

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 4 Business Decision Making

Tuesday 20 January 2026

07:00 UK Time

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	
3	
4	
5.1	
5.2	
6	
7	
8.1	
8.2	
8.3	
TOTAL	



J A N 2 6 B U O 4 0 1

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

Enzo's is a successful chain of fast food restaurants in Italy. The owner wants to enter other European markets using franchising. Is franchising the best way for Enzo's to enter other European markets?

[12 marks]

[illegible]

Do not write
outside the
box

Extra space

Turn over ►



[12 marks]

[illegible]

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Extra space _____

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A manufacturer is investing in new technology to improve productivity.

Table 1

	Investment A	Investment B
Approximate cost (\$)	800 000	1 400 000
Average rate of return	12%	15%
Payback period	8 years 4 months	6 years 8 months
Forecast increase in productivity	11%	10%

The finance director has decided to choose Investment **A**. Is this the right decision?

Using **Table 1**, assess the arguments for and against and make a judgement.

[12 marks]

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slight shadow on the right side, suggesting it's resting on a surface. The overall appearance is that of a clean, unused piece of stationery.

Extra space



Section B

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

Read the **case study** in the **Insert Booklet** and then answer the questions.

0 4

Explain **one** way Petrair might benefit from the use of Lewin's force field analysis when making the decision to reduce costs.

[4 marks]

4

0 5

1

Using **Table 2** in the **insert booklet**, calculate Petrair's operating profit margin for March 31, 2025.

[2 marks]

2

0 5

2

Using **Table 2** in the **insert booklet**, calculate Petrair's forecast gross profit margin for March 31, 2026.

[2 marks]

2



0 6

Using **Table 3**, calculate Petrair's market share in 2025.**[2 marks]**

2

0 7

Explain **one** benefit to Petrair of having a strong organisational culture.**[4 marks]**

4
Turn over for the next question**Turn over ►**

[9 marks]

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9

Turn over for the next question

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With reference to your analysis, recommend whether Petrair should reduce costs in order to reduce prices.

[12 marks]

[illegible]

END OF QUESTIONS

There are no questions printed on this page

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box*

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



