explain **one** function of a feasibility study when developing a new business idea.

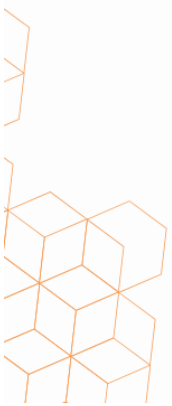




Chapter 8

Business

Planning

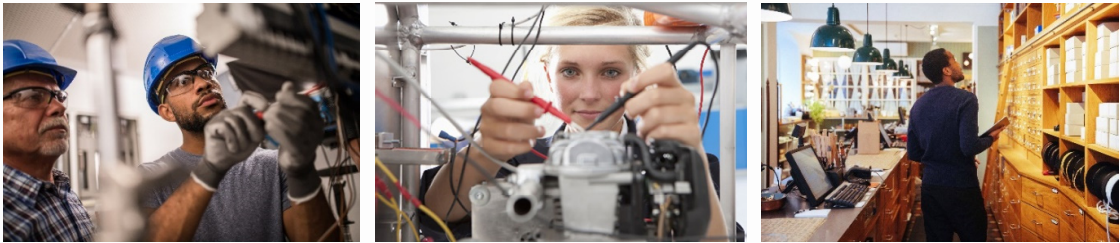


8.1 Appreciate the importance of having a business plan and outline the key functions of a business plan.

OL Paper 2 Q1 (c)

PJ Maher, an electrical contractor, employs six qualified electricians. He has recently expanded his business model. He saw an opportunity to source his own electrical materials for a better price and to also act as a wholesaler to other electricians around the area. This additional business complements his existing electrical contracting business.

PJ has built a state-of-the-art showroom and warehouse on his premises with an impressive display of light fittings and other materials. He is happy for electricians to bring potential customers to the showroom so that they can view the range of products.



PJ has a strong credit-rating, and after much thought, decided to fund this expansion using a combination of retained earnings and a long-term loan. He created a Business Plan that not only helped him secure loan approval but also enabled him to identify potential business challenges. He later used this plan to apply for the Feasibility Study Grant from his Local Enterprise Office but was disappointed to learn that his business did not meet the criteria. However, this setback did not deter him.

PJ decided to lease a van for deliveries. One of his employees, Wojciech, had recently requested to reduce his physical workload and working hours for health reasons. After considering this request, PJ proposed that Wojciech take on the role of driving the van and handling morning deliveries. Wojciech was satisfied with the suggestion and is happy in his new position.

PJ is pleased that the business is currently doing well and reaching all targets on schedule.

(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.

OL Paper 2 Q3 (d)

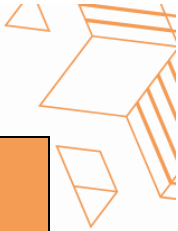
- (d) The British rock band, Coldplay, has taken several initiatives to reduce their direct carbon emissions.



The band introduced power bikes and kinetic dance floors so that concert goers could help to power the event and become part of a sustainability experience.

Outline **three** benefits to Coldplay of incorporating sustainability initiatives into their business planning.

1
2
3



8.7 Identify and compare a number of technology-driven business models and outline the key characteristics of each model.

HL Paper 1 Q2 (b)



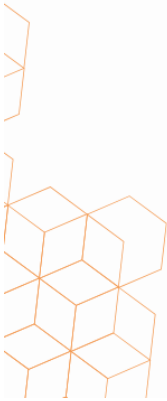
Gráinne has decided that it’s time to build a permanent headquarters for Grá Chocolates.

Gráinne plans to build her own chocolate factory, using the Crowdfunding platform Kickstarter, to fund the expansion.

(b) (i) Explain the term Crowdfunding.

(ii) Explain **two** key characteristics of each of the following technology-driven business models:

Subscription Model
1
2





Advertising Model
1
2





HL Paper 2 Q3 (d)

(d)

Off the Ball move to subscription service

Long-time listeners of the popular Irish sports brand 'Off The Ball' have expressed strong reactions to the recent news that the show will now only be accessible behind a paywall.

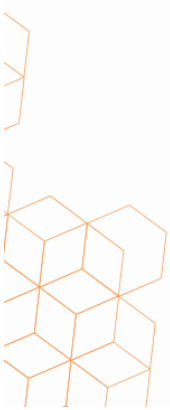
It was recently announced that the group would be transitioning to a monthly subscription service for listeners. For €9.99 a month, subscribers will gain access to exclusive ad-free on-demand content across Off The Ball App, Spotify, YouTube, and Apple Podcasts.



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.

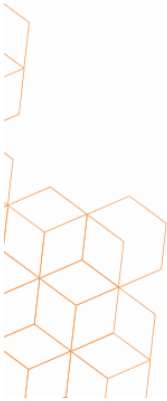
- Revenue generation
- Consumer access and cost
- Scalability and growth
- User engagement and retention

1





2





OL Paper 1 Q2 (d)

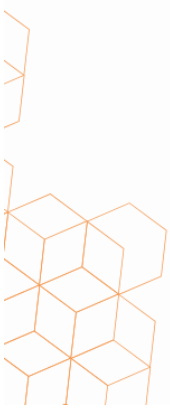
- (d) (i) Indicate by means of a tick (✓) in the correct box the business model that best describes each of the online businesses listed below.

Business	Marketplace	Subscription	Crowdfunding
			
			
			

- (ii) Describe any **one** of the following business models

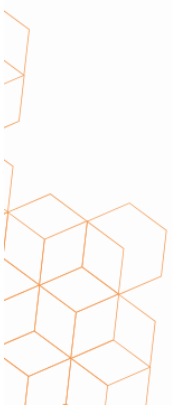
- Marketplace
- Subscription
- Crowdfunding

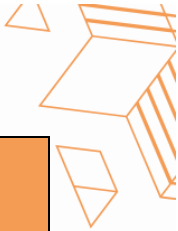
Business Model:
Description:





Chapter 9 The Target Market





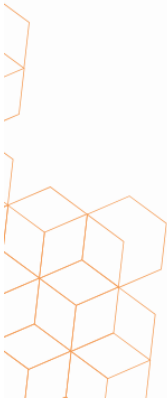
9.1 Appreciate the importance of market research in identifying the target market and discuss how businesses conduct market research.

OL Paper 1 Q1 (d)

- (d) *Conducting market research will be crucial before Everglow Organics Ltd enters these new markets.*

Discuss **two** types of market research EverGlow Organics Ltd may use before expanding their business.

1
2



OL Paper 2 Q2 (g) (i)

(g)



(i) Identify the intended target market for the game advertised above.

Justify your answer.

Target market:
Justify:

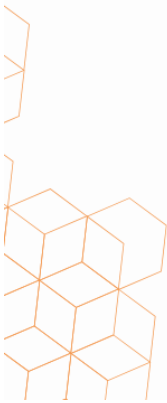


9.2 Outline the elements of the marketing mix and explain their significance for a business and how they are influenced by the target market.

OL Paper 1 Q4 (e)

- (e) Businesses use a variety of techniques to promote their products and services to their target audience.
Explain **two** promotion strategies used by businesses.

1
2





OL Paper 2 Q2 (g) (ii)

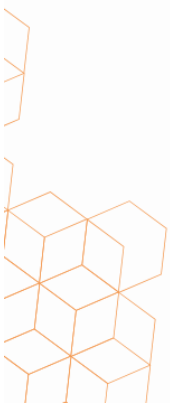
- (ii) The marketing mix should be strongly influenced by the target market.

Outline **two** ways the target market for a product or service might influence the Promotion element of the marketing mix.

1
2

OL Paper 2 Q3 (a)

- (a) (i) Fill in the remaining Five P's of the marketing mix. (Two have been completed for you.)



OL Paper 1 Q1 (b)

EverGlow Organics Ltd Poised for Global Expansion

Irish Skincare Success Story Eyes Europe and Asia

EverGlow Organics Ltd is a successful Irish company specialising in organic skincare for men and women. The business has grown steadily in Ireland and now plans to expand into Europe and Asia. The company is motivated by a growing demand for organic products and the potential to save money through economies of scale.

Adapting to New Markets

While their products have been well-received in Ireland, the company's management team is mindful of differences in culture, language, traditions, and income levels in the new markets. The business may need to adjust elements of its marketing mix to appeal to international consumers. The company recognises that conducting market research will be crucial before entering these markets. They will need to receive direct feedback from potential consumers and analyse existing data on market trends in each country.



