OXFORD

INTERNATIONAL
AQA EXAMINATIONS

Please write clearly in block capitals.

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

Surname _____

Forename(s) _____

Candidate signature _____

I declare this is my own work.

INTERNATIONAL A-LEVEL

BUSINESS

Unit 3: Business Strategy

Thursday 20 January 2022 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	
TOTAL	

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Section A

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

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

0 1 . 1 Using **Table 1**, calculate the increase in LEMI's labour turnover from 2018 to 2020.

[3 marks]

3

0 1 . 2 Many of LEMI's employees joined the business in the last year.

Analyse **one** way this may lead to a decrease in LEMI's profits.

[4 marks]

4

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0 1 . 3 The country has poor road and internet infrastructure.

Analyse how this poor infrastructure may impact on LEMI's profits.

[9 marks]

Extra space

9

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0 1 . 4 The managers of LEMI believe further investment in innovation will definitely increase its profitability. Do you agree?

Assess the arguments for and against and make a judgement.

[12 marks]

Do not write outside the box

Extra space

12

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0 1 . 5 The Managing Director of LEMI believes the business should be delayered immediately. Do you agree?

Assess the arguments for and against delayering LEMI immediately and make a judgement.

[12 marks]

Do not write outside the box

Extra space

12

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Section B

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

Read **Source Two: Zauger plc** in the **insert booklet** and then answer the questions.

0 2 . 1 Using **Table 2**, calculate Zauger's operating profit margin for the year ending 31/12/2021.

[3 marks]

3

0 2 . 2 Using the Ansoff Matrix, analyse the level of risk to Zauger if it launches a smart watch.

[4 marks]

4

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0 2 . 3 Analyse why Zauger has low profitability.

[9 marks]

Extra space

9

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0 2 . 4 Using only Hofstede's features of national cultures, assess whether Zauger should open a new factory in Thailand or the Philippines and make a judgement.

[12 marks]

Do not write outside the box

Extra space

12

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0 2 . 5 Zauger's Managing Director wants to increase shareholder value.

Should Zauger launch a smart watch to increase shareholder value?

Assess the arguments for and against and make a judgement.

[12 marks]

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Extra space

END OF QUESTIONS

12

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There are no questions printed on this page

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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.**

Do not write outside the box

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