2027.M57S2

2027L033A1ES2

Coimisiún na Scrúduithe Stáit
State Examinations Commission

Leaving Certificate Examination
Sample 2

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)**

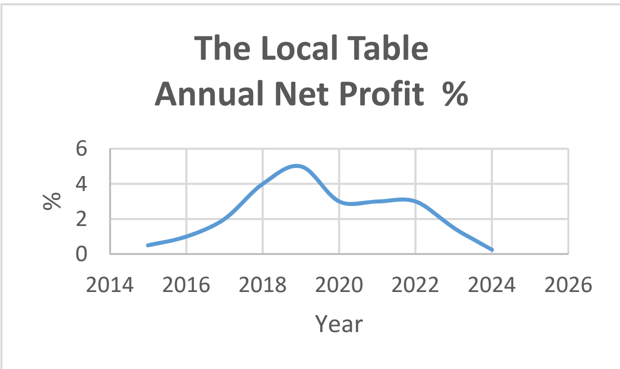
The Local Table Restaurant

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.

(a) As of January 1, 2025, the national minimum wage in Ireland has increased.

Explain **one** potential impact of the minimum wage increase on The Local Table.

(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.

(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:

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

1
2
3
4

(d) John and Mark are considering closing two of the restaurants and returning to only operating the one original restaurant.

Use a Force Field Analysis to examine the potential effects of this decision on the business.

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

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

1
2

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)**

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

(i) Visible exports minus visible imports is known as the Balance of ___________________.

(ii) During primary research, using a select number of participants discussing a product or service is known as a ________________________ .

(iii) Costs that remain constant regardless of a business' output are known as ________________________costs.

(iv) A model of production and consumption which extends the life cycle of products, reduces waste, and creates further value is known as the ________________________.

(v) The workers union representative in the workplace is known as the _________________________.

(b)

TikTok	**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

(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

(d)

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

1
2
3

(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.

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Question 3 **(70 marks)**

(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	

(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

(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

(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

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2

(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.

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Question 4 **(70 marks)**

(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	

(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.

(c)

Glanbia

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

(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.

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

1
2
3

(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

Question 5 **(70 marks)**

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

1

2

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

1

2

(b)

MARS

Mars to buy Pringles maker Kellanova in mega $36bn deal

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.

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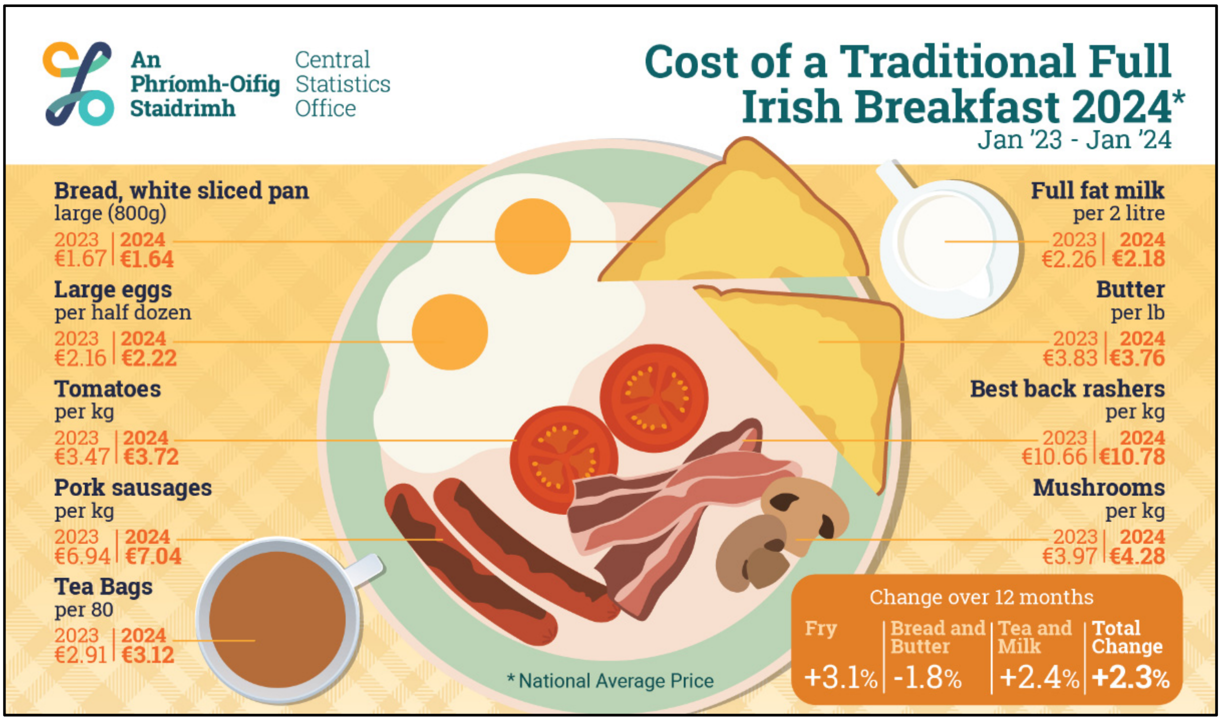
(c)



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

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

1
2
3
4

(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.

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

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Label all work clearly with the question number and part.

Acknowledgements

Images

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Text

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Leaving Certificate Examination – Higher Level

Business

Sample 2

2 hours 30 minutes