Funding and Financial Considerations

EverGlow Organics Ltd is considering various financing options, such as applying for a long term loan or seeking investors. In addition to the financial risk, the company is concerned about changing exchange rates and established businesses in the new countries.

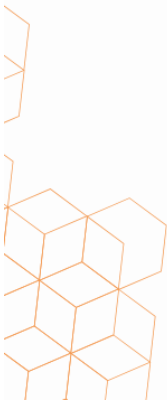
Investing in People and Technology

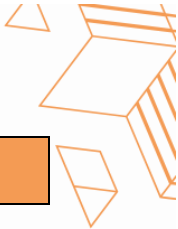
To support its growth, the business will hire freelance content creators to promote its products to new audiences. The company also plans to invest in new technology to handle increased demand and ensure effective communication. Recently, the team conducted a force field analysis to examine the driving and restraining forces related to the expansion.



(b) Describe how EverGlow Organics Ltd may need to adjust its packaging (physical evidence) and price when expanding into international markets.

Packaging (Physical evidence):
Price:





9.6 Evaluate the influence of ethics and sustainability on marketing.

HL Paper 1 Q5 (b)

(b) As consumers grow increasingly conscious of corporate responsibility, aligning marketing strategies with ethical and sustainable practices isn't just commendable—it's crucial.

Outline **three** ways ethics is an important consideration when designing a marketing strategy.

1
2
3



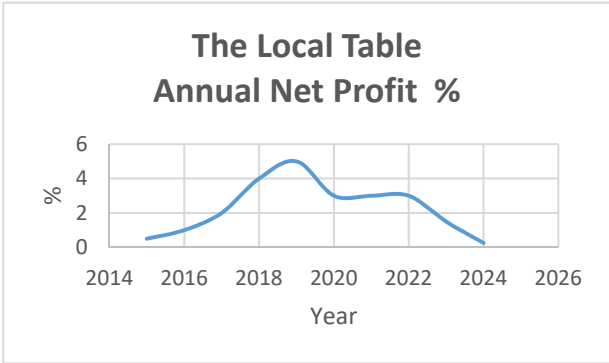
The Local Table Restaurant

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The Local Table began as a single outlet, funded through John and Mark’s personal savings. The venture quickly gained traction, attracting large volumes of customers and earning a profit. Motivated by this, the duo expanded their business by opening two additional outlets in nearby towns, financing the expansion with a long-term loan. They installed solar panels aiming to reduce energy costs and eventually generate surplus electricity to sell back to the grid.

The Local Table operates without a dedicated marketing team, with John handling marketing and personally managing social media updates when time permits. It primarily relies on word of mouth and has not actively sought customers reviews. Competition has intensified, making it difficult to retain a loyal customer base. Despite its growth, it has faced mounting challenges. Mark is struggling with managing human capital. Overseeing three outlets has also stretched their operational capacity, leading to increased staff turnover and inconsistencies in both service and product quality.

Economic pressures have added to their difficulties. Rising costs across various aspects of the business, coupled with changes in the minimum wage, have impacted profitability.

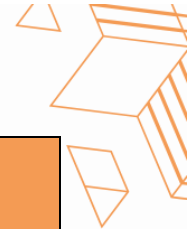


Faced with these challenges, John and Mark are considering their next steps to secure The Local Table’s future. Among their potential strategies is the introduction of new plant-based menu options, aimed at diversifying their offerings and attracting a broader customer base. Their concerns reflect wider industry struggles, as the Restaurant Association of Ireland has expressed concerns about the viability of the industry under current economic pressures. The closure of 856 Irish restaurants and cafés in 2024, underscores the difficult road ahead. As The Local Table navigates these turbulent times, its ability to adapt and innovate will be critical in determining its future.

I would say you could link to 7 P’s for this answer, but I wouldn’t say its necessary.

(c) Discuss **four** ways The Local Table has planned to operate sustainably.

1
2
3
4



9.8 Conduct a STEEPLE analysis* to develop greater understanding of the external environment and identify issues of concern for a business.

OL Paper 2 Q3 (a) (ii)

- (ii) A **STEEPLE Analysis** may be used to gain an understanding of the impact of external factors on a business.
Write the name of the element from the list below beside the factor that best matches it. (Two have been completed for you.)

Social	Technological	Economic	Environmental	Political	Legal	Ethical
--------	---------------	---------------------	---------------	----------------------	-------	---------

Factors	Name of element
Taxation/government spending/trade policies/government stability.	<i>Political</i>
Lifestyle changes/income distribution/fashion/trends.	
Carbon footprint/threats from natural events/waste disposal.	
Changes in IT and internet capability and range/new inventions.	
Inflation rates/exchange rates/consumer confidence and spending power.	<i>Economic</i>
Client confidentiality/corporate values/fairness/equality/wellbeing.	
Consumer and employee legislation/corporate governance.	

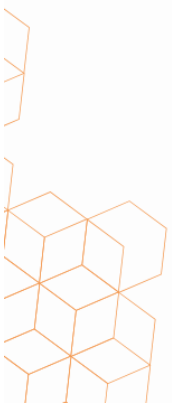




Chapter 10

Operations

and Finance



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.

OL Paper 1 Q1 (f)

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(f) EverGlow Organics Ltd is considering various financing options.

Identify a suitable source of finance EverGlow Organics Ltd may use to fund their plans. Give a reason for your choice.

Source of finance:
Reason:



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.

OL Paper 2 Q4 (a)

(a) Cashflow Forecast Analysis.

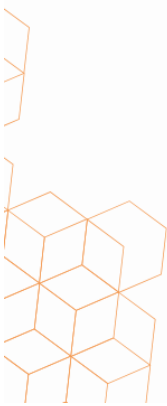
Examine the cashflow forecast for the Lakeview Inn and answer the questions that follow.

CASHFLOW FORECAST LAKEVIEW INN 2025					
	JAN	FEB	MAR	APR	TOTAL
RECEIPTS	€	€	€	€	€
Room Sales	18,000	23,000	22,000	30,000	93,000
Food and Beverage Sales	8,000	10,000	11,000	15,000	44,000
Other	5,000	6,000	5,500	8,000	24,500
TOTAL RECEIPTS	31,000	39,000	38,500	53,000	161,500
PAYMENTS					
Purchases	14,000	18,000	16,500	22,000	70,500
Wages	10,500	13,000	11,500	16,000	51,000
Equipment Purchase	-	-	36,000	-	36,000
Other	4,000	6,000	3,000	6,000	19,000
TOTAL PAYMENTS	28,500	37,000	67,000	44,000	176,500
NET CASH	2,500	2,000	(28,500)	9,000	(15,000)
OPENING CASH	500	3,000	5,000	(23,500)	500
CLOSING CASH	3,000	5,000	(23,500)	(14,500)	(14,500)

(i) Which month is expected to have the highest closing cash surplus?

(ii) In which months is a closing cash deficit expected?

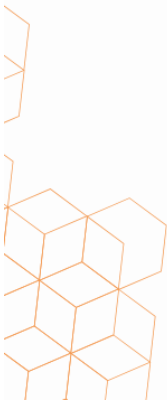
(iii) According to the forecast, what is identified as the main reason for this deficit?





(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.

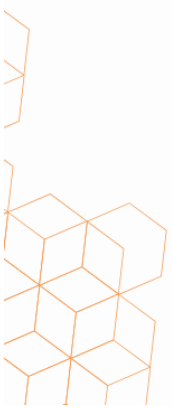
1
2





Chapter 11

Growth, Development, and Expansion



11.1 Demonstrate an understanding of the importance of identifying competition in the market.

HL Paper 1 Q1 (e)

Driving Creativity and Sustainability

ProjectOne, a cutting-edge design and innovation engineering firm based in Kildare, is making waves in the world of product design and research and development. Catering to a diverse clientele that includes start-ups and multinational corporations across the consumer, healthcare, and professional sectors, ProjectOne has built an enviable reputation as an independent agency with international acclaim.

According to management, the company's success is rooted in the dedication and talent of its employees. ProjectOne has fostered a workplace culture where team members feel valued and appreciated, resulting in strong employee loyalty and internal promotions. With a dynamic workforce of 64 employees, ProjectOne champions a modern and balanced working environment. The company has implemented a four-day working week. Employees enjoy blended working arrangements, alternating between on-site and remote work.

"Our team's creativity and hard work are the cornerstone of our growing client base and project successes," says a ProjectOne spokesperson. "We're thrilled to see the positive impact of our

working arrangements on both employee satisfaction and productivity."

