



Coimisiún na Scrúduithe Stáit
State Examinations Commission

Leaving Certificate 2021

Marking Scheme

Link Modules

Common Level

Note to teachers and students on the use of published marking schemes

Marking schemes published by the State Examinations Commission are not intended to be standalone documents. They are an essential resource for examiners who receive training in the correct interpretation and application of the scheme. This training involves, among other things, marking samples of student work and discussing the marks awarded, so as to clarify the correct application of the scheme. The work of examiners is subsequently monitored by Advising Examiners to ensure consistent and accurate application of the marking scheme. This process is overseen by the Chief Examiner, usually assisted by a Chief Advising Examiner. The Chief Examiner is the final authority regarding whether or not the marking scheme has been correctly applied to any piece of candidate work.

Marking schemes are working documents. While a draft marking scheme is prepared in advance of the examination, the scheme is not finalised until examiners have applied it to candidates' work and the feedback from all examiners has been collated and considered in light of the full range of responses of candidates, the overall level of difficulty of the examination and the need to maintain consistency in standards from year to year. This published document contains the finalised scheme, as it was applied to all candidates' work.

In the case of marking schemes that include model solutions or answers, it should be noted that these are not intended to be exhaustive. Variations and alternatives may also be acceptable. Examiners must consider all answers on their merits, and will have consulted with their Advising Examiners when in doubt.

Future Marking Schemes

Assumptions about future marking schemes on the basis of past schemes should be avoided. While the underlying assessment principles remain the same, the details of the marking of a particular type of question may change in the context of the contribution of that question to the overall examination in a given year. The Chief Examiner in any given year has the responsibility to determine how best to ensure the fair and accurate assessment of candidates' work and to ensure consistency in the standard of the assessment from year to year. Accordingly, aspects of the structure, detail and application of the marking scheme for a particular examination are subject to change from one year to the next without notice.

In considering this marking scheme, the following should be noted:

The detail required in any answer is determined by the context and the manner in which the question is asked and by the number of marks assigned to the response in the examination paper.

Words, expressions or phrases must be correctly used in context and not contradicted, and where there is evidence of incorrect use or contradiction, the marks may not be awarded.

As a general rule, if in doubt about the validity of any response, examiners must consult their advising examiner before awarding marks.

The suggestions, examples etc. in the scheme are not exhaustive and alternative valid responses etc. are acceptable.

The procedure for marking consists of:

- Careful reading and analysis of all the responses
- Allocation of marks to the components according to the agreed scheme.

Q.1 Name one way a job may be advertised.

Agencies/online job sites/social media/their hotels

1 mark

Q.2 What preparation did Mark do for this interview?

Two valid reasons

2 x 1 mark

1. He put a lot of work into his online application.
2. He printed out a copy before filling it in online.
3. He made sure everything was spelled correctly.
4. He spent time on the cover letter so that it was short and to the point.
5. He got his dad to proof-read it.
6. He puts some sticky notes with key phrases around the edge of his screen.
7. He checks the background view in his laptop and repositions it so that a poster on the wall won't be seen.

Q.3 What preparation did Kate do for this Zoom interview?

Three valid answers

3 x 1 mark

1. She put an 'Interview in progress' sign on the door.
2. She gets Zoom up on her computer.
3. She has questions ready.
4. She did up a scoring sheet so she can take notes on each person.
5. She chose an office/room with reliable Wi-Fi.
6. She made sure to look at the camera and not at the screen.
7. She organized herself to record the interviews to justify her decisions to HR.

Q.4 Why would Mark prefer the hotel trainee program to a college course as his chosen career path? Give two reasons.

Two valid answers

2 @ 1 mark

1. He researched the hotel and found out it's one of the leading groups of hotels around the world, so the placement could be done anywhere.
2. He likes the idea of doing a placement in the New York hotel with its famous conference center.
3. He sees that Kate started as a trainee manager and is now general manager for all of Europe which means that there is great career possibilities through this program.
4. After doing work experience in the local hotel, he got a weekend job in the hotel at weekends because he really liked the work.
5. He liked the people he met.

