

GAVIN DUFFY

THE 2019 ABQ PACK

UNITS 1,2 & 3

**CLASSROOM
RESOURCES**



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Step One: Practising Using a Direct Quote

For the ABQ, you have to take a **direct quote** from the ABQ text given to you on the paper.

1. The direct quote needs to appear in quotation marks.
2. The direct quote should be more than one or two words.
3. The direct quote shouldn't be too long e.g. 3-4 lines of text.
4. The direct quote has to appear word for word from the text
5. The direct quote has to be relevant to the heading/point it is being given with.

So lets have a look...

Pick out a direct quote from the ABQ text below to match the partial answer given with it, then we'll have a look at what isn't acceptable.

EXERCISE 1

2016 ABQ (A) extract

... speed broadband, security and meeting rooms. In the second year of business, Ryan obtained more projects than he could handle, so he teamed up with two classmates, Jane McDaid and Mark Reilly. Ryan offered them a percentage commission on each project they worked on and he consistently praised the high standard of their work. Decisions were made democratically. Ryan actively encouraged their suggestions on designs and always obtained their point of view before finalising a website design, marketing content for social media or a logo for clients in different industry sectors. In the evenings after college Ryan used Skype to share opinions ...

(A) Ryan Cullen has developed effective management skills. Would you agree with this statement? Outline reasons for your answer, with reference to the text of the ABQ.

Yes. - Leading

Ryan effectively inspires people to engage in achieving their goals. He uses direction and delegation (assigning responsibility to a subordinate) showing he trusts his staff. Styles of Leadership are Autocratic, Democratic and Laissez-Faire. Ryan shows he is democratic as he takes his staff's view on board (consults) when making a decision.

Write out a Direct Quote to match the explanation given above:

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OTT, allowing staff freedom to do tasks as

"decisions were made democratically"

"Ryan had instant and affordable access to facilities such as high speed broadband, security and meeting rooms. In the second year of business, Ryan obtained more projects than he could handle, so he teamed up with two classmates, Jane McDaid and Mark Reilly. Ryan offered them a commission on each project they worked on and he consistently praised the high standard of their work. Decisions were made democratically."

This quote is too long so even though it contains a direct quote that's relevant, it won't get marks

Appropriate quotes and lengths would be either:

... speed broadband, security and meeting rooms. In the second year of business, Ryan obtained more projects than he could handle, so he teamed up with two classmates, Jane McDaid and Mark Reilly. Ryan offered them a percentage commission on each project they worked on and he consistently praised the high standard of their work. Decisions were made democratically. OR Ryan actively encouraged their suggestions on designs and always obtained their point of view before finalising a website design, marketing content for social media or a logo for clients in different industry sectors. In the evenings after college Ryan used Skype to share opinions ...

"Decisions were made democratically"

or

"Ryan actively encouraged their suggestions on designs and always obtained their point of view before finalising a website design, marketing content for social media or a logo"

Both would show Ryan is a democratic leader, and both should appear as above, in quotation marks, directly from the text.

So now that we've done that, lets practise another ABQ:

2015 ABQ - Unit 2, 3 and 4 - Harte Shoes Ltd

...He sought the assistance of Enterprise Ireland's 'Get Export Ready' scheme. Enterprise Ireland appointed Christine Landers, a Development Adviser, to Harte Shoes Ltd and she carried out a SWOT analysis. From this, it was clear that Harte Shoes Ltd had manufacturing expertise and that growing markets exist in the UK, America and Australia due to the global popularity of Irish dancing. However, she noted the lack of a computer aided design system (CAD) to assist with the production of shoes, especially in light of the fact that competitors from Eastern Europe had invested heavily in Information and Communications Technology (ICT). She also noted the absence of a quality website to facilitate online selling...

(B) (ii) Explain the elements of a SWOT analysis and conduct the SWOT prepared by Christine Landers.

Strengths

Internal aspects of a business that they are **successful** at, or certain **resources** they have, which could be developed into a **competitive advantage** for the business. E.G **Strong brand/ good market share/ an excellent employee/ copyright** of a certain **design** or recipe.

Direct Quote: _____

Weaknesses

Internal aspects of a business which are **underdeveloped** or **lacking** and could **damage** the **future success** of the business.

