

## Block class

### Question 1

- (B) Illustrate the impact of trade disputes on any **three** stakeholders in a business. (15 marks)

### Question 2

- (A) (i) Explain the term **co-operative relationship** between stakeholders in a business.
- (ii) Describe **one** example of a co-operative relationship which could arise between **each** of the following pairs of stakeholders:
- Employer and employee
  - Investor and manager of a business
  - Producer and consumer.
- (20 marks)

### Question 3

5. Draft an email from Mike Hannon, Sales Manager to all staff at superstore.ie outlining **two** rights customers have under General Data Protection Regulation (GDPR).

<b>Recipients:</b>	
<b>Subject:</b>	

### Question 4

- (B) Evaluate the role of the Competition and Consumer Protection Commission (CCPC). (20)

### Question 5

- (C) Outline **three** types of redress available to employees who have been unfairly dismissed under the Unfair Dismissals Act 1977/2015. (20)

### Question 6

- (C) Discuss the services provided by the Workplace Relations Commission (WRC). (20)

### Question 7

- (B) Evaluate **negotiation**, **conciliation** and **arbitration** as methods to resolve industrial conflict in the workplace. (20 marks)

### Question 8

- (A) Outline the procedures an employer should follow under the Unfair Dismissals Acts of 1977-2007, before dismissing an employee. (20 marks)

### Question 9

- (C) (i) Explain, using an example, the term **intrapreneurship**.  
(ii) Illustrate **two** benefits of intrapreneurship for a business. (20)

### Question 10

- (C) Explain the reasons why the Irish Government encourages entrepreneurship in Ireland. (15)

### Question 11

(B) Read the information supplied and answer the question which follows.

Hexagon Solutions is a global software design company operating in Dublin.



It offers competitive salaries and long-term contracts of employment to all employees. A team structure exists in the business where employees from all over the world work together on innovative projects. Staff ideas are accepted, and innovation is rewarded. Hexagon supports employees who take on further studies.

Outline the different stages in Maslow's hierarchy of needs theory **and** illustrate how Hexagon Solutions applies this theory to motivate its employees.

(20)

- (C) (i) Describe **two** leadership styles.
- (ii) Outline the factors that influence the leadership style adopted by business managers. Provide examples to support your answer. (20)

### Question 12

10. Outline **two** possible implications for a business if a manager adopts McGregor's Theory X approach to managing:

- (i) \_\_\_\_\_  
\_\_\_\_\_
- (ii) \_\_\_\_\_  
\_\_\_\_\_

### Question 13

(C) Information and Communication Technology (ICT) has affected international trade. Outline the developments in ICT that have made it easier for Irish businesses to trade internationally.

(15)

### Question 14

(B) Explain the benefits to a business of having a manager who is an effective communicator. (20 marks)

(C) Read the information supplied and answer the question which follows.

Bective Manor is a stately home available for wedding ceremonies and functions. It has recently started using Twitter and Facebook to market its services. Customers' details are stored in a database. Emer Kelly, the Marketing Manager, has been assigned the additional role of Data Protection Officer.

Using your knowledge of the **Data Protection Acts 1988 and 2003**, draft a **report** from Emer Kelly to Richard Daly, Managing Director, outlining the obligations of Bective Manor to its customers in relation to data protection. (Use today's date.) (20 marks)

(60 marks)

### Question 15

Read the information below and answer the questions which follow.

#### SuperSave

SuperSave, a supermarket chain located in the south west, is considering updating its IT system to link all its stores and to modernise all its operations. It intends to implement a new Quality Assurance programme throughout all its stores. It is also considering a major recruitment campaign.



(B) Analyse the impact of new technology on business costs and on business opportunities. Provide examples to support your answer. (20 marks)

### Question 16

5. Outline **two** implications for management when a company develops its own website:

(i) \_\_\_\_\_  
\_\_\_\_\_

(ii) \_\_\_\_\_  
\_\_\_\_\_


### Question 17

*“Globalisation refers to the increasing interdependence of the world’s economies.”*

- (A) Outline **four** developments in technology that have facilitated the growth in globalisation. (20 marks)

### Question 18

Read the information supplied and answer the questions which follow.

	<p style="text-align: center;"><b>Good4U</b></p> <p>Good4U is a family run health snacks business based in Sligo. In 2004 the business’s original product was a sprouted seed. The Good4U goal was to become a market leader in the healthy snacks industry. The business now has over 40 products, including seed snacks and energy balls. Good4U recently launched a new salad topper range.</p> <p style="text-align: right;"><a href="http://www.good4u.com">www.good4u.com</a></p>
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- (B) (i) Illustrate, by means of a diagram, a functional organisational structure for a manufacturing business such as Good4U.
- (ii) Outline the benefits of a functional organisational structure. (20)

### Question 19

- (C) (i) Explain the term **quality assurance** as part of Total Quality Management (TQM).
- (ii) Describe the benefits to a business of achieving a recognised quality mark standard. (20 marks)

### Question 20

- (C) Describe **two** distinct situations requiring **short-term** finance for a start-up business **and** explain the most appropriate source of short-term finance in **each** situation. (20)