The company's commitment to community engagement is also noteworthy. Several team members volunteer with Junior Achievement Ireland, to deliver high-impact programmes to students. These initiatives introduce young people to working life through hands-on experiences, showcasing the innovative and inspiring nature of ProjectOne's work.

Tackling Sustainability with GlowInc

One of ProjectOne's clients, GlowInc, a beauty product manufacturer, has partnered with the firm to develop an innovative, organic nail polish. With the nail polish industry becoming increasingly saturated, GlowInc predicts a growing demand for sustainable alternatives and has tasked ProjectOne with bringing their vision to life.

To meet the challenge, ProjectOne has assembled a forward-thinking team that includes recently hired staff eager to gain hands-on experience with this pioneering project. The firm has also invested in state-of-the-art equipment to support the development of the new

product, with plans to launch it on shelves by next year.

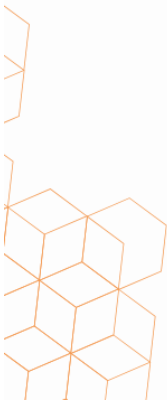
Adopting an iterative approach, the team will create and refine a prototype through small-scale testing to perfect the formula. A key hurdle in the project will be sourcing unique, sustainable materials, but ProjectOne remains committed to delivering a high-quality, innovative product that aligns with GlowInc's standards for sustainability and originality.

This ambitious collaboration underscores ProjectOne's ability to combine innovation with environmental responsibility, further cementing its position as a leader in the design and engineering sector. "Our partnership with GlowInc exemplifies the kind of creative and impactful projects that define ProjectOne," says the spokesperson. "We're excited to help shape the future of sustainable beauty products."





(ii) 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.

HL Paper 1 Q1 (e)

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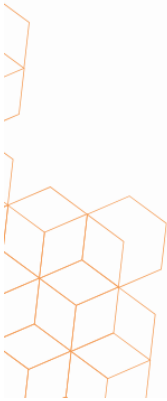
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-

[illegible]







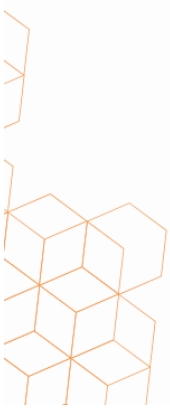
OL Paper 2 Q2 (d)

(d) Porter's Five Forces Model.

The Five Forces That Shape Industry Competition



Name the **two** forces missing from the diagram. Write your answers in the space below.



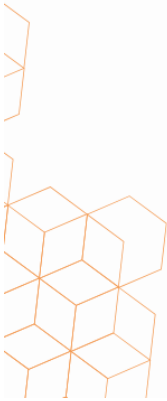
(b)

Mars, the company focused on confectionery and pet care, seeks to acquire Kellanova who have a stronghold in the snacks and breakfast sector. In 2024, Kellanova reported an operating profit of \$1.873 billion. Mars are reported to be offering \$83.50 per share, 33% above market price. The regulator may investigate the takeover that would make Mars a global food leader, second only to Nestlé.

Conduct a cost-benefit analysis of the proposed move by Mars.

[illegible]

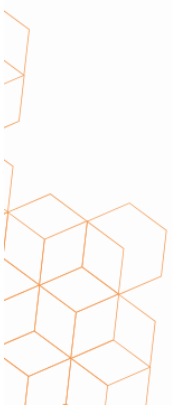






Chapter 12

Managing Risk



12.1 Outline the challenges and risks associated with enterprise and entrepreneurship.

HL Paper 2 Q1 (b) (ii)

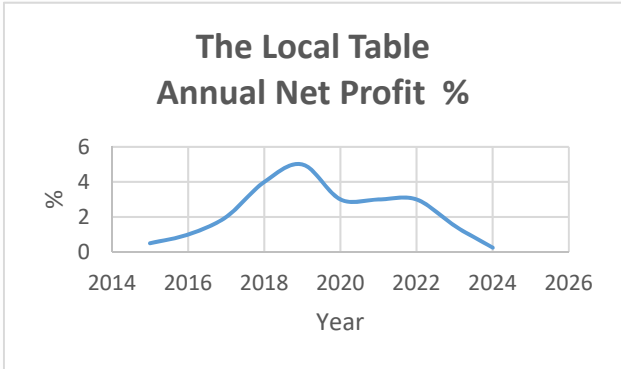
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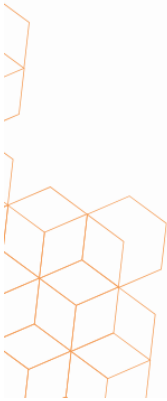


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(ii) Discuss **two** challenges John and Mark may face when introducing new products, and explain how they can address these challenges.

Challenge:
How to address challenge:
Challenge:
How to address challenge:

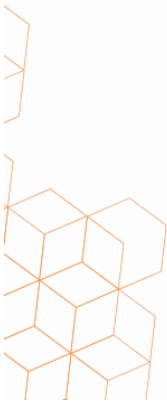


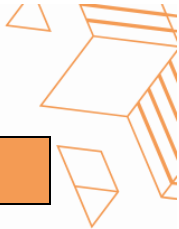


OL Paper 1 Q5 (e)

(e) Outline **two** challenges, apart from inflation, facing entrepreneurs in Ireland.

1
2





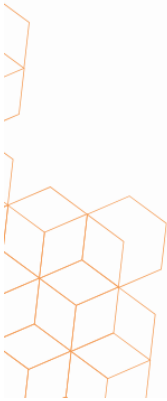
12.2 Outline the importance of assessing and managing risks in business.

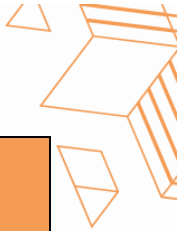
HL Paper 2 Q3 (a)

- (a) **Storm Éowyn cost likely to be in hundreds of millions as insurers survey damage**
Industry figures have warned of higher insurance premiums due to increased risk, if severe weather is to occur more often.

Explain **two** reasons why it is important for a business to manage risks.

1
2





12.3 Analyse a range of risk management strategies that can be used to respond to the challenges and risks in business.

HL Paper 1 Q3 (e)

- (e) Grant Thornton’s recent International Business Report highlights the resilience and adaptability of Irish businesses as they aim to mitigate new and emerging risks. Discuss **four** risk management strategies that can be used by businesses to respond to potential risk.

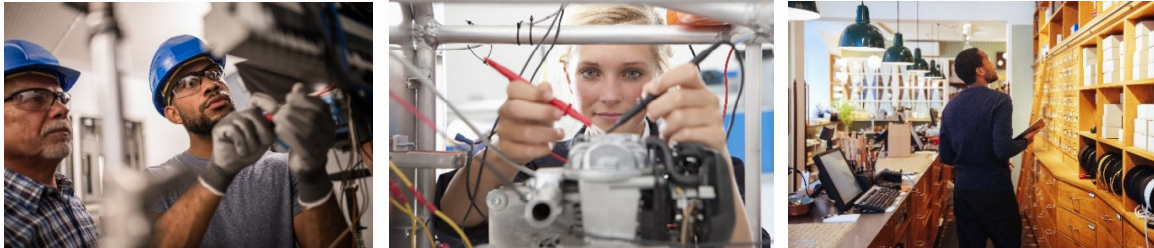
1
2
3
4

OL Paper 2 Q1 (f)



PJ Maher, an electrical contractor, employs six qualified electricians. He has recently expanded his business model. He saw an opportunity to source his own electrical materials for a better price and to also act as a wholesaler to other electricians around the area. This additional business complements his existing electrical contracting business.

PJ has built a state-of-the-art showroom and warehouse on his premises with an impressive display of light fittings and other materials. He is happy for electricians to bring potential customers to the showroom so that they can view the range of products.



PJ has a strong credit-rating, and after much thought, decided to fund this expansion using a combination of retained earnings and a long-term loan. He created a Business Plan that not only helped him secure loan approval but also enabled him to identify potential business challenges. He later used this plan to apply for the Feasibility Study Grant from his Local Enterprise Office but was disappointed to learn that his business did not meet the criteria. However, this setback did not deter him.

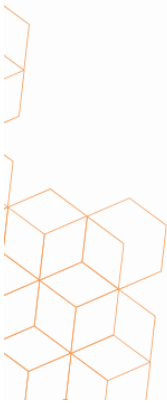
PJ decided to lease a van for deliveries. One of his employees, Wojciech, had recently requested to reduce his physical workload and working hours for health reasons. After considering this request, PJ proposed that Wojciech take on the role of driving the van and handling morning deliveries. Wojciech was satisfied with the suggestion and is happy in his new position.