Q.5 Describe how Mark's research benefited him in the interview.

Two valid reasons

2 x 2 marks (0/2)

1. He showed his extensive knowledge of the hotel/job.
2. By preparing for the interview he showed his interest in the job.
3. He had confidence in answering the questions asked.
4. He knew who the General Manager was and how she got promoted into that position.
5. He impressed the interviewer because he was able to give good examples when needed.

Q.6 People are born with qualities but can learn skills.

(i) Name and explain one skill and one quality that Mark shows in his interview.

(1 + 1) + (1 + 1) marks

EXAMPLES OF SKILLS

- Communication
- Organisation
- Planning
- Research
- Teamwork
- Problem solving
- Leadership
- Ability to work under pressure.

EXAMPLES OF QUALITIES

- Honest
- Flexible
- Friendly
- Hardworking
- Patient
- Motivated
- Takes initiative
- Dependable

Which of these might be more important to Kate for this particular job? Give one reason for your answer.

One valid reason linked to the skill or quality discussed in part (i)

2 marks (1+1)

Q.7 Why is it important for a hotel employee to be able to handle a conflict situation?

Three valid answers

3 x 2 marks (1+1)

1. Complaints and conflicts can result in negative online reviews/these can frighten prospective guests away.
2. The hotel could develop a bad reputation and consequently will lose clients/money.
3. Hotel staff work to keep their customers happy on site, solving any issue they have so they have the best possible stay/repeat business/positive feedback
4. Catering events and occasions with groups of people can be very stressful e.g. weddings, funerals, parties, staff need to be mindful of this.
5. Travelling can lead to tired and stressed guests and hotels can be intimidating and difficult to negotiate.
6. If a member of senior management is not available to staff members when a situation occurs, they should have a procedure or know how to deal with the customer's request.
7. In order to prevent disruption to other guests in the hotel.

Q. 8 Why is a scoring sheet essential when conducting an interview?

Two valid reasons

2 @ 1 mark

A scoring sheet:

1. Can ensure that interviews are scored consistently/fairly.
2. Allows interviewers to take notes about candidates' answers.
3. Can make interviews more effective/can be used to evaluate how the interview went.
4. Can help to keep the interview focused.
5. Can be useful for keeping each candidate separate/as a comparison.
6. Can provide enough documentation to prove hiring decisions aren't discriminatory.
7. For applicant feedback purposes.

Do you agree with Kate's evaluation that Mark is a very strong candidates for this trainee programme? Give reasons for your answer.

Two valid reasons

2 x 2 marks (1+1)

1. He has experience of the work.
2. His preparation/research for the interview shows his interest.
3. He has applied to study hotel management in college.
4. He answered the questions very well – demonstrated that he had the necessary skills and qualities. Mark gave some great examples which demonstrated his experience of the work/shows his initiative.
5. He demonstrated that he is hardworking.
6. He was employee of the month.
7. He got an excellent reference from the local hotel manager.

Q.1 Explain three of the following terms**Three terms explained****3 x 2 marks (1+1)**

(i) Market research: Is the process of gathering information and analysing it so that decisions can be made on how best to proceed with the business. Desk Research/Field Research.

(ii) To invest: To put money (time/effort) into a financial scheme, shares, property or a commercial venture with the expectation of making a profit. An investment is an asset or item that is purchased with the hope that it will generate income or appreciate in value at some point in the future.

(iii) Diversification: Is a business strategy which is designed to reduce risk by increasing or varying the range of products or services offered by a business using their existing skills to offer complimentary services or expanding into a completely different market.

(iv) Unique selling point: Is a feature of a product or service that makes it stand out from its competitors e.g. aftersales service, reusable packaging, luxury at affordable prices.

