OXFORD AQA

INTERNATIONAL QUALIFICATIONS

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 4 Business Decision Making

Monday 2 June 2025 07:00 GMT 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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6	
7	
8	
9.1	
9.2	
9.3	
TOTAL	

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Section A

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

0 1 A new graphic design business is failing to meet customer deadlines. Its owner has decided to use a boss-centred leadership style to improve productivity. Is this the right decision?

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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0 2 A clothing retailer with a strong brand is entering a market with high buyer power. It has decided to set a high price. With reference to buyer power and **one** other of Porter's five forces, is this the right decision?

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 3 A mobile phone operator wants to increase profit. To do this, it is considering relocating its customer call centre from the UK to a country in an emerging economy.

Will this increase profit?

Assess the arguments for and against and make a judgement.

[12 marks]

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12

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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 Using **Table 1**, calculate the Return on Capital Employed for Centre B.

[2 marks]

2

0 5 Using **Table 1**, calculate the Operating Profit Margin for Centre A.

[2 marks]

2

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0 6 Explain **one** advantage for Inter-bebida plc of operating each factory as a separate profit centre.

[4 marks]

4

0 7 Using **Table 1**, calculate the productivity of Centre C.

[2 marks]

2

0 8 Explain **one** benefit for Inter-bebida plc of operating internationally.

[4 marks]

4

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0 9 Inter-bebida plc has employed you as a management consultant.

Using the information from the case study, write a report to the management of Inter-bebida plc. In the report you should:

- analyse the potential benefits for Inter-bebida plc of closing Centre A
- analyse the potential problems for Inter-bebida plc of closing Centre A
- with reference to your analysis, recommend whether Inter-bebida plc should close Centre A. You should justify your recommendation

0 9 . 1 Analyse the potential benefits for Inter-bebida plc of closing Centre A.

[9 marks]

Extra space

9

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0 9 . 2 Analyse the potential problems for Inter-bebida plc of closing Centre A.

[9 marks]

Extra space

9

Turn over for the next question

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0 9 . 3 With reference to your analysis, recommend whether Inter-bebida plc should close Centre A.

You should justify your recommendation.

[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

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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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