

Please write clearly in block capitals.

Centre number

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Candidate number

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Surname

Forename(s)

Candidate signature

I declare this is my own work.

INTERNATIONAL A-LEVEL BUSINESS

Unit 3: Business Strategy

Thursday 4 January 2024 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 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
1.1	
1.2	
1.3	
1.4	
1.5	
2.1	
2.2	
2.3	
2.4	
2.5	
TOTAL	



Section A

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

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

0 1 . 1

Using **Table 1**, calculate the operating profit margin for TuneTrek in 2023.

[3 marks]

3

0 1 . 2

Analyse **one** barrier to innovation experienced by TuneTrek.

[4 marks]

4



[9 marks]

9

Kristian believes delayering will help to improve the performance of TuneTrek. Do you think delayering TuneTrek is a good idea?

[12 marks]

[illegible]

Do not write
outside the
box

Extra space

Turn over ►



Employees at TuneTrek are likely to resist the changes proposed by Kristian. According to Kotter and Schlesinger, one way to overcome resistance to change is education and communication.

[12 marks]

[illegible]

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outside the
box

Extra space

Turn over ►



Section B

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

Read **Source Two: Freddie's** in the **insert booklet** and then answer the questions.

0 2 . 1 Activity A is now expected to take 4 weeks instead of 2.

Using **Figure 2**, calculate the new completion time for the project.

[3 marks]

3

0 2 . 2 The average GDP growth in India is forecast to be 8%.

Analyse **one** way the forecast growth in GDP in India could impact the decisions made by the marketing department at Freddie's.

[4 marks]

4



Analyse **two** benefits to Freddie's of entering India via foreign direct investment (FDI).
[9 marks]

Extra space _____

9

The Finance Director believes that Mumbai is the best place to locate in India for Freddie's.

[12 marks]

[illegible]

Do not write
outside the
box

Extra space

Turn over ►



Assess the arguments for and against market development being less risky for Freddie's and make a judgement.

[illegible]

END OF QUESTIONS

There are no questions printed on this page

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outside the
box*

**DO NOT WRITE ON THIS PAGE
ANSWER IN THE SPACES PROVIDED**



[illegible]

Question number	<p style="text-align: center;">Additional page, if required.</p> <p style="text-align: center;">Write the question numbers in the left-hand margin.</p>
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