Q.2 (i) Why is a business plan important when securing finance?**Three valid points****3 x 1 mark**

1. It is important for the bank to see that the business is on the right path before they grant the loan/to prove the viability of the business.
2. The business plan will show cash flow projections and budgeted income and expenditure.
3. It sets out the projected income it hopes to receive if they successfully complete the project.
4. It sets out the costs involved including staff, equipment and materials, marketing.
5. It sets out the product/service the business is intending to sell and gives details of same.
6. Completing the business plan will help the business set goals/targets/aims – they want to see that you have set realistic targets to be achieved and that the business is capable of making a profit.
7. Completing the business plan will help identify weaknesses and so the business can address them/iron out the kinks.
8. It helps an investor understand your business and what you are trying to achieve - it will show that you have a product worth investing in.
9. It will show the investors that you have the necessary staffing in place to run the business correctly.

(ii) Set out the marketing section of the business plan used by the owners to secure the bank loan. Use three relevant headings.

Three relevant sections

3 x 2 marks (1+1)

1. Market Research Results:
 - a) Results show information about existing customers/competitors/potential customers/target market
 - b) What potential customers want from existing services
 - c) Possible new areas of business
 - d) How much customers are willing to pay
 - e) Benefits of the location of the business and how it will help you access customers

2. Advertising/Promotion:
 - a) Best methods to use – social media, print media, websites, radio
 - b) Update the website
 - c) Rebranding/creating a new logo
 - d) Celebrity endorsement
 - e) Message to get across/USP
 - f) Cost of the advertising
 - g) Will they employ an outside agency to do the advertising

3. Marketing Budget:
 - a) Total cost of promoting the business
 - b) How much needs to be spent on each area - advertising campaign, brochures etc.
 - c) Cost of employing marketing specialists/outside agency
 - d) What price should be charged to maximise profit

4. Marketing Personnel:
 - a) Need expertise in different areas e.g. social media, print, radio, online
 - b) Salaries for personnel

5. Product:
 - a) Small Family run hotel
 - b) 45 bedrooms, a function room that can hold up to 200 people, a small dining room and a bar which hosts live music
 - c) Unique selling point character - and history of the hotel
 - d) Dated décor
 - e) Issue with disability access for guests
 - f) Product deal with local golf club and water sports centre etc./activity holidays

6. Price – this determines how you will price your service:

- a) Premium pricing as hotel has such a unique selling point – make it stand out from the international hotel brand
- b) Cost plus pricing/price must also cover all the costs of the business plus include the profit margin they would like to achieve
- c) Competition based pricing – price themselves competitively against the chain of hotels in the town

7. Place:

- a) Sell through their own reservation dept – direct contact to the hotel
- b) Develop their website to reach customers online
- c) Give a certain percentage of their hotels to online booking agencies to get customers
- d) Make a booking through Fáilte Ireland
- e) Situated in a historic town on the Wild Atlantic Way, close to local amenities

Q.3 (i) What challenges exist, other than competition, for businesses? How might these challenges be overcome?

Two valid challenges

2 x 1 mark

Two ways to overcome

2 x 1 mark

1. Securing finance/lack of finance/limited budget
2. Availability of trained and experienced staff/retention of staff
3. Management workload/time management
4. Availability of raw materials/problems in the supply chain/JIT
5. Availability of suitable premises for expansion/parking/broadband
6. Location: accessible for customers/near staff/transport links/infrastructure
7. Unforeseen business closure: Covid-19/flood/storm damage
8. Brexit
9. Quality of product/service/décor outdated/rooms outdated/accessibility for guests with disabilities
10. Consumer tastes
11. Promotion
12. Legalities/public support/comply with building regulations (accessibility)
13. High Wages/Increasing costs.
14. Recession

(ii) Describe the benefits to the Grosvenor Hotel from the mutually beneficial partnerships with the local community and local businesses.

Three valid points

3 x 2 marks (1+1)

1. Working with other businesses increases the awareness of the hotel with potential customers e.g. a person could book to play golf and ask about accommodation/links on each other's social media and websites.
2. Being able to offer golf or water sports as part of a package will help sell more rooms/concierge facility - increased sales/profits.
3. Expansion of the business/ which could lead to hiring more/local staff.
4. Ensure the local community and local businesses use the hotel for their own personal events either onsite or offsite catering.
5. Both companies have the opportunity to learn from each other, making it easier to work together/come up with new ideas and adapt to changes in the market.
6. It would allow them to compete against the new hotel to provide services such as the swimming pool, leisure centre and spa.
7. Good brand image by being associated with another successful business in the local area/sponsor local events/teams.
8. Shared marketing costs as both firms are advertising to get customers to the area.
9. Each business takes a proactive interest in the other business working together to bring about shared success/synergy.
10. Working with local schools/work experience/part-time staff/summer staff/seasonal staff.

