



Rewarding Learning

ADVANCED SUBSIDIARY (AS)
General Certificate of Education
2025

Centre Number

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Candidate Number

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Business Studies

Assessment Unit AS 1

assessing

Introduction to Business

MV24

[SBU11]

FRIDAY 16 MAY, MORNING

Time

1 hour 30 minutes, plus your additional time allowance.

Instructions to Candidates

Write your Centre Number and Candidate Number in the spaces provided at the top of this page.

You must answer the questions in the spaces provided.

Do not write on blank pages. Do not write with a gel pen.

Complete in black ink only.

Information for Candidates

The total mark for this paper is 80.

Quality of written communication will be assessed in Question 1 part (d) and Question 2 part (d).

Quantitative skills will be assessed in Question 1(b)(i).

Figures in brackets printed at the end of each question indicate the marks awarded to each question or part question.

Any workings should be clearly shown since marks may be awarded for partially correct solutions. This paper is accompanied by a Case Study Booklet.

Advice to Candidates

You are advised to take account of the marks for each part question in allocating the available examination time.

(b) (i) Calculate (to the nearest whole number) the percentage change in forecasted market size (from 2025 to 2030) as shown in **Table 1**.
[2 marks]

Show your workings clearly.

Answer _____ %
5

**For Examiner's
use only**

Question Number	Marks
1(a)	
1(b)	
1(c)	
1(d)	
2(a)	
2(b)	
2(c)	
2(d)	

Total Marks	
------------------------	--

Examiner Number

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Case Study Booklet

Case Study 1

Read the following information and answer **Questions 1(a) to (d)** in the answer booklet.

Slice

Slice is a pizza café with three locations – Belfast, Antrim and Coleraine. The business currently trades as a sole trader, employing 25 staff. Established in 2020, Slice developed a reputation for serving traditional wood-fired pizzas and Italian breads, whilst offering specialist coffees and pastries during the daytime and into the evenings.

Slice caters to a niche market, offering a range of vegan wood-fired pizzas and pastries. Pizzas made with gluten-free dough are available on request. Customers are able to customise their coffee from a range of alternative milks (e.g. oat, almond and soya). These specialist products allow Slice to charge premium prices.

Seth Willis, the entrepreneur behind Slice, is keen to ensure the menu caters to a diverse range of lifestyles, and that there is something for everyone.

Seth is aware that the market size of the pizza delivery and takeaway industry in the United Kingdom has grown over the past decade.

Table 1 summarises the market data for the pizza delivery and takeaway market in the United Kingdom.

Table 1: Market size data

	2025	2030
Market size (revenues)	£3316.9 million	£3600 million

Slice currently operates using a flat organisational structure. Seth believes this structure empowers staff and offers them a degree of responsibility and autonomy in decision-making, which keeps labour turnover low.

Seth wants his staff to be motivated; keeping employees happy at work helps to improve their performance levels and creates a working environment that attracts and retains staff. To achieve these aims, Slice uses a range of non-monetary methods of motivation.

Table 2 (opposite) outlines the non-monetary methods of motivation currently used at Slice.

Table 2: Non-monetary methods of motivation

Job rotation	Staff move from task to task in the pizza café to ensure they gain additional skills and widen their skill set.
Team working	Seth encourages staff, across all three pizza cafés, to engage in teamwork to develop skills in problem solving and communication, and to create opportunities for their own career development.
Job enrichment	Seth gives staff greater responsibility by increasing the range and complexity of the tasks they undertake at the pizza café.

Seth would like to remain as a sole trader, whilst developing the brand and growing the business both in Northern Ireland and the Republic of Ireland. He has decided that a franchise model would allow the business to

expand more quickly. He is aware that as a franchisor he would have some control over franchisees, but ultimately it would be the franchisee that manages the day-to-day running of the pizza café. Seth believes the strong ethos of the brand and the reputation that has been established will encourage like-minded entrepreneurs to want to franchise and continue to grow Slice. However, Seth is aware of the risk that the brand may be negatively impacted by poor standards of quality control or service.

Turn over for Case Study 2

Case Study 2

Read the following information and answer **Questions 2(a) to (d)** in the answer booklet.

Tech Wave

Tech Wave is a technology business that specialises in developing electronic point-of-sale (EPOS) software solutions for the retail sector; it is based in Newry, County Down. EPOS is a digital system to process transactions and manage sales. The business was founded by an entrepreneur named Darren Baker who graduated from Queen's University with a doctorate in Software Engineering and who also has a passion for technology. This market sector continues to grow and sales revenues for Tech Wave is forecasted to increase from £781,000 in 2024 to £974,000 in 2025.

Tech Wave senior managers believe in adding value to its business by focusing on developing innovative software solutions, providing excellent customer service and

technical support, which has helped create a loyal customer base. The business has been able to differentiate itself from its competitors by providing high quality software solutions that are tailored to the specific needs of its customers. A recent customer review stated, “Tech Wave continue to be innovative, up to date with industry developments and experts in technology.” Recently, Tech Wave received “The UK Business Tech Award” for best use of innovation.

Tech Wave currently employs 15 full-time staff, comprising project managers, software engineers and graduate programmers. The business has recognised the benefits of external recruitment and has made it a priority to hire expert, experienced software engineers. By hiring external candidates, Tech Wave has not only gained access to a wider pool of applicants, but also fresh ideas and perspectives that have driven creativity within the business. This has also helped to attract a higher calibre workforce.

Darren Baker, the founder of Tech Wave, possesses many of the key characteristics that are associated with successful entrepreneurs:

- Self-confident and passionate about technology.
- Strong leader who can inspire and motivate the team.
- Willing to take calculated risks.
- Innovative and creative, allowing him to contribute original ideas.

Darren's leadership style is laissez-faire, which means that he values the innovation and creativity of his employees, and is willing to take on board their ideas. This has helped to foster flexibility within the business and broaden employees' leadership skills. However, there are also drawbacks of this style of leadership in that decision-making can take longer due to lack of management guidance. A laissez-faire style can also result in reduced productivity. Darren and the team recently lost out on

a contract worth £26,000 due to missing a contract deadline because of slow decision making in the business, and this has led to additional stress for some staff.

End

**This is the end of the
Case Study Booklet**

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