PJ is pleased that the business is currently doing well and reaching all targets on schedule.



(f) Insurance is one strategy PJ could use to manage risk.
Outline **three** suitable types of insurance that PJ should consider to protect his business from potential risks.

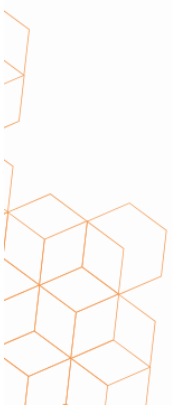
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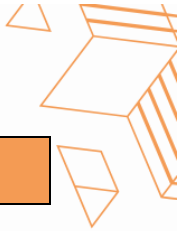




Chapter 13

Leadership and Conflict



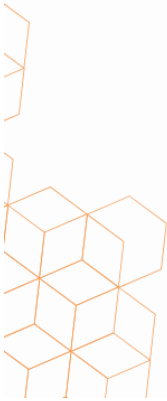


13.1 Distinguish between leadership and management in organisations.

HL Paper 2 Q4 (d) (ii)

(ii) Examine **three** differences between leadership and management in organisations.

1
2
3



13.2 Analyse the significance of organisational culture and innovation in successful organisations.

HL Paper 1 Q1 (c)

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To meet the challenge, ProjectOne has assembled a forward-thinking team that includes recently hired staff eager to gain hands-on experience with this pioneering project. The firm has also invested in state-of-the-art equipment to support the development of the new

product, with plans to launch it on shelves by next year.

Adopting an iterative approach, the team will create and refine a prototype through small-scale testing to perfect the formula. A key hurdle in the project will be sourcing unique, sustainable materials, but ProjectOne remains committed to delivering a high-quality, innovative product that aligns with GlowInc's standards for sustainability and originality.

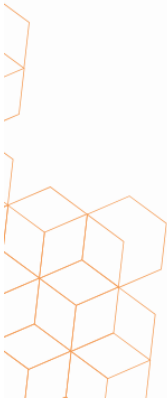
This ambitious collaboration underscores ProjectOne's ability to combine innovation with environmental responsibility, further cementing its position as a leader in the design and engineering sector. "Our partnership with GlowInc exemplifies the kind of creative and impactful projects that define ProjectOne," says the spokesperson. "We're excited to help shape the future of sustainable beauty products."

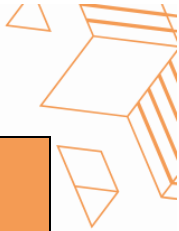




(c) Analyse **three** ways ProjectOne’s organisational culture has contributed to the success of the business.

1
2
3





13.3 Outline how leadership styles foster organisational culture and organisational innovation.

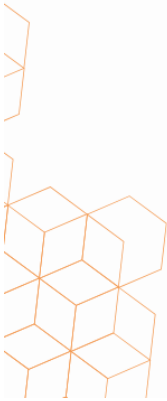
HL Paper 2 Q4 (d) (i)

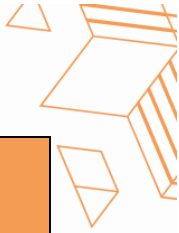
(d)

Siobhán Talbot joined the Glanbia group in 1992 and held a number of senior positions prior to her appointment as group managing director in 2013.

Before retiring in 2024, Talbot’s leadership saw Glanbia transformed into a focused, global, innovate, better nutrition business, serving growing consumer nutrition trends and societal needs.

(i) Outline how a leadership style you have studied fosters organisational innovation.





13.4 Appreciate the range of reasons for conflict in the workplace and demonstrate an understanding of how conflict may impact on the workplace.

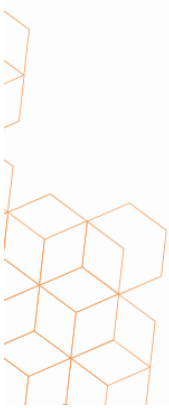
OL Paper 1 Q2 (b)

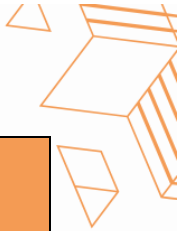
(b) Human Resource issues have led to official strikes and protests at Amazon facilities in the UK, the US, and parts of Europe.

(i) Outline **two** reasons for conflict in a workplace.

1
2

(ii) Explain **one** impact conflict may have on a workplace.



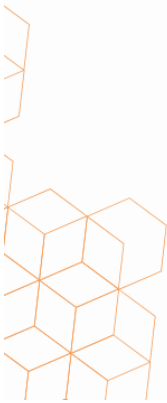


13.5 Analyse how both employees and employers may deal with conflict internally.

OL Paper 1 Q2 (c)

(c) Explain **two** internal methods that managers at Amazon could use to resolve employee conflict.

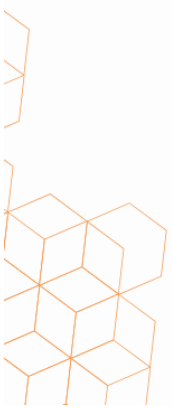
1
2





Chapter 14

Leading and Managing People





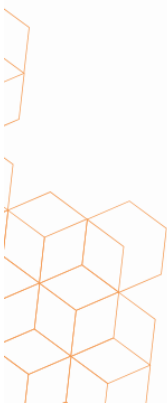
14.3 Evaluate how digital technologies influence the process of recruitment and selection.

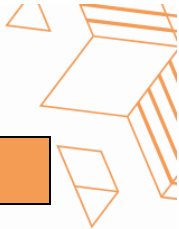
HL Paper 1 Q4 (c)

- (c) Dexcom is expected to create around 500 construction jobs in the region and up to 1,000 high-tech graduate and technician level jobs once the site is fully operational.



Evaluate how digital technologies can influence the recruitment and selection process for businesses.



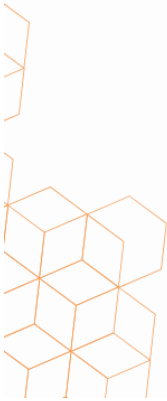


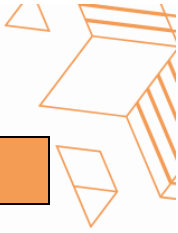
14.4 Investigate the factors that impact on employee motivation.

OL Paper 1 Q3 (e)

(e) Outline **two** factors, apart from pay, that can improve employee motivation in the workplace.

1
2





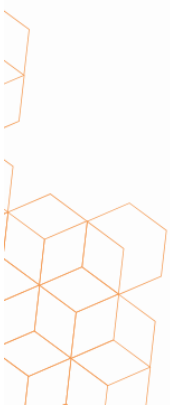
14.5 Describe what is meant by effective employee appraisal.

OL Paper 2 Q5 (e)

- (e) According to the employment website, Indeed.ie, when conducted successfully, an employee appraisal can lead to a more motivated and dedicated workforce.

- (i) Explain the term employee appraisal.

- (ii) Describe how an effective employee appraisal process could lead to a more motivated and productive workforce.



HL Paper 2 Q2 (b)

(b)



TikTok Performance Reviews

TikTok has been accused of assigning low grades to employees in the company’s performance reviews.

Explain **two** ways to ensure an effective appraisal process.

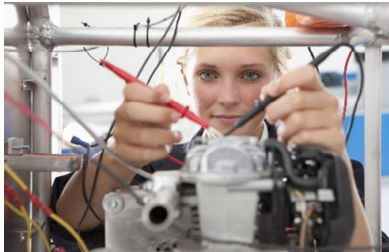
1
2

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.

OL Paper 2 Q1 (d)

PJ Maher, an electrical contractor, employs six qualified electricians. He has recently expanded his business model. He saw an opportunity to source his own electrical materials for a better price and to also act as a wholesaler to other electricians around the area. This additional business complements his existing electrical contracting business.

PJ has built a state-of-the-art showroom and warehouse on his premises with an impressive display of light fittings and other materials. He is happy for electricians to bring potential customers to the showroom so that they can view the range of products.



PJ has a strong credit-rating, and after much thought, decided to fund this expansion using a combination of retained earnings and a long-term loan. He created a Business Plan that not only helped him secure loan approval but also enabled him to identify potential business challenges. He later used this plan to apply for the Feasibility Study Grant from his Local Enterprise Office but was disappointed to learn that his business did not meet the criteria. However, this setback did not deter him.

PJ decided to lease a van for deliveries. One of his employees, Wojciech, had recently requested to reduce his physical workload and working hours for health reasons. After considering this request, PJ proposed that Wojciech take on the role of driving the van and handling morning deliveries. Wojciech was satisfied with the suggestion and is happy in his new position.