Q.1 *Learning about a local business/organisation – visit out/visit in.***(a) Describe how your class would decide on which business/organisation to study.****One valid answer****2 marks (1 + 1)**

Class discussion

Take a vote

Brainstorming activity

Research various business in the area

School or family member has links with a business/organisation

Look at companies they are interested in

Career Opportunities

(b) Outline three benefits of teamwork in this LCVP activity.**Three valid answers****3 x 2 marks (1+1)**

1. Goals are achieved quicker/more work is done.
2. Decisions can be made or problems solved more quickly.
3. The responsibility is shared so no one person is under too much pressure/everyone takes ownership of the part of the task they are responsible for.
4. Members of a team will have a variety of strength/skills or ideas/experience and skills are shared/more ideas.
5. Disputes are avoided as communication is essential in team work/everyone has a say.
6. Students can work closely with those who have a common interest.
7. Communication/interpersonal skills are improved.
8. Pupils are more contented as relationships with class members improve/better motivation.

(c) Describe four factors important to the success or failure of the visit out/visit in.**Four valid factors****4 x 2 marks (1+1)**

1. How well the visit was planned.
2. Did arrangements work according to the plan?
3. Being organised.
4. Participation of all the class members.
5. How welcoming/prepared the business or organisation was for the group/room prepared within the school etc.
6. The quality of the research on the business or organisation.
7. Quality of the questions asked/information received.

(d) (i) List the headings that would be included in a summary report of this activity

Three headings

3 x 1 mark

Title

Author's name

Date

Aims/objectives/terms of reference

Body: content related to the visit out

Conclusions/evaluation

Recommendations

(d) (ii) What is the value of completing a summary report? Give three reasons.

Three valid reasons

3 x 2 marks (1+1)

1. To brief the reader on the details of a particular event.
2. To analyse/reflect on a particular issue, allows you to evaluate the aim/objectives have been achieved/ draw conclusions and make recommendations.
3. To convince the reader of the importance of taking a particular course of action/recommend to other LCVP classes.
4. Improves report writing skills/the ability to present information in a manner that is concise, logical and easy to read is an important skill - one that is valued in education, business and in the community.
5. Keep busy readers informed without demanding more time than necessary to get the information they need.
6. Leaders of organisations rely on effective summaries that can efficiently present the most important information.
7. To complete it as part of their Link Modules portfolio.
8. To reflect back over before their exam in preparation for exam questions.
9. To help improve typing skills/computer skills/research skills.

Q.2 Work experience/shadowing is an important first step into the world of work.

(a) (i) Identify an employer/placement where you would like to do work experience.

Name of employer/placement

2 marks

(ii) List two reasons why you chose this employer to carry out your work experience/shadowing.

Two valid reasons

2 x 1 mark

(b) Write the email you would send when seeking a work experience/shadow placement.

To: principal@stsenans.ie

Subject: LCVP Work Experience

Dear Mrs Murphy

I am a 5th year LCVP student at XXXX School. As part of my course I am required to complete work experience.

I am looking for 3 days work experience from November 11th – 13th 2019.

I am interested in primary school teaching and I would very much like to complete my work experience in your school. I am available for interview at any time. Please find my CV attached.

I look forward to hearing from you.

Yours sincerely/Regards,

Mark Doyle

Summary of marks	
To: email address	1m
Subject line	1m
Salutation	1m
Introduction	1m
Reason for email	1m
Closing	1m
Total	6m

(c) Outline three legal responsibilities that employers have when employing workers under 18 years of age.