Examples: **Poor credit control/ obsolete technologies/ weak management / outdated machinery/ inadequate R&D.**

Direct Quote: _____

Opportunities

External factors that have the ability to benefit the business.

Examples: **Falling exchange rate/ consumer demand/strong economy.**

Direct Quote: _____

Threats

External factors that could have a **negative impact** on a business.

Examples: **A change in EU regulations/ recession / shortage of raw materials/ changing market tastes.**

Direct Quote: _____

Lets see if your direct quote matches similar to the suggested solution:

Strengths

Internal aspects of a business that they are good at or **successful** at, or certain **resources** they have, any of which that can be developed into a **competitive advantage** for the business.

Examples: **Strong brand/ good market share/ an excellent employee/ copyright** of a certain **design** or recipe.

"...highly skilled shoe makers and a very effective sales team"

Weaknesses

Internal aspects of a business which are **underdeveloped** or lacking and could **damage** the **future success** of the business.

Examples: **Poor credit control/ obsolete technologies/ weak management / outdated machinery/ inadequate R&D.**

"absence of a quality website to facilitate online selling."

Opportunities

External factors that have the ability to benefit the business.

Examples: **Falling exchange rate/ consumer demand/strong economy.**

"...growing markets exist in the UK, America and Australia due to the global popularity of Irish dancing."

Threats

External factors that could have a **negative impact** on a business.

Examples: **A change in EU regulations/ recession / shortage of raw materials/ changing market tastes.**

"...that competitors from Eastern Europe had invested heavily in Information and Communications Technology (ICT)."

2014 ABQ - Unit 1, 2 and 3 - Atlantic Surf

...This price was rejected and both parties entered into negotiations with the objective of concluding a legal contract. In April 2009, just before celebrating his twenty-eighth birthday, Shay was delighted when the landlord said yes to an annual rent of €8,000...

(B) 'For a contract to be legally enforceable certain essential elements must exist.'

Discuss this statement with reference to the rental of the premises by Shay Doherty for Atlantic Surf.

Lets have a look at a part of the answer you could give below:

Capacity to Contract means a person (Shay) must be over 18, not bankrupt or acting Ultra Vires. It is the ability to enter in to a legal contract. Shay had this (age)

Shay had capacity to contract because in the text it said he just had a birthday and was over 18. π

The student has stated an element of the contract, and then developed it well which is great and scores them full marks for that part of the answer – however, they have only talked about the text and not given a **direct quote** ! Lets try and fix it, pick out a direct quote from the ABQ text above for Capacity to Contract:

Direct Quote: _____

Lets look at a good answer below!

Answer:

"In April 2009, just before celebrating his twenty eight birthday" \uparrow
this DO is perfect - one line long and relevant to the point given.

Shay had capacity to contract because in the text it said he just had a birthday and was over 18. π

this isn't a DO because it just says what happens - a direct quote is required.

Step Two: Using Leaving Cert Business Key Content

The majority of the marks in the ABQ goes to giving Leaving Cert Business content or keywords...

To quote the marking scheme:

In answering the questions on the ABQ, candidates must make use of relevant knowledge/theory (and understanding) gained in the subject while studying the course in addition to the relevant links from the ABQ.

In relation to the links given, they must be a direct relevant quote/phrase/statement from the ABQ indicating that candidates clearly understand the point(s) of theory presented. Separate links are required in each section. No link awarded marks, without relevant theory.

So lets practise matching key content to some ABQ direct quotes...

2016 ABQ (A)

... Ryan offered them a percentage commission on each project they worked on and he consistently praised the high standard of their work. Decisions were made democratically. Ryan actively encouraged their suggestions on designs and always obtained their point of view before finalising a website design ...

(A) Ryan Cullen has developed effective management skills. Would you agree with this statement? Outline reasons for your answer, with reference to the text of the ABQ.

