

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

Tuesday 19 May 2026

08:00 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
1.1	
1.2	
1.3	
1.4	
1.5	
2.1	
2.2	
2.3	
2.4	
2.5	
TOTAL	



J U N 2 6 B U 0 3 0 1

IB/G/Jun26/G4006/V3

BU03

Section A

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

Read **Source One: ACD Education Ltd** in the **Insert Booklet** and then answer the questions.

0 1 . 1

Using the data in **Table 1**, calculate the current ratio for ACD.

[3 marks]

3

0 1 . 2

Analyse **one** impact of disruptive change on ACD's profitability.

[4 marks]

4



[9 marks]

[illegible][illegible]

The management team feels that ACD must diversify to achieve high profits. Do you agree?

[12 marks]

[illegible]

12

Some managers feel that coercion is the best way to overcome the resistance to change. Do you agree?

[12 marks]

[illegible]

12

Section B

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

Read **Source Two: Kaze** in the **Insert Booklet** and then answer the questions.

0 2 . 1

Using the data in **Table 2**, calculate the gross profit margin for Kaze.

[3 marks]

3

0 2 . 2

Analyse **one** benefit to Kaze of having a strong corporate culture.

[4 marks]

4



[9 marks]

[illegible][illegible]

9

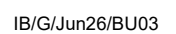
The consultant believes that Kaze must become more flexible (such as layering or flexible employment contracts) to remain competitive.

Assess the arguments for and against and make a judgement.

[illegible]

[illegible]

Turn over ►



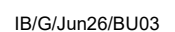
Some managers are concerned that Kaze will experience strategic drift. Are they right to be concerned?

[12 marks]

[illegible]

[illegible]

12



There are no questions printed on this page

*Do not write
outside the
box*

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