PJ is pleased that the business is currently doing well and reaching all targets on schedule.



- (d) PJ realised that he didn't have the time or knowledge to run the wholesale section efficiently by himself.

He hired a manager, Jean, to run this section of the business and she in turn hired three new employees who would report directly to her. She sent them to a local training centre where they learned about customer care. An expert also came to PJ's premises to demonstrate how to use the tills and the stock control system.

Jean encouraged the employees to consider enrolling in a Level 6 (QQI) People Management course if they were interested in pursuing a supervisory role in the future.

- (i) Name and explain **two** different types of training that may be offered to employees.

Name:
Explain:
Name:
Explain:

- (ii) Outline **one** reason why ongoing training and professional development of employees is an important aspect of human capital management.



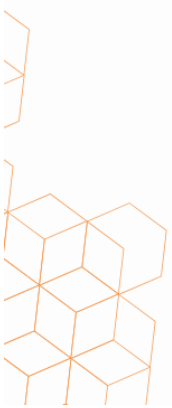


14.9 Appreciate the opportunities and challenges associated with working in teams for both employees and employers.

OL Paper 2 Q4 (d)

(d) Outline **two** benefits that teamwork brings to an organisation.

1
2



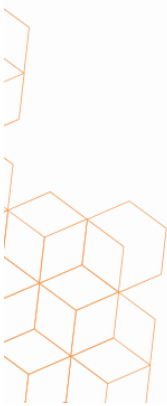
HL Paper 2 Q2 (e)

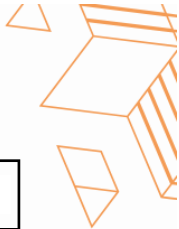
- (e)** Bank of Ireland is recruiting for 100 technology roles to support digital projects across the group.

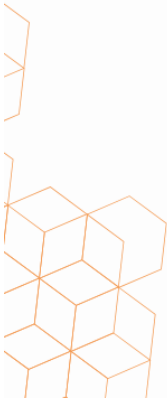
Evaluate how digital technologies have impacted the modern workplace.

[illegible]

Continued answer space on next page →







14.12 Identify the opportunities and challenges associated with remote and blended working arrangements for both employees and employers.

HL Paper 1 Q1 (b)

Driving Creativity and Sustainability

ProjectOne, a cutting-edge design and innovation engineering firm based in Kildare, is making waves in the world of product design and research and development. Catering to a diverse clientele that includes start-ups and multinational corporations across the consumer, healthcare, and professional sectors, ProjectOne has built an enviable reputation as an independent agency with international acclaim.

According to management, the company's success is rooted in the dedication and talent of its employees. ProjectOne has fostered a workplace culture where team members feel valued and appreciated, resulting in strong employee loyalty and internal promotions. With a dynamic workforce of 64 employees, ProjectOne champions a modern and balanced working environment. The company has implemented a four-day working week. Employees enjoy blended working arrangements, alternating between on-site and remote work.

"Our team's creativity and hard work are the cornerstone of our growing client base and project successes," says a ProjectOne spokesperson. "We're thrilled to see the positive impact of our

working arrangements on both employee satisfaction and productivity."

The company's commitment to community engagement is also noteworthy. Several team members volunteer with Junior Achievement Ireland, to deliver high-impact programmes to students. These initiatives introduce young people to working life through hands-on experiences, showcasing the innovative and inspiring nature of ProjectOne's work.

Tackling Sustainability with GlowInc

One of ProjectOne's clients, GlowInc, a beauty product manufacturer, has partnered with the firm to develop an innovative, organic nail polish. With the nail polish industry becoming increasingly saturated, GlowInc predicts a growing demand for sustainable alternatives and has tasked ProjectOne with bringing their vision to life.

To meet the challenge, ProjectOne has assembled a forward-thinking team that includes recently hired staff eager to gain hands-on experience with this pioneering project. The firm has also invested in state-of-the-art equipment to support the development of the new

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- (b) Identify **three** challenges for ProjectOne with their current working arrangements.

Challenges

1
2
3

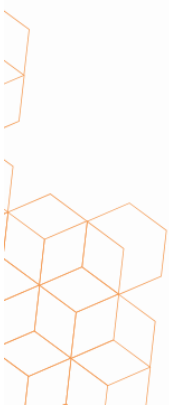
OL Paper 1 Q3 (b)

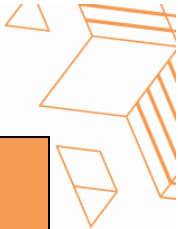
- (b) Nearly half of Irish jobseekers would refuse a job offer if it did not include remote working options, according to IrishJobs.ie.



Identify **two** benefits and **two** challenges associated with remote working for an employee.

Benefits
1
2
Challenges
1
2





14.14 Outline the importance of corporate wellness* and investigate the impact of corporate wellness on employee motivation and organisational culture.

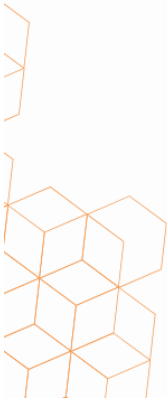
HL Paper 1 Q4 (d)

(d)



The Dexcom plant in Athenry will incorporate a 2.1km nature trail around the facility.
Discuss **four** ways employee motivation can be influenced by corporate wellness initiatives.

1
2
3
4

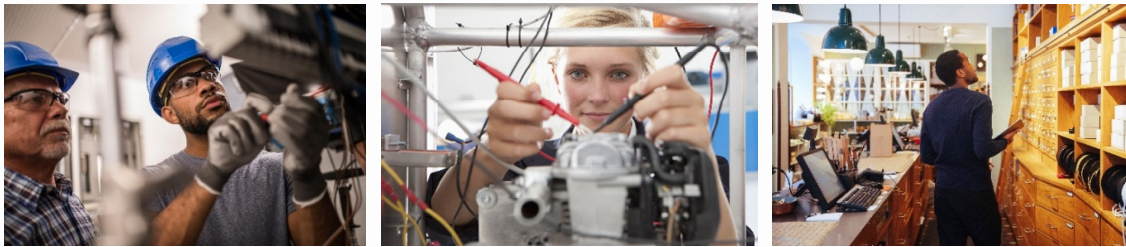




OL Paper 2 Q1 (e)

PJ Maher, an electrical contractor, employs six qualified electricians. He has recently expanded his business model. He saw an opportunity to source his own electrical materials for a better price and to also act as a wholesaler to other electricians around the area. This additional business complements his existing electrical contracting business.

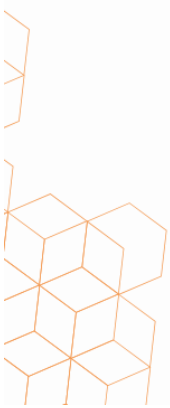
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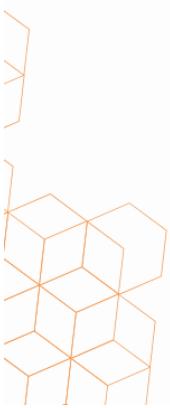


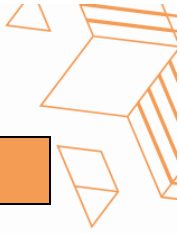


(e) PJ is committed to Corporate Wellness.

(i) Identify evidence of this in his business.

(ii) Outline **one** benefit to a business of maintaining a focus on wellbeing in the workplace.



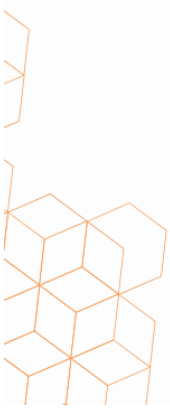


14.15 Identify the role of leadership in promoting corporate wellness.

OL Paper 1 Q3 (c)

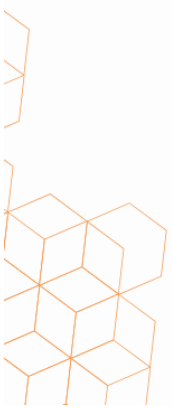
(c) State **two** ways a manager can promote corporate wellness.

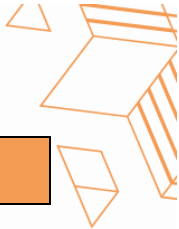
1
2





Chapter 15 The Importance of Communication





15.1 Explain the importance of communication in an organisation.

HL Paper 2 Q4 (c)

(c)



Glanbia place a keen emphasis on communication through actively engaging with employees, farmers, and suppliers. By maintaining open dialogue and using feedback mechanisms, Glanbia reduces the potential for points of tension.