Three valid legal responsibilities

3 x 2 marks (1+1)

1. Employer must keep a copy of their birth cert/passport
2. Detailed records must be kept of name/DOB/start time/end time/pay rate
3. Must comply with the law in relation to hours worked - early morning start times/late evening finishing/21 days of holiday during term time
4. Breaks - young workers are entitled to more breaks/30 minutes after 4 hours (u-16)/4.5 hours (16&17)
5. Written permission is required for u-16/consent from parent or guardian
6. Poster detailing the rights of young people in the workplace must be displayed
7. Provide the minimum wage for u-18s €7.14(70% of minimum wage) per hour
8. Must provide employees with a copy of official summary of the Protection of Young Person's (Employment Act) along with details of their employment
9. Employers have a legal obligation not to let u-18s sell alcohol or cigarettes to the public
10. Garda vetting- required when working with children.

(d) Describe three ways the work experience/shadow placement can help you in school and in your future career.

Three valid points

3 x 3 marks (1+1+1)

1. Can help to make a decision regarding career choice/does or does not want to pursue the career after they leave school/plan career path.
2. Experience the type of work involved in the career/enjoyed it or did not enjoy what was involved in this particular job/makes you more employable.
3. Found out about the job prospects/hours/salary.
4. Gives insight into the world of work and behaviour/attitudes expected in the workplace.
5. Realise which skills/qualities are required for this career/have or do not have these skills/qualities.
6. Feedback from adults other than teachers will help the student be more realistic about their career path or work involved.
7. Can motivate the student to work harder in school to get the necessary points/entry requirements to study a course in college.
8. May have developed certain skills in the work place which can help you at school e.g. communication skills, planning skills, organisational skills, typing skills. You may have improved your self-esteem/confidence from interacting with other adults.
9. May have completed tasks in the workplace which links into the subjects they are taking in school making the topics more relevant for them.
10. Can complete a part of their Link Modules portfolio after taking part in the work/shadow placement.
11. You will have a referee for your CV which may help you in your future career/gain contact for future employment. It can help with CV preparation/completing application forms/good interview techniques as all of this must be done in order to get work experience/improves CV.

Q.3 *My Own Place develops an understanding of the area you live in.*

(a) Name four key areas that should be investigated in order to understand the area you live in.

Four key areas

4 x 1 mark

1. Employment
2. Social services and job creation agencies
3. Transport
4. Financial institutions
5. Principal economic activities
6. Tourism/Wild Atlantic Way/walks etc.
7. History of the area
8. Culture in the area
9. Geographical aspects
10. Voluntary organisations
11. Sports and recreation
12. Religion
13. Education
14. Description of the local area/location
15. Analysis of a local issue/possible solutions

(b) Outline two advantages and two disadvantages of using a questionnaire as a method of gathering information.

Two Advantages

2 x 1 mark

1. Inexpensive: cost-efficient way to quickly collect large amounts of information
2. Quick and easy way to collect results with online versions e.g. survey monkey
3. Gather information from a large audience: send people a link to the survey, they can be anywhere in the world
4. Data can be used to compare and contrast with other research and can be used to measure change
5. Results can be shown on charts and graphs
6. Anonymity puts people at ease and encourages them to answer truthfully

Two Disadvantages

2 x 1 mark

1. Respondents may not answer the questions honestly/biased questions/biased answers/leading questions/closed questions
2. If a question is omitted it may not be possible to ask the respondent again especially if there is anonymity
3. Respondents can ignore certain questions: they may not be willing to answer a question as they do not want to reveal information about themselves
4. Respondents may misinterpret questions due to poor design and ambiguous language therefore skewing the results
5. It can be difficult to get an adequate response to a postal questionnaire or one that requires the respondent to return it
6. Questionnaire fatigue: if it is too long or complex
7. Not suitable for the visually impaired
8. Can be expensive to administer/print/distribute
9. Can be difficult to get an appropriate sample to complete the questionnaire/not representative of everyone as only sent to certain people in the population.

(c) A group in your local area want to improve facilities for young people. Design the questionnaire this group would use to carry out the research.