Firstly, lets have a go at writing as much as you can about Leading (definition, actions, styles, when to use them, benefits... in 5 minutes:

Your answer may look something like this:

Leading
Leading involves energising staff to get them to work towards a goal or objective. Leaders can direction-giving orders to be followed. Leaders can delegate - assigning responsibility to make decisions, developing their skills/decision making. Leadership styles can be Autocratic - where a manager doesn't listen to feedback and makes decisions themselves or Democratic like Ryan, where they consult staff when making decisions, looking for their feedback. Laissez faire is more hands off, allowing staff freedom to do tasks as "decisions were made democratically"

The ABQ is often attempted within the first hour of the Leaving Cert Business exam, and the all too easy pitfall to fall in to (I did when I re-sat the Leaving Cert in 2018!) is to spend too much time on the ABQ by overwriting, in an attempt to 'show-off' your knowledge or to make sure you're getting marks - it's a crucial error as time runs out later in the exam, so let's practise avoiding it!

Now, let's re-write the Leading answer above, but try to cut out unnecessary additional content - the Marking Scheme was

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MS: Agree 3m; 3 @ 9m (3+3+3; Name, Explain, Link)

So for saying 'Leading' we'll get 3 marks, and for giving the Direct Quote we'll get 3 marks, so we only have to get 3 more marks from your answer, so a few keywords from the course relevant to the ABQ text will get us there, have another go now, but you can only write a maximum of 4 lines:

State:	Leading
Explain:	
Direct Quote:	"decisions were made democratically"

Something like this would save you some time, and score you full marks:

Leading
Ryan consults with staff when making decisions, looks for input and including them. This would be like a democratic style of leadership.
By looking for their opinions, he shows he trusts them.
Other Leadership styles are Laissez faire and Autocratic.
"decisions were made democratically"

www.

Step Three: Understanding the Verb/Outcome Required

The Verb 'Define'

Understanding outcome verbs:

Which do you think looks more like a definition? Why?

2015 ABQ (B)

- (B) (i) Define the management activity of *planning*.
(ii) Explain the elements of a SWOT analysis **and** conduct the SWOT prepared by Christine Landers.

Planning involves doing a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) for pre-planning. It can be long-term, drawn up by Senior Management based off the Mission Statement or shorter term created by Middle Management to focus on things like expansion into a certain market in 18 months time.

OR

Planning is the setting down of specific goals and objectives and the putting in place of strategies that allow you to achieve those goals.

If we have a look at the top answer above, we can see it is keyword rich, with loads of great information on planning, with various types explained with both keywords and some examples – HOWEVER! It is NOT a definition. A definition should be a tight, limited, to the point sentence on what Planning is – above would be a great explanation, but isn't what you should give when asked the verb 'Define'.

The bottom answer would get full marks, as it is a straightforward definition, as asked for by the examiner.

The Verb 'Evaluate'

Take a position and support it, don't just repeat keywords from your answer.

 **TOP TIPS** You should write 'evaluation' at the bottom of your answer sheet before beginning the question so you don't forget to do one when you finish with the rest of the question.

YOU DO NOT NEED A LINK/DIRECT QUOTE for an evaluation

Lets have a look at an extract from the 2014 ABQ to show this

... From the beginning, Karen adopted a cash sales only policy with customers and negotiated a 30 day credit period with suppliers. While very pleased with the high stock turnover of the *Atlantic Surf* branded beach clothing, she had some concerns because the annual stocktake...

(C) Evaluate the effectiveness of the systems of management control in operation at *Atlantic Surf*.

Credit Control

Credit Control involves trying to **reduce bad debts** by checking **credit worthiness** of customers, setting **credit limits**, and **penalties for late payments**.

"From the beginning Karen adopted a cash sales only policy with customers."

Lets have a look at two evaluations for this point and try spot which one is better!

	Evaluation:
	In my opinion, credit control is really important for karen so she should set credit limits and penalties for late payments
	OR
	Evaluation: In my opinion, karen's cash sales policy is great for Credit Control as customers can't become bad debts - however it may reduce sales as people can't buy on credit at all.

Which do you think is a better evaluation? Why?

Step Four: Putting it all together!

ABQ #1 (PAGE 24 OF THE 2019 ABQ PACK)

Step 1: Read the questions for the ABQ and write out the key words you're likely to see in the ABQ text in roughwork

(Top Tip! Do your roughwork on an answer sheet, and label it, as you can get marks for it, but you can't get marks for roughwork given on the question booklets for the ABQ or Long Questions!)

Step 2: Read the text and then re-read to highlight links from keywords you've written down. The ABQ is helpful as it will provide cues/hints as to which keywords you need or help you remember ones you didn't think of.