Explain **three** reasons, apart from avoiding conflict, why effective communication is important in an organisation.

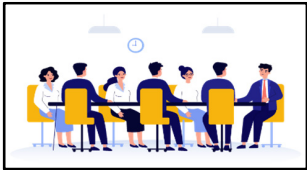
1
2
3



15.2 Identify different modes of communication and analyse the efficacy of each mode as an approach within an organisation.

HL Paper 2 Q5 (a) (i)

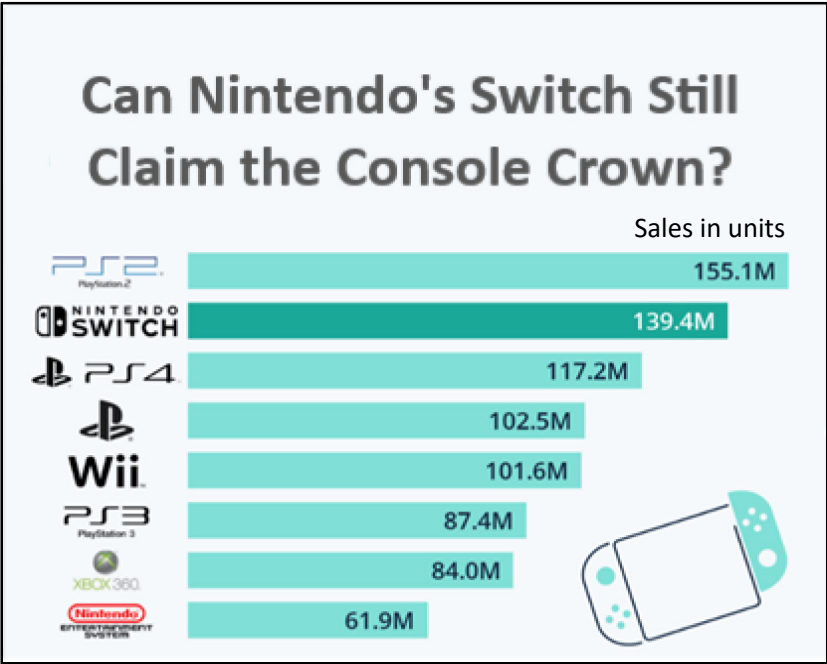
- (a) (i) Outline **two** considerations that should be taken into account when choosing an appropriate mode of communication in a business setting.



1
2

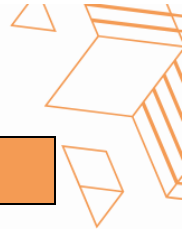
OL Paper 2 Q5 (c)

(c)



(i) How many more units did the PS2 sell compared to the PS4?

Workings:	Answer:
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15.3 Discuss how technology enables communication in organisations.

OL Paper 1 Q1 (g)

EverGlow Organics Ltd Poised for Global Expansion

Irish Skincare Success Story Eyes Europe and Asia

EverGlow Organics Ltd is a successful Irish company specialising in organic skincare for men and women. The business has grown steadily in Ireland and now plans to expand into Europe and Asia. The company is motivated by a growing demand for organic products and the potential to save money through economies of scale.

Adapting to New Markets

While their products have been well-received in Ireland, the company's management team is mindful of differences in culture, language, traditions, and income levels in the new markets. The business may need to adjust elements of its marketing mix to appeal to international consumers. The company recognises that conducting market research will be crucial before entering these markets. They will need to receive direct feedback from potential consumers and analyse existing data on market trends in each country.



Funding and Financial Considerations

EverGlow Organics Ltd is considering various financing options, such as applying for a long term loan or seeking investors. In addition to the financial risk, the company is concerned about changing exchange rates and established businesses in the new countries.

Investing in People and Technology

To support its growth, the business will hire freelance content creators to promote its products to new audiences. The company also plans to invest in new technology to handle increased demand and ensure effective communication. Recently, the team conducted a force field analysis to examine the driving and restraining forces related to the expansion.



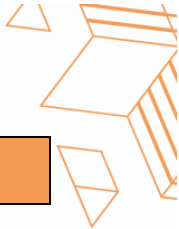
(g)



Managers at EverGlow Organics Ltd are concerned about communication challenges in the expanded business. Employees will be based in different countries. While managers value personal interaction, they acknowledge that in-person meetings are impractical. The company is now facing the difficulty of communicating with consumers all over the world.

Discuss the ways EverGlow Organics Ltd can use technology to overcome the potential communication challenges as described above.

Challenge:
Solution:
Challenge:
Solution:

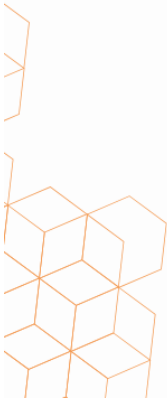


15.4 Discuss how communication might be improved in an organisation.

HL Paper 2 Q5 (a) (ii)

(ii) Explain **two** ways, apart from choosing the correct mode, how communication might be improved in an organisation.

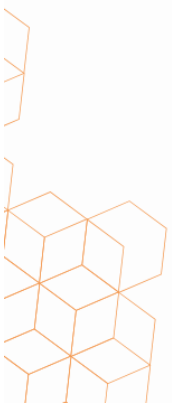
1
2

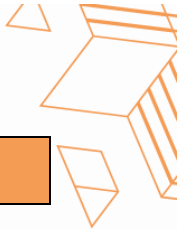




Chapter 16

The rationale for planning





16.2 Analyse the reasons for resistance to change in an organisation.

HL Paper 1 Q5 (d)

(d) Employees are losing patience with change initiatives, according to Harvard Business Review.

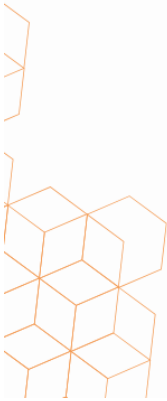
Analyse **four** reasons for resistance to change in an organisation.

1

2

3

4



16.4 Outline a range of approaches which may help to overcome resistance to change.

HL Paper 2 Q3 (b)

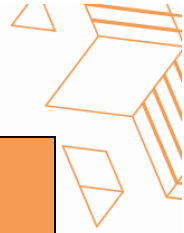
(b)



JPMorgan Chase & Co’s move to ask employees who are on hybrid work schedules to return to the office full time has prompted hundreds of staff comments, including complaints.
The issue came to a head after the company told staff it wanted them in the office five days a week from March.

Outline **two** ways companies like JPMorgan Chase & Co can overcome resistance to change.

1
2



16.7 Explain the importance of planning for change and discuss how a force-field analysis* could support strategically planning for change in an organisation.

HL Paper 2 Q1 (d)

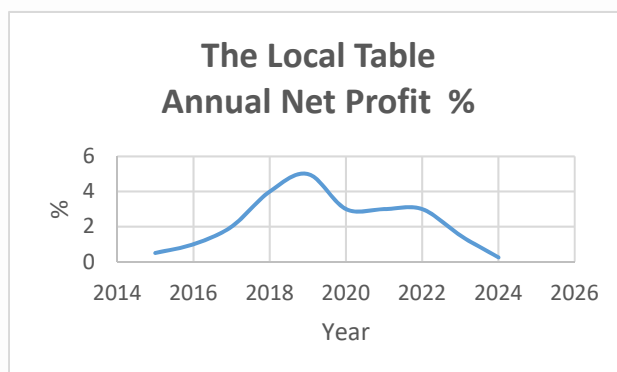
The Local Table Restaurant

The Local Table, an Irish restaurant, was founded in 2015 by two brothers, John and Mark Lee. The business is built around a unique selling point (USP) of using locally sourced ingredients, reflecting their commitment to quality and sustainability. However, this approach has introduced challenges, including supply chain issues, which mean not all menu items are available year-round. To adapt to this, The Local Table has embraced digital innovation by replacing printed menus with a daily updated menu application, allowing them to update offerings in real-time based on ingredient availability.

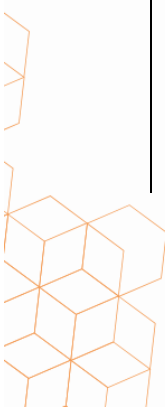
The Local Table began as a single outlet, funded through John and Mark's personal savings. The venture quickly gained traction, attracting large volumes of customers and earning a profit. Motivated by this, the duo expanded their business by opening two additional outlets in nearby towns, financing the expansion with a long-term loan. They installed solar panels aiming to reduce energy costs and eventually generate surplus electricity to sell back to the grid.