Layout: heading + variety of question styles + instructions

3 x 1 mark

Questions: 5 questions required

5 x 1 mark

Questionnaire	
Please answer the following questions by ticking the boxes.	
Q.1	Male <input type="checkbox"/> Female <input type="checkbox"/>
Q.2	What age are you? 12-15 <input type="checkbox"/> 16-18 <input type="checkbox"/> >18 <input type="checkbox"/>
Q.3	Estate/street/parish/area where you live _____
Q.4	What activities are you interested in? _____
Q.5	What clubs are you a member of? _____
Q.6	What facilities would you like to see in the area? _____
Q.7	Are you willing to volunteer to fundraise/improve some facility etc.? Yes <input type="checkbox"/> No <input type="checkbox"/>
Q.8	Any further comments you would like to make _____

(d) Describe the benefits to a community when different organisations come together to work on a project.

Describe **three** benefits

3 x 3 marks (1+1+1)

1. The project will get completed quicker as there will be more volunteers available to work on it.
 2. More skills/expertise when people from different organisations come together/new ideas/mix of ideas.
 3. Finance/grants can be secured for larger projects when organisations submit one application.
 4. Facilities/services in the community will be improved and available to more people/improves quality of life.
 5. Improves community spirit when people work together on one project. People make friends/social aspect when working together.
 6. Tourism potential of the area could improve and attract more tourists/local economy improves.
 7. May provide employment/income to the people in the local area.
-

Q.4 Ireland has embraced diversity in the workplace.

(a) What is meant by diversity in the workplace? 4 marks (2+1+1)

Mix of people - 2 marks + 2 examples x 1 mark each

There is a large mix of people working together of varying gender, religion, race, age, ethnicity, sexual orientation, education, and other attributes.

(b) Explain what is meant by equal opportunities in the workplace?

Two valid points 4 marks (2+2)

Equal opportunity means that all people will be treated equally or similarly and not disadvantaged by prejudices or bias e.g. this means that the best person for a job or a promotion is the person who earns that position based on qualifications, experience and knowledge.

(c) Outline the advantages for a business that values diversity in the workplace.

Four valid advantages 4 x 2 marks (1+1)

1. People from different backgrounds will have a different outlook and viewpoint which aids decision making.
2. Younger and older employees learn from each other/new up-to-date techniques and approaches/experienced employees can mentor younger ones/learn new skills.
3. A diverse hiring policy means access to/employing talented employees which could improve and benefit a business and help maintain a competitive advantage/better public image.
4. Employees are happier/more creative/more engaged in work/spirit of inclusiveness.
5. Happy employees means greater retention and less turnover.
6. Can lead to a greater understanding of the customers.
7. Different work attitudes will have a positive effect on others.
8. Learn new languages/culture – could bring in new customers.

(d) Outline the steps an employee can take if they have a dispute in the workplace.

Three valid steps 3 x 3 marks (1+1+1)

1. Don't ignore the situation/report the incident to management/HR.
2. Read the employment contract.
3. Follow the grievance procedure.
4. Speak face-to-face with the relevant co-worker/manager to address the conflict/conciliation.
5. Identify points of agreement and disagreement.
6. Listen and try to agree a resolution.
7. Keep a log/diary of events.
8. Try to be objective when giving details of the dispute.
9. Get advice from a co-worker.
10. Request a meeting with the union representative for advice/arbitration.
11. What policies are in place in the workplace? – Safety, Health and Welfare at Work Act.
12. Develop a plan to help overcome the difficulty/use outside agencies.

Q.5 Entrepreneurs are essential for the economy.

(a) State four methods a business enterprise could use to generate ideas.

Four methods

4 x 1 mark

1. Look at what competitors are doing/current trends
2. Review customer complaints/feedback/suggestions
3. Brainstorm among employees/staff suggestions/sales representatives
4. Engage in market research/surveys/consultants
5. Online research
6. From their own research and development department
7. Hobbies and interests
8. Ideas from abroad/import substitution.

(b) Explain how the role of an entrepreneur differs from that of a manager in a business.