Step 3: Combine the links with the keywords, and omit any keywords that you didn't find any links for!

Step 4: Note the verb and marks allocated to figure out how to answer the question, and guess how many points you'll need to give from the text.

Roughwork – Jot down potential keywords / marking scheme!

(A) Draft the report, using today's date, as Darragh Deering (Marketing Manager) outlining potential breaches of the **Consumer Protection Act 2007** the firm may have (30 marks)

(B) (i) Explain the term '**intrapreneurship**' as it relates to Weight Loss Wonders
(ii) **Outline** methods of promoting intrapreneurship in Weight Loss Wonders (20 marks)

(C) (i) Define 'Organisation' as a Management Activity
(ii) Illustrate the benefits and challenges of them switching to a Matrix Structure (30 marks)

ABQ #2 (PAGE 31 OF THE 2019 ABQ PACK)

Step 1: Read the questions for the ABQ and write out the key words you're likely to see in the ABQ text in roughwork

(Top Tip! Do your roughwork on an answer sheet, and label it, as you can get marks for it, but you can't get marks for roughwork given on the question booklets for the ABQ or Long Questions!)

Step 2: Read the text and then re-read to highlight links from keywords you've written down. The ABQ is helpful as it will provide cues/hints as to which keywords you need or help you remember ones you didn't think of.

Step 3: Combine the links with the keywords, and omit any keywords that you didn't find any links for!

Step 4: Note the verb and marks allocated to figure out how to answer the question, and guess how many points you'll need to give from the text.

Roughwork – Jot down potential keywords / marking scheme!

(A) Using the text to support your answer, discuss reasons that someone like David may choose to become an entrepreneur (20 marks)

(B) (i) Define the term 'trade dispute'

(ii) Outline **two** reasons for industrial action that David's staff may have.

(iii) Illustrate **two** types of official industrial action David's staff could take because of the planned changes he wants to make. (30 marks)

(C) Do you think David has been effective in using his Management Activities? Explain why, using the text to support your answer. (30 marks)

We would recommend you go and practise all ABQ's from 2018 back to 2011 or so, even if they aren't based on Unit's 1, 2 & 3, as they all require the same type of response, and are a great way to revise other Units while practising the ABQ. Solutions for the ABQ's can be found on our website www.thebusinessguys.ie.

Here's a list of Unit 1,2 & 3 PP ABQ Ps to start with!

2009: Units 1,2,3

- (A) Illustrate, using examples from the above text, **four** enterprising characteristics/skills shown by Liam. (20 marks)
- (B) Discuss **three** types of management control that you would recommend Liam put in place to secure the future of RES Ltd. (30 marks)
- (C) (i) Describe, using the above text, **one** possible non-legislative and **one** legislative solution for the industrial relations problem facing RES Ltd.
(ii) In your view how should Liam have dealt with the issue to lessen the likelihood of an industrial relations conflict? (30 marks)

2010: Units 2,3

- (A) (i) Explain the term '**intrapreneur**'
(ii) Illustrate, using examples from the above text, how '**intrapreneurship**' benefits Castlewest Hotel and Conference Centre. (20 marks)
- (C) Evaluate how Mary can use her management skills to ensure the continued success of her hotel. Refer to the above text in your answer. (30 marks)

2011: Units 3

- (A) (i) Define the management activity of 'planning'.
(ii) Illustrate how different types of planning benefit Clothes-4-Us Ltd. (20)

2014: Units 1,2,3

- (A) Illustrate what it means to be an entrepreneur with reference to *Atlantic Surf*.
(B) 'For a contract to be legally enforceable **certain essential elements** must exist.'
Discuss this statement with reference to the rental of the premises by Shay Doherty for *Atlantic Surf*.
(C) Evaluate the effectiveness of the systems of management control in operation at *Atlantic Surf*.

2015: Units 2,3

- (A) Do you think that Martin Harte displayed enterprising skills/ characteristics? Explain your answer with reference to the text of the ABQ.
(B) (i) Define the management activity of *planning*.
(ii) Explain the elements of a SWOT analysis **and** conduct the SWOT prepared by Christine Landers.

2016: Unit 3

- (A) Ryan Cullen has developed effective management skills. Would you agree with this statement? Outline reasons for your answer, with reference to the text of the ABQ.