The Local Table operates without a dedicated marketing team, with John handling marketing and personally managing social media updates when time permits. It primarily relies on word of mouth and has not actively sought customers reviews. Competition has intensified, making it difficult to retain a loyal customer base. Despite its growth, it has faced mounting challenges. Mark is struggling with managing human capital. Overseeing three outlets has also stretched their operational capacity, leading to increased staff turnover and inconsistencies in both service and product quality.

Economic pressures have added to their difficulties. Rising costs across various aspects of the business, coupled with changes in the minimum wage, have impacted profitability.



Faced with these challenges, John and Mark are considering their next steps to secure The Local Table's future. Among their potential strategies is the introduction of new plant-based menu options, aimed at diversifying their offerings and attracting a broader customer base. Their concerns reflect wider industry struggles, as the Restaurant Association of Ireland has expressed concerns about the viability of the industry under current economic pressures. The closure of 856 Irish restaurants and cafés in 2024, underscores the difficult road ahead. As The Local Table navigates these turbulent times, its ability to adapt and innovate will be critical in determining its future.



-

[illegible]

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Eyes Europe and Asia

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Investing in People
and Technology

To support its growth, the business will hire freelance content creators to promote its products to new audiences. The company also plans to invest in new technology to handle increased demand and ensure effective communication. Recently, the team conducted a force field analysis to examine the driving and restraining forces related to the expansion.

- (c) *EverGlow Organics Ltd conducted a force field analysis to examine the forces for (driving) and the forces against (restraining) the expansion.*

Using examples from the text, identify **two** driving forces and **two** restraining forces relating to the expansion of EverGlow Organics Ltd.

Driving Forces
1
2
Restraining Forces
1
2



OL Paper 2 Q2 (e)

- (e) 70% of employees in a small business have asked to move to a hybrid working model that would allow them to work from home two days per week.

Their manager would like to implement this change but is unsure if it would be best for the organisation as a whole.

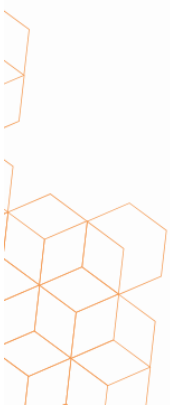
To help them decide, they construct a **Force Field Analysis**.

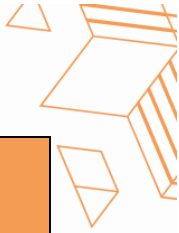


Indicate whether each of the following statements is a driving force or a restraining force, by putting a tick (✓) in the correct box.

FORCE FIELD ANALYSIS

Moving to a hybrid working model ...	Driving Force	Restraining Force
may result in employees feeling isolated		
may bring about a higher likelihood of confidentiality breaches		
may lead to difficulty in monitoring employee productivity		
would fulfil an element of the Corporate Wellness Programme		





16.8 Explain what is meant by contingency planning in terms of crisis management in an organisation.

OL Paper 2 Q4 (e)

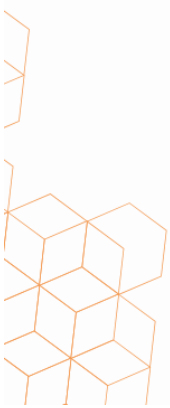
- (e) Many businesses regretted not having contingency plans in place when Storm Eowyn hit Ireland in January 2025.

Explain the term contingency planning.

16.9 Discuss the factors that should be considered when developing a contingency plan.

OL Paper 2 Q4 (f)

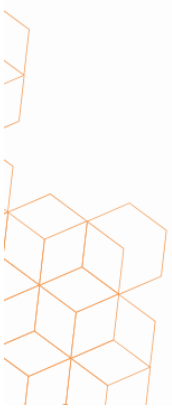
- (f) Discuss **one** factor that should be considered when developing a contingency plan.

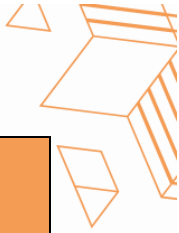




Chapter 17

Making informed decisions as a consumer



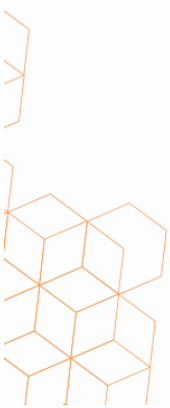


17.1 Investigate the rights and responsibilities of consumers using current relevant consumer legislation.

OL Paper 1 Q2 (e) (ii)

- (ii) When accessing digital services, consumers have a number of rights. Indicate whether each of the following statements is true or false, by putting a tick (✓) in the correct box.

Statement	True	False
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.		





OL Paper 2 Q5 (b)

(b) Consider the following situation:

You purchased a games console from a local retailer. However, when you tried to play a game, some of the controller functions were not working.

(i) Based on current consumer legislation, explain **two** forms of redress to remedy this situation.

1
2

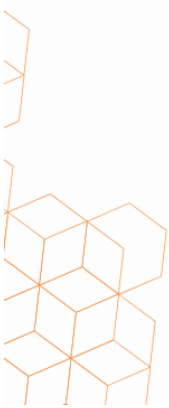
(ii) Do you have the same consumer rights when you purchase items from outside the EU?

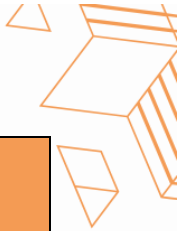
Indicate your answer by putting a tick (✓) in the correct box.

Yes

☐

No

☐



17.2 Demonstrate how consumer behaviour might be informed by ethical and sustainability concerns.

HL Paper 2 Q5 (c) (ii)

(ii) Describe **four** ways a consumer purchasing food products can actively contribute to the circular economy.

1
2
3
4



OL Paper 1 Q4 (d)

(d)

Should Ireland follow France in tackling fast fashion?

In an effort towards a more circular economy, law makers in France are seeking to place a levy (fee) on purchases from fast fashion giants like Shein and Temu.

(i) Explain the term circular economy.

(ii) Describe **two** ethical concerns of Irish consumers when purchasing from online retailers.

1
2



OL Paper 2 Q1 (g)

- (g) PJ has been researching the Circular Economy Innovation Grant Scheme (CEIGS) and is planning to apply for this grant.

Indicate whether each of the following examples would help contribute to the circular economy, by putting a tick (✓) in the correct box.

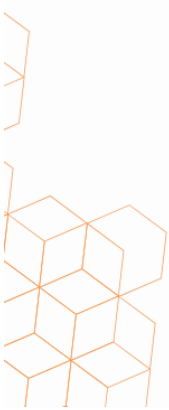
Examples	Yes	No
Provide a service for customers where they can leave used or end-of-life electrical items at his premises for recycling.		
Sell energy efficient bulbs, even though they tend to be more expensive.		
Change his packaging from recyclable cardboard to single-use plastic cartons in order to save money.		

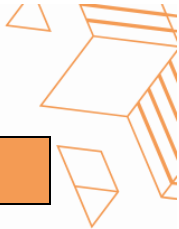
OL Paper 2 Q2 (a)

- (a) Fill in the blanks by using the correct words from the list below.
(one word does not apply)

illegal	European	businesses
---------	----------	------------

Shadow economy activity involves _____ or individuals engaging in _____ transactions by acting out of line with legislation or government reporting requirements.





17.3 Investigate how digital technology impacts on consumer behaviour.

HL Paper 1 Q3 (d)

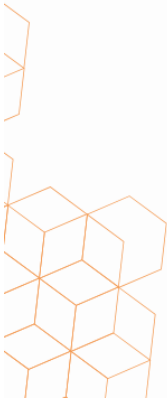
- (d) Digital Business Ireland (DBI) is the voice of the Irish digital commerce sector and the leading representative body for online businesses.

DBI concludes online sales are forecast to reach almost €16 billion this year.



Analyse **three** ways digital technology can influence consumer behaviour.

1
2
3



HL Paper 2 Q3 (e)

- (e)

In October 2021, the Competition and Consumer Protection Commission (CCPC) completed a research project on online consumer behaviour. The central objective of this project was to examine consumer engagement with social media platforms and influencers.

Evaluate the impact of digital technology on consumer behaviour.



17.4 Investigate how personal data is protected by European regulation.

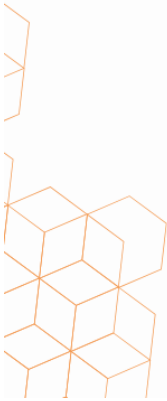
OL Paper 1 Q5 (f)

- (f) According to the Data Protection Commission's 2023 Annual Report, there was an 20% increase of valid data breach notifications received by the Data Protection Commission.