Three valid explanations – contrast implicit/explicit

3 x 2 marks (1+1)

Entrepreneur

1. Comes up with an idea- sets up a business
2. Makes all major decisions
3. Takes a risk
4. May make a large profit or make a loss
5. May not have specific skillset
6. Has to be innovative for business survival
7. Future focused – always planning ahead/ long term
8. Has to access finance
9. Ensures legal compliance
10. Long working hours/difficult to take holidays

Business manager

- Is an employee of the business
- Implements entrepreneur's decisions
- Takes no personal/monetary risk
- Earns a salary
- Usually qualified in the area
- Completes all duties relevant to the job
- Focused on now and getting the job done/ short term
- Not responsible for financing the business
- Implements and abides by legislation Has set holidays/hours of work

(c) Communication skills, time management skills, decision making skills and creative skills are some of the skills associated with successful entrepreneurs. Explain why three of these skills are important for entrepreneurs.

3 x 2m (1+1)

Communication skills - An entrepreneur needs to be able to communicate effectively, in order to:

- Express themselves in a positive and clear manner
- Persuade business investors,
- Pitch and present an idea/vision/product
- Collaborate with colleagues and employees
- Build a team
- Connect with customers
- Deal with the complaints and queries
- Represent their business
- Ensure good business communication: written/verbal communication within the business and with other businesses.

Time management skills ensure that:

- tasks are scheduled on a priority basis
- the correct amount of time is allocated to each task
- work is delegated to others in the business to make sure the job is completed on time.
- the efficiency and effectiveness of the entire company is maintained/improved.

Decision-making skills - are necessary for an entrepreneur in order to decide:

- which business to go into
- how to proceed with the business
- where to source funding
- where to produce the product
- where to locate the business
- product production (in some cases)
- how best to learn from mistakes
- the validity of a potential opportunity

Creative skills:

- Creativity is the key to producing new ideas/processes/opportunities for innovation
- Creativity is about identifying niches/gaps
- Creative thinking is essential for competitive advantage
- Thinking of novel ways to develop the product and improve the business

(d) (i) Why is evaluation important to a business?

Three valid points

3 x 1 mark

1. To assess if aims were met/what worked well in the business/was it a success/did they make a profit?
2. To find out what did not go well and why
3. You can take corrective action immediately/allows you to make decisions/make improvements.
4. You are informed for future products/services
5. Employees work can be assessed and training provided if necessary

(ii) Discuss three areas an entrepreneur could look at in order to evaluate their enterprise.

Three valid points

3 x 2 marks (1+1)

1. Profits/level of sales: amount made compared from year to year/other businesses in the same industry. Achieving aims improved share price.
2. Reputation: Is their reputation good/are they environmentally and socially responsible/CSR.
3. Surveys/Ask customers or staff their opinions/Customer reviews.
4. Business Plan: does the business meet its aims/objectives.
5. Employees: Is there good industrial relations/low turnover of staff/high moral/no strikes/committed staff/productivity.
6. Awards won: Industry awards/quality awards/service awards.
7. Expansion: Has the business expanded its market share/size of premises/hired more staff.
8. Comparison with competitors Market Share/ Being the dominant business in a particular area for a particular product.
9. Continuity/length of time in business.

Q.6 Effective leadership is essential for organisations to be successful.

(a) Why do organisations need a leader?

Any valid reasons

2 x 2marks (0/2)

Leaders are needed to create a vision and motivate people, direct and coordinate activities that lead to a desired outcome.

Leaders inspire everyone in an organisation to achieve their very best.

They need a leader to make sure the business runs effectively.

(b) Outline the personal characteristics that make leaders effective.

Two relevant characteristics

2 x 2 marks (1+1)

1. A good planner to ensure goals are achieved and carried out.
2. A good decision maker so that progress can be made.
3. A good communicator and listener.
4. Fair in all their dealings with people, results in high levels of trust by employees.
5. Being innovative and not afraid to try out new things.
6. A good motivator so that he/she can encourage others in the organisation.
7. The ability to delegate and not take on all task themselves.
8. Decisive: able to make a decision and take the consequences.
9. Loyal: stands up for and defends the team in times of crisis.
10. Enthusiastic: energises the team.
11. Conscientiousness: accountable for reaching the organisation's goals. Having a sense of responsibility or duty motivates the team to follow suit.
12. Competent: has complete knowledge and familiarity of the work of the team.
13. Etc.