## Question 21

(C) The cash flow forecast for Amrod Ltd for the final quarter of 2015 is set out below:

Cash Flow Forecast for Amrod Ltd for the 4 <sup>th</sup> Quarter of 2015				
2015	October €	November €	December €	Total €
Total Receipts	70,000	180,000	90,000	340,000
Total Payments	100,000	165,000	120,000	385,000
Net Cash	(30,000)	15,000	<b>B</b>	(45,000)
Opening Cash	20,000	<b>A</b>	5,000	<b>C</b>
Closing Cash	(10,000)	5,000	(25,000)	(25,000)

- (i) Explain the reasons Amrod Ltd would prepare a cash flow forecast.
- (ii) Calculate the figures represented by the letters **A**, **B** and **C** on the cash flow forecast.  
(Show your workings in your answer book.)
- (iii) Explain how Amrod Ltd might deal with the financial problem identified in this cash flow forecast. (25 marks)

## Question 22

- (C) Explain what it means to be ‘underinsured’ **and** outline **one** possible effect of being underinsured on a business. (15 marks)

## Question 23

The increase in the numbers of employees now working remotely from home has changed the traditional office beyond recognition. The role of the Human Resources (HR) Manager has never been more important.



- (C) Compare the similarities and differences for businesses and households in relation to taxation. Use any **three** of the following headings to structure your answer: (20)

Corporation Tax      PAYE      Capital Gains Tax      Local Property Tax (LPT)

### Question 24

2. (a) What do the letters PAYE stand for? Write the answer in the space provided.

<b>PAYE</b>	
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- (b) Outline **two** main features of the PAYE tax system:

(i) \_\_\_\_\_  
\_\_\_\_\_

(ii) \_\_\_\_\_  
\_\_\_\_\_

### Question 25

- (B) Pay As You Earn (PAYE), Value Added Tax (VAT), and Corporation Tax are examples of taxes relevant to a business.
- (i) Explain **each** tax underlined above.
- (ii) Evaluate the implications of **each** tax for a business.

(25 marks)



## Question 26

5. (a) Using the figures below, calculate the **Debt/Equity ratio (Gearing)** of Lalco Ltd. for 2015. (Show your formula and workings.)

Reserves	€130,000
Long-term Loan	€700,000
Ordinary Share Capital	€220,000

<b>Formula:</b>	<b>Workings:</b>
<b>Answer:</b>	

- (b) Outline whether Lalco Ltd. is highly geared or lowly geared **and** the possible effect this result has on the business.

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## Question 27

Read the information supplied and answer the questions which follow.



Kerry Group is a leading taste and nutrition company. Total Quality Management (TQM), reward schemes and teamwork are evident in many leading companies such as Kerry Group.

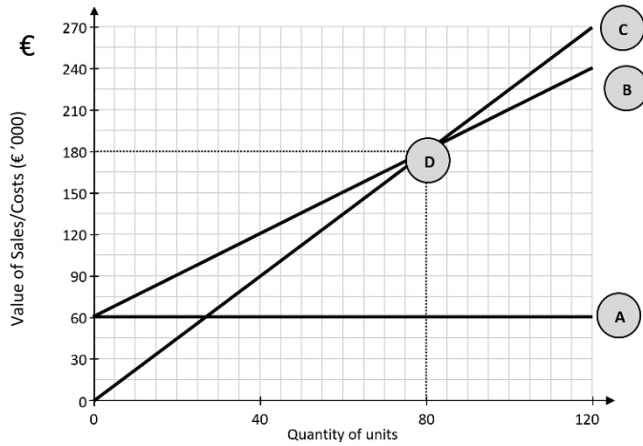
- (A) (i) Distinguish between **forming** and **norming** as stages in team development.
- (ii) Outline **two** benefits of **teamwork** for the employees in a business. (20)
- (B) Discuss the benefits of adopting a Total Quality Management (TQM) system for a company such as Kerry Group. (15)

## Question 28

10.

- (i) Read the Break-Even chart below and identify the full labels (not abbreviations) for A, B, C and D.

**Break-Even Chart for Eurocon DAC**



**Answer Box**

	Full Label
A	
B	
C	
D	

- (ii) Calculate Profit at Forecast Output of 120 units.

Show your workings.

**Workings**

**Profit at Forecast Output**

Answer: \_\_\_\_\_

- (iii) Outline **one** limitation of break-even analysis.

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### Question 29

6. In break-even analysis a distinction is made between '*Fixed Costs*' and '*Variable Costs*'. Explain these terms, and give **one** example in **each** case.

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### Question 30

- (A) Discuss the three challenges below that a new business start-up must address.

**Ownership structure**

**Production**

**Finance**

(20)

### Question 31

- (C) Discuss the factors a business should consider before changing from a batch to a mass (flow) method of production. (15 marks)

## Question 32

Read the information supplied and answer the questions which follow.

