

Please write clearly in block capitals.

Centre number

Candidate number

Surname

Forename(s)

Candidate signature

I declare this is my own work.

INTERNATIONAL AS BUSINESS

Unit 2 Managing Operations, Human Resources and Finance

Wednesday 14 January 2026

07:00 UK Time

Time allowed: 1 hour 30 minutes

Materials

For this paper you must have:

- 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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11	
12	
13	
14	
TOTAL	



J A N 2 6 B U 0 2 0 1

Section AAnswer **all** questions in the spaces provided.Only **one** answer per question is allowed.

For each multiple-choice question completely fill in the circle alongside the appropriate answer.

CORRECT METHOD WRONG METHODS    If you want to change your answer you must cross out your original answer as shown. If you wish to return to an answer previously crossed out, ring the answer you now wish to select as shown. **0 1**

A manufacturer is currently producing 220,000 units. It has the ability to produce a maximum of 275,000 units. The capacity utilisation is:

[1 mark]

- A** 8% ☐
- B** 12.5% ☐
- C** 80% ☐
- D** 125% ☐

1**0 2**

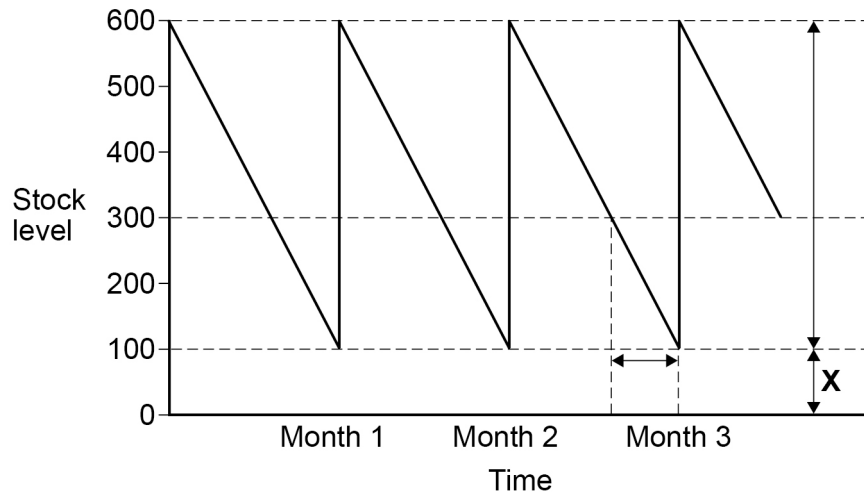
A fixed annual sum of money paid to an employee on a monthly basis is known as:

[1 mark]

- A** Commission ☐
- B** Performance-related pay ☐
- C** Piece rate ☐
- D** Salary scheme ☐

1

0 3



The letter X marked on the above inventory control chart is known as:

[1 mark]

- A** Buffer level of inventory ☐
- B** Lead time ☐
- C** Re-order level ☐
- D** Re-order quantity ☐

1

0 4

Table 1: Cost and revenue data for a business

Revenue	\$10 550 000
Fixed costs	\$6 230 000
Employee costs	\$3 481 500

Using the data in **Table 1**, calculate employee costs as a percentage of turnover.

[2 marks]

2

Turn over ►



0 5

Explain **one** benefit to a start-up business of constructing a cash flow forecast.**[3 marks]**

3

0 6

A business produces high-quality products.

Explain **one** benefit to this business of an effective recruitment process.**[3 marks]**

3



0 7

Table 2: Actual revenue and costs for a business (\$)

Sales revenue	\$5 600 000
Raw material costs	\$3 300 000
Employee costs	\$1 700 000
Overheads	\$350 000

The budgeted profit for this business was \$400 000.

Using the data in **Table 2** and the budgeted profit figure, calculate the profit variance and state whether it is adverse or favourable.

[3 marks]

3

0 8

90% of employees in a business are members of a trade union.

Explain **one** way employees can benefit from this high level of trade union membership.

[3 marks]

3

Turn over for Section B**Turn over ►**

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

A manufacturing business operates at high capacity utilisation. The business is struggling to keep up with demand.

Analyse **one** benefit and **one** drawback to the business of outsourcing production.

[illegible][illegible]

[9 marks]

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[illegible]

9

[9 marks]

[illegible][illegible]

9



Turn over for Section C

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ANSWER IN THE SPACES PROVIDED**

Turn over ►



0 9

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

A public limited company (plc) is operating in a fast growing market. The directors want to expand operations.

The finance director believes the plc should take out a loan rather than issue new shares to raise finance.

Assess the arguments for and against using a loan to pay for the expansion and make a judgement.

[12 marks]

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Turn over ►



[12 marks]

[illegible]

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[12 marks]

[illegible]

END OF QUESTIONS

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