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

Wednesday 31 May 2023 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: Cara de Roca (CDR)** in the **insert booklet** and then answer the questions.

0 1 . 1 Using **Table 2**, calculate the payback period for the purchase of PD.

[3 marks]

3

0 1 . 2 Analyse **one** reason why CDR might undertake a sensitivity analysis with the PD investment appraisal.

[4 marks]

4

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0 1 . 3 Porter's five forces can be used to understand an industry.

Analyse the impact of **two** of Porter's forces on CDR's profit.

[9 marks]

Extra space

9

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0 1 . 4 In 2018, the leadership style at CDR changed from position 1 to position 4 on the Tannenbaum Schmidt continuum shown in **Figure 1**.

The Managing Director of CDR has stated that the increase in profit between 2018–2021 was due to his change in leadership style. Do you agree with this statement?

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 CDR is considering buying the PD centre in order to increase profits. Do you think that this would be a good decision?

Assess the arguments for and against this decision 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: Francisco Foods plc (FFP)** in the **insert booklet** and then answer the questions.

0 2 . 1 Using **Table 3**, calculate the inventory turnover for FFP as at 31st December 2022.

[3 marks]

3

0 2 . 2 Analyse **one** reason why FFP may want to 'window dress' its accounts.

[4 marks]

4

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0 2 . 3 Analyse how FFP will benefit from a regional organisational structure.

[9 marks]

Extra space

9

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0 2 . 4 FFP is an international business with many different stakeholders.

The Managing Director believes that 'stakeholder mapping' will be useful to FFP in managing stakeholders' objectives.

Do you agree with the Managing Director? Assess the arguments for and against and make a judgement.

[12 marks]

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Extra space

12

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0 2 . 5 FFP is considering strategically repositioning its brand from position 5 to position 3 on Bowman's strategic clock.

Do you think this would be a good decision?

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

[12 marks]

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Extra space

12

END OF QUESTIONS

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There are no questions printed on this page

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ANSWER IN THE SPACES PROVIDED

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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