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 4: Business Decision Making

Friday 13 January 2023 GMT: 07:00 Time allowed: 1 hour 45 minutes

Materials

For this paper you must have:
- the insert (enclosed)
- a calculator, which you are expected to use where appropriate.

Instructions
- Use black ink or black ball-point pen.
- Fill in the boxes at the top of this 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	
2	
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9.1	
9.2	
9.3	
TOTAL	

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Section A

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

0 1 To achieve sales growth, a producer of a successful range of sports clothing is deciding whether to adopt a strategy of market penetration.

Assess the arguments for and against adopting this strategy and make a judgement.

[12 marks]

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Extra space

12

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0 2 A business is receiving negative publicity due to supplying an overseas government which has experienced regular complaints of corruption. The managing director wants the business to supply another large order to this government. Is this a good idea?

Assess the arguments for and against supplying another large order and make a judgement.

[12 marks]

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0 3 A business is introducing new technology which will involve restructuring the organisation. Some employees will be resistant to this change. The finance director thinks coercion is the best way to overcome this resistance.

With reference to Kotter and Schlesinger's model, assess whether coercion is the best way for this business to overcome resistance to change. Justify your view.

[12 marks]

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Section B

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

Read the **case study** in the **insert booklet** and then answer the questions.

0 4 Fabio and Paola have different leadership styles.

Explain **one** problem that this may cause BC.

[3 marks]

3

0 5 Using **Table 2**, calculate the sales per employee at BC in 2022.

[2 marks]

2

0 6 Using **Table 2**, calculate the labour turnover for BC in 2022.

[2 marks]

2

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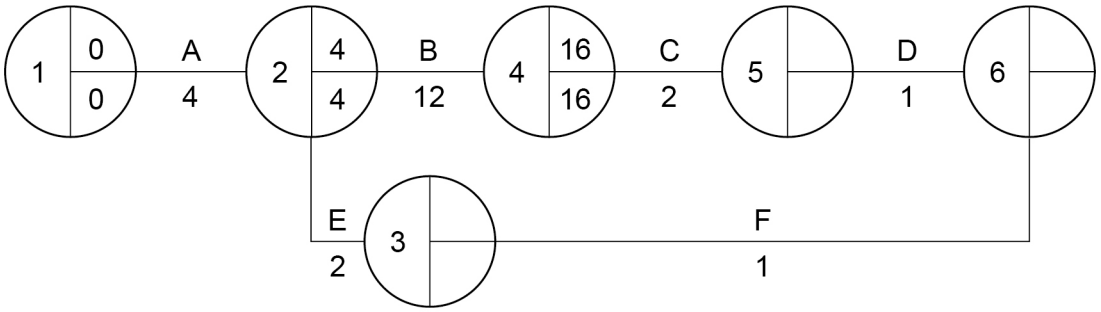
0 7 BC's labour turnover in 2022 was different from the industry average.

Explain **one** benefit of this difference to BC.

[3 marks]

3

0 8 Using the information in **Table 3**, fully complete the network diagram below.



State whether BC can be ready for the show in 17 weeks' time.

[4 marks]

4

Turn over ►

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0 9 Fabio and Paola have employed you as a management consultant.

Using the information from the case study, write a report to the management of BC (Fabio and Paola). In the report you should:

- analyse the potential benefits to BC of entering the market in China
- analyse the potential problems to BC of entering the market in China
- with reference to your analysis, recommend whether BC should enter the market in China. You should justify your recommendation.

0 9 . 1 Analyse the potential benefits to BC of entering the market in China.

[9 marks]

Extra space

9

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0 9 . 2 Analyse the potential problems to BC of entering the market in China.

[9 marks]

Extra space

9

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0 9 . 3 With reference to your analysis, recommend whether BC should enter the market in China. You should justify your recommendation.

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