Based on current EU law, outline **two** rights consumers have in relation to protection of their personal data.

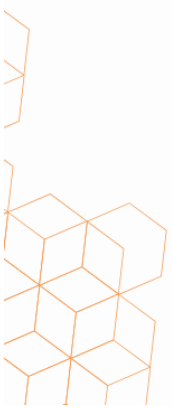
1
2





Chapter 18

Making informed financial decisions



18.1 Examine the factors to be considered with saving, investing, and borrowing.

HL Paper 2 Q2 (c)

(c)



Value of personal loans drawn down in 2023 surges to over €2bn.

Explain **three** factors a consumer should consider before borrowing money.

1
2
3



OL Paper 1 Q4 (a) & (b)

- (a) Claire is planning to set up a savings account and is considering choosing one of the options shown below.

Option 1: Trade Republic

	Savings Account	No minimum Term	Instant Access
	Deposit Guarantee Scheme	Min / Max savings (total deposit) €1 / €50,000	3.75% AER

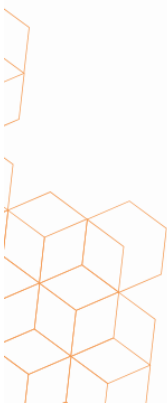
Option 2: Bank of Ireland

	SuperSaver Account	No minimum Term	Restricted Access
	Deposit Guarantee Scheme	Min / Max savings (total deposit) €5 / €2,500	3.00% AER

- (i) Indicate which savings option you would recommend to Claire, by putting a tick (✓) in the appropriate box.

Option 1: Trade Republic	
Option 2: Bank of Ireland	

- (ii) Give a reason for your answer.



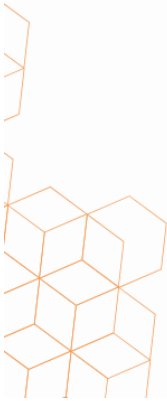


(iii) What do the letters AER stand for? (Write your answer in the space below)

A	E	R

(b) Outline **two** factors, apart from interest rates, that a person should consider when deciding where to save their money.

1
2



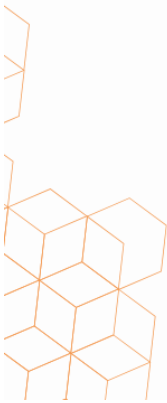


18.4 Explain how technology impacts the provision of financial products and outline the benefits and challenges of fintech.

OL Paper 1 Q4 (c)

- (c) Explain **two** advantages for consumers of setting up an account with a digital bank such as Trade Republic.

1
2



OL Paper 2 Q2 (b)

(b)

78% of consumers manage money or payments using mobile devices.



Fintech is the use of technology to deliver financial services and products to consumers.

Outline **one** benefit and **one** challenge of fintech for consumers.

Benefit:
Challenge:

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.

HL Paper 1 Q3 (c)

- (c) Strong demand for cars helped drive the personal loans market during the first three months of 2024.



Outline **three** factors that can affect a person's credit rating.

1
2
3

18.7 Outline a range of financial fraud activities and discuss how consumers can protect themselves.

OL Paper 1 Q2 (e) (i)

(e)

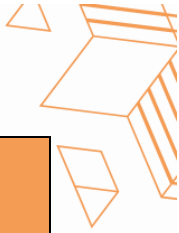


Almost €100m stolen through fraud and scams in Ireland in 2023

A report has found that card fraud accounted for 36% of gross fraud losses in 2023 and 34% of the total losses from unauthorised electronic transfers.

(i) Explain **three** ways consumers can protect themselves against fraud.

1
2
3



18.8 Describe Central Bank Digital Currency and examine the potential impact of digital currency on consumers and businesses.

HL Paper 2 Q3 (c)

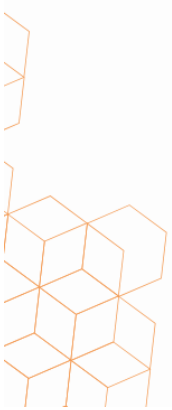
- (c) The European Securities and Markets Authority (ESMA) and the European Banking Authority (EBA) have been actively analysing developments in the crypto-asset market.

- (i) Describe **two** differences between Central Bank Digital Currency (CBDC) and crypto assets.

1
2

- (ii) Explain **one** potential impact of digital currency on consumers and businesses.

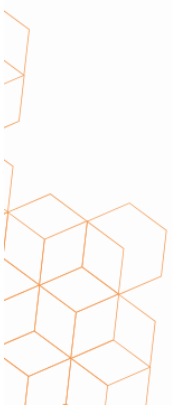
Consumers
Businesses

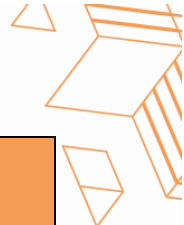




Chapter 19

Being an informed employee





19.2 Investigate how the rights and responsibilities of both employees and employers are set out in current relevant employment legislation.

HL Paper 2 Q4 (a)

(a)



Nurse wins €56,000 for maternity related discrimination.

Pregnancy-related discrimination is discrimination on the grounds of gender.
List **three** grounds, apart from gender, on which discrimination is illegal.

1
2
3

OL Paper 1 Q3 (d)

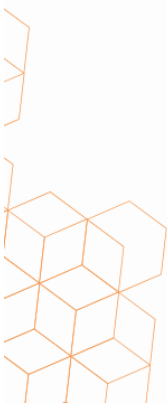
(d)



84% of businesses plan to increase pay in 2025 according to a survey carried out by IBEC.

Based on current legislation, explain **two** rights of employees that are related to pay.

1
2

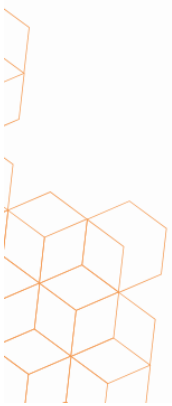


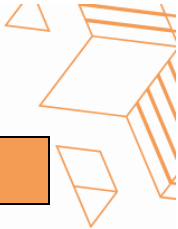


OL Paper 2 Q2 (f)

- (f) Based on current employment legislation, list **four** grounds under which discrimination is illegal.

1
2
3
4





19.3 Describe the role of trade unions in the workplace.

OL Paper 2 Q3 (c)

- (c) In April 2024, RTE News reported that the Communications Workers' Union (CWU) threatened industrial action at the courier company DPD Ireland.

“The union has accused the company of refusing to engage with workers at its Clare depot regarding union recognition.”

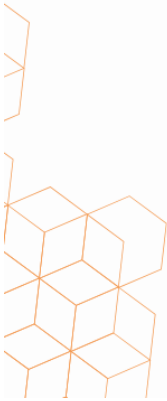


- (i) Do employees in Ireland have the right to join a trade union?
Indicate your answer by putting a tick (✓) in the correct box.

Yes ☐ No ☐

- (ii) Outline **two** ways that trade unions support employees in the workplace.

1
2





19.4 Discuss the role of the gig-based economy* and identify the associated opportunities and challenges for workers.

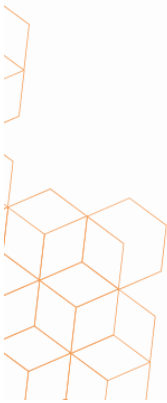
HL Paper 1 Q5 (a)

(a) New EU law means gig economy workers must get better working conditions.
The number of workers in the gig economy within the EU is expected to rise to 43 million by 2025.

(i) Explain the term gig economy.

(ii) Identify **three** challenges faced by workers in the gig economy.

1
2
3





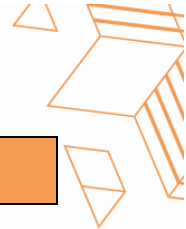
OL Paper 1 Q1 (e)

(e) *To support its growth, the business will hire freelance content creators to promote its products to new audiences.*

Identify **two** advantages and **two** disadvantages for a worker engaging in freelance work.

Advantages
1
2
Disadvantages
1
2





19.5 Investigate how the annual government budget impacts on workers.

OL Paper 2 Q4 (b)

- (b) A staff member at the Lakeview Inn shows you their weekly payslip. They are concerned that changes in the national budget announcement by the government will affect their net pay.

Advise the staff member on how the following changes may impact their net pay. Give a reason for your answer.

Budget Measure	Impact on Net Pay
Increase in personal tax credits	Impact:
	Reason:
Increase in USC rate	Impact:
	Reason:

