2027.M57S1

2027L033A1ES1

Coimisiún na Scrúduithe Stáit
State Examinations Commission

Leaving Certificate Examination
Sample 1

Business

Higher Level

2 hours 30 minutes

300 marks

Examination Number

Date of Birth

For example, 3rd February 2005 is entered as 03 02 05

Centre Stamp

Instructions

There are **five** questions in this paper.

Question 1	90 marks
Questions 2 to 5	70 marks each

Answer **Question 1** and any **three other** questions.

Write your Examination Number and your Date of Birth in the boxes on the front cover.

Write your answers in blue or black pen. You may use pencil for sketches, graphs and diagrams only.

Write your answers in the spaces provided in this booklet. There is additional space at the end of question one and at the back of the booklet. Label any such extra work clearly with the question number and part.

This examination booklet will be scanned and your work will be presented to an examiner on screen. Anything that you write outside of the answer areas may not be seen by the examiner.

Question 1 is compulsory. Answer all parts.

Question 1 **The Business World** **(90 marks)**

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.

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

Challenges

1
2
3

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

1
2
3

(d) Outline how ProjectOne can use each of the four phases of design thinking to successfully meet GlowInc's expectations.

(e) **(i)** Analyse the competitive forces in the market for Glow Inc using Porters Five Forces Model.

Continued answer space on next page →

(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.

Additional space for answers to Question 1.
Label each part clearly.

Answer any three questions from questions 2, 3, 4 or 5.
Each question carries 70 marks.

Question 2 **(70 marks)**

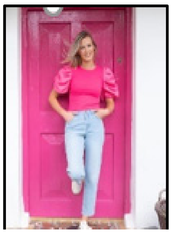
Grá Chocolates was founded in Galway by Gráinne Mullins. Handmade in small batches, the exquisite artisan confections blend the finest raw ingredients with native Irish flavours.

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

1	
2	
3	
4	

(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.



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

(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

(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

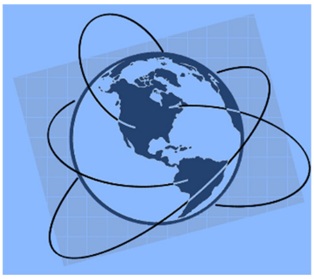
Question 3 **(70 marks)**

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

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

1	
2	
3	

(b) Fill in the missing term in the case of **each** of the following statements.



(i) Interest groups engage in ______________________ to influence policy development.

(ii) Selling off state-owned enterprises is known as ____________________________.

(iii) A group of countries who remove trade barriers to promote economic cooperation is known as a _____________________________ .

(iv) Balance of Trade equals _________________________ minus _____________________ .

(v) Interest rates in Ireland are set by the ____.

(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

(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

(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

Question 4 **(70 marks)**

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

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

	Statement	True	False
1	A STEEPLE analysis may be used to assess the impact of internal factors on a business		
2	Variable costs include employee wages, insurance and electricity		
3	Conciliation is a process of conflict resolution where an independent third party issues a recommendation		
4	Induction Training is also known as ‘onboarding’		
5	Strategic Planning sets out a firm’s long-term objectives		

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

Opportunities

1
2

Challenges

1
2

(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.

Continued answer space on next page →

(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

Question 5 **(70 marks)**

(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

(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

(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.

Continued answer space on next page →

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

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

1

Continued answer space on next page →

2
3
4

Additional writing space.
Label all work clearly with the question number and part.

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Acknowledgements

Images

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Pg 17 www.rte.ie/news/business/2024/0807/1463850-digital-business-irelands-forecasts/

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Text

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Leaving Certificate Examination – Higher Level

Business

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2 hours 30 minutes