OXFORD

INTERNATIONAL
AQA EXAMINATIONS

Please write clearly in block capitals.

Centre number | | | | | | Candidate number | | | | |

Surname _____

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I declare this is my own work.

INTERNATIONAL A-LEVEL

BUSINESS

Unit 3: Business Strategy

Thursday 21 January 2021 07:00 GMT Time allowed: 1 hour 45 minutes

Materials

For this paper you must have:
- the insert (enclosed).

Instructions
- Use black ink or black ball-point pen.
- Fill in the boxes at the top of the page.
- Answer **all** questions.
- You must answer the questions in the spaces provided.
  Do not write outside the box around each page or on blank pages.
- If you need extra space for your answer(s), use the lined pages at the end of this book. Write the question number against your answer(s).
- All working must be shown.
- Do all rough work in this book. Cross through any work you do not want to be marked.
- You may **not** use an English dictionary.

Information
- The marks for questions are shown in brackets.
- The maximum mark for this paper is 80.

Advice
- You may use a bilingual dictionary.

For Examiner's Use	
Question	Mark
1.1	
1.2	
1.3	
1.4	
1.5	
2.1	
2.2	
2.3	
2.4	
2.5	
2.6	
TOTAL	

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Section A

Answer **all** questions in the spaces provided.

Read **Source One: KCT** in the **insert booklet** and then answer the questions.

0 1 . 1 Calculate the gearing ratio for All-Packed as at 30 September 2019.

Use the information in **Figure 2** in your calculations.

[3 marks]

3

0 1 . 2 Agas targets a niche segment of the holiday market. Analyse **one** possible impact of this on Agas' profit margin.

[4 marks]

4

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0 1 . 3 KCT has a gearing ratio of 75%. Analyse **one** possible benefit and **one** possible disadvantage of this to the company.

[9 marks]

Extra space

9

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0 1 . 4 KCT reacted to the changing market conditions by implementing the strategy shown in **Figure 3**.

Do you think KCT was right to do this? Assess the arguments for and against and make a judgement.

[12 marks]

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Extra space

12

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0 1 . 5 KCT's managing director stated that: 'Now is the time to move quickly and change to a product based organisational structure to better reflect the market.'

Do you agree? Assess the arguments for and against this decision and make a judgement.

[12 marks]

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Extra space

12

Turn over ►

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Section B

Answer **all** questions in the spaces provided.

Read **Source Two: Anchieta Furniture (AF)** in the **insert booklet** and then answer the questions.

0 2 . 1 With reference to **Figure 6**, state the critical path for the production of the Chapada range.

[1 mark]

1

0 2 . 2 With reference to **Figure 6**, calculate the total float for **Activity D**.

[2 marks]

2

0 2 . 3 Analyse how closing one of AF's factories may increase its profit.

[4 marks]

4

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0 2 . 4 Analyse **two** ways that AF may have benefited from stakeholder involvement when developing its strategy.

[9 marks]

Extra space

9

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0 2 . 5 To increase profits AF has decided to introduce benchmarking at its factories.

Assess the arguments for and against this decision and make a judgement.

[12 marks]

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Extra space

12

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0 2 . 6 At a meeting on 31st January 2021, the board of directors will decide whether to implement the new Chapada strategy.

With reference to **Figures 5 and 6**, assess the arguments for and against the new Chapada strategy decision and recommend whether it should be implemented.

[12 marks]

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12

END OF QUESTIONS

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ANSWER IN THE SPACES PROVIDED

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Question number	**Additional page, if required.** **Write the question numbers in the left-hand margin.**

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