### Fantasia Clothing Ltd

Amy Carroll noticed that a lot of children's clothes available in the market are mini-versions of adult clothing. She identified a gap in the market for clothes which are bright, colourful and fun, designed specifically for children. She established **Fantasia Clothing Ltd** which, in two years, has earned a loyal customer base. Her unique designs, produced using quirky and comfortable fabrics, ensure her children's clothing stand out in the saturated children's clothing market.



- (A) (i) Explain the term **niche market** with reference to Fantasia Clothing Ltd.  
(ii) Illustrate the implications for a business operating in a niche market.

(20 marks)

## Question 33

### Question 8

### Business in Action

Read the information supplied and answer the questions which follow.



Spotlight Oral Care, a Galway based company, was set up by sisters and dentists Dr Lisa & Dr Vanessa Creaven and Dr Barry Buckley in 2016. The company has developed a product portfolio for specific consumer oral care needs. Distribution channels include both online selling and the use of retailers in Europe, the UK and the US.

Adapted from rte.ie

- (A) (i) Explain the term channel of distribution.  
(ii) Draft a diagram of a channel of distribution that Spotlight Oral Care might use.  
(iii) Outline **two** implications of using this channel of distribution. (25)
- (B) In relation to the product element of the marketing mix explain the factors a business must consider when designing a new **or** a revised product. (15)
- (C) Outline your understanding of any **three** of the following types of advertising listed below. Provide an example in each case to support your answer.
1. Persuasive advertising
  2. Informative advertising
  3. Generic advertising
  4. Competitive advertising. (20)

## Question 34

- (C) Evaluate the benefits **and** challenges for a small start-up business of choosing a direct channel of distribution rather than selling through wholesalers and retailers. (15 marks)

## Question 35

### Question 7

Read the information supplied and answer the questions which follow.

#### *Stitch Express*

Stitch Express is a business set up by Alex Dunne originally offering clothing alterations, dress restyling and repairs. The business has grown and Alex believes it is time to update his marketing strategy. Following market research, Alex introduced a dry cleaning service. There are a few competitors in the market, so Alex decided to review his pricing and promotion policies. Alex believes he will need to rebrand the business, as a result of introducing the dry cleaning service.



- (A) (i) Outline the advantages **and** disadvantages of using secondary (desk) research techniques for collecting information on a market.  
(ii) Illustrate **one** source of desk research **and one** source of field research that Stitch Express might use, giving a reason for your answer in **each** case. (25 marks)
- (B) Evaluate the effectiveness of sales promotion techniques Alex could consider to boost sales. (15 marks)
- (C) Discuss the benefits of branding as a marketing tool for business, providing examples to support your answer. (20 marks)  
**(60 marks)**

## Question 36

- (B) *'For a business to survive it needs to grow and expand.'*  
Evaluate **two** methods of business expansion. (20 marks)
- (C) Discuss the short-term and long-term implications of business expansion using the following headings:  
**Organisation Structure; Product mix; Profitability; Employment.** (20 marks)

### Question 37

6. The rate of inflation in Ireland is currently soaring as the cost of energy, transport and housing has accelerated on the back of pent-up demand and supply chain bottlenecks.

Adapted from The Irish Times

Explain how the Consumer Price Index works.


### Question 38

- (A) Read the information supplied and answer the question which follows.

Vodafone Retail Ireland has blamed lower demand for new mobile handsets for a 9% drop in sales revenues at its retail network.

*The Irish Times* January 2019

Outline the effects a decrease in sales revenues has on a business.

(15)

### Question 39

7. (a) Explain the term *exchange rate*.

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(b) Describe **two** possible risks which *exchange rates* could present for businesses in Ireland:

(i) \_\_\_\_\_

\_\_\_\_\_

(ii) \_\_\_\_\_

\_\_\_\_\_

### Question 40

(C) Read the information supplied and answer the questions which follow.

Community development has never been more important.

- (i) Explain the term 'community development'.
- (ii) Describe the **economic** and **social** benefits of community development. (20)

### Question 41

(A) Read the information supplied and answer the questions which follow.

*The Dough Bros Pizzeria*

The Dough Brothers serve authentic wood-fired pizza at markets, events and private parties. The brothers recently switched from single-use plastic to biodegradable cutlery and napkins.

*Adapted from The Irish Times July 2018*

- (i) Discuss the importance for a business of being environmentally responsible.
- (ii) Outline **two** measures, other than the measure outlined above, a business could consider in its effort to become more environmentally responsible. (25)

### Question 42

(B) Discuss the benefits **and** challenges of European Union membership for Irish businesses. (25)

### Question 43

(C) Should Ireland leave the European Union? Outline reasons for your answer. (20 marks)





## Question 44

Read the information supplied and answer the questions which follow.

Enterprise Ireland is the government organisation responsible for the development and growth of Irish enterprises in world markets. It works in partnership with Irish enterprises to help them start, grow, innovate and win export sales in global markets.



Adapted from [enterpriseireland.ie](http://enterpriseireland.ie)

- (A)** Outline the challenges of global marketing that an Irish business may face when trading internationally. (20)
- (B)** **(i)** Illustrate, by using an example, your understanding of the term an indigenous business.
- (ii)** Discuss the benefits for large indigenous businesses of exporting to new markets. (20)