(c) Describe four ways an organisation can ensure its employees remain motivated.

Four valid points

4 x 2 marks (1+1)

1. Pay good wages/sick pay entitlements.
2. Benefit-in-kind: non-cash payments to staff such as free or subsidised meals, company car, reduction in the price of company products.
3. Shorter working hours and longer holidays.
4. Less stressful work/quick resolution of disputes leads to better motivation and job satisfaction.
5. Safe and pleasant physical surroundings/spacious/natural light/clean.
6. Flexible working arrangements: job sharing/job rotation/flexitime/working from home.
7. Opportunity to travel.
8. Promotion prospects will encourage employees to work harder.
9. Job enlargement/rotation: reduces employee boredom by increasing the variety of tasks the employee undertakes.
10. Job enrichment: providing employees with work requiring greater responsibility, control and input into decision-making.
11. Opportunity to upskill which could lead to job promotion.
12. Positive appraisal on work done/bonus/commission/monetary Rewards
13. Employee of the month award.
14. Staff training days/bonding sessions/workplace treats.
15. Work as part of a team.
16. Motivational talks.

(d) Describe three challenges facing an organisation as a result of poor leadership.

Three valid challenges

3 x 3marks (1+1+1)

1. Loss of profits/decline in turnover/less successful/unmet targets.
2. Reputation is affected/loss of customers/bad experience/contact media/bad reviews online.
3. Workers are not happy/poor morale/high staff turnover/poor industrial relations/absenteeism.
4. Staff are demotivated/less productive/don't know their roles.
5. Lack of direction – employees are not aware of the goals of the company and the plans for the future.
6. Lack of transparency and trust in the leadership leading to lack of respect.
7. Lack of authority – inability to make decisions.
8. Lack of communication within the workplace meaning jobs don't get done.
9. Lack of creativity/innovation.

Q. 7 A business wants to expand into online sales.

(a) Give two reasons why a business would move to selling online?

Two valid reasons

2 + 2 marks

1. Can be set up in a short amount of time
2. Low set-up cost
3. Low operation costs
4. Reach new customers/increase customer base
5. Quick and efficient selling
6. Potential for rapid growth
7. State of the Economy - Covid-19 effect
8. Competitors moving online
9. Increase profits
10. Ease stress

(b) Outline the supports available to business owners wishing to develop their business.

Three valid answers

3 x 2 marks (1+1)

1. Mentoring services
2. Offers grants/loans
3. Gives advice
4. Training courses
5. Grants for feasibility studies
6. Provide premises
7. Capital grants for equipment
8. Networking

(c) State and explain three key items that should be included in a funding application when seeking finance for business development.

Three valid items

3 x 2marks (1+1)

1. Business plan submitted with a details/overview of the business/financial section included
2. Amount needed – lump sum or spread over a few months
3. Accounts of the business and expenditure to date – turnover, profit, loss.... (development)
4. Forecast/projected accounts (start-up)
5. The terms of the finance needed – period of the loan and repayment
6. Credit History
7. How the finance will be used:
 - o Product development
 - o Premises
 - o Marketing
 - o Hiring of staff
 - o Training
 - o Research
 - o Debt repayment

(d) Describe in detail three challenges for a business that wants to move to online sales.

Three challenges

3 x 3 marks (1+1+1)

1. Secure online sales/processing of payments
2. Developing a website
3. Managing the website
4. Lack of skills\upskilling in order to establish a website
5. Using social media\marketing
6. Communicating with customers /retaining loyal customers – newsletters, discounts
7. Refunds and returns
8. Product display and information
9. Competition
10. Data security
11. Delivery/cost of shipping
12. Finance
13. Availability of broadband
14. Workers don't know how to use it/resist change
15. Extra expenses - shipping/boxes/equipment/location/warehousing/space/storage
16. Getting the supplies/stock in – pandemic/Brexit

