OXFORD
INTERNATIONAL
AQA EXAMINATIONS

Please write clearly in block capitals.

Centre number | | | | | | Candidate number | | | | |

Surname ____________________

Forename(s) ____________________

Candidate signature ____________________

INTERNATIONAL A-LEVEL
BUSINESS
PAPER 3 BUSINESS STRATEGY

Specimen 2017 Time of exam Time allowed: 1 hour 45 minutes

For Examiner's Use	
Question	Mark
01.1	
01.2	
01.3	
01.4	
02.1	
02.2	
02.3	
02.4	
02.5	
TOTAL	

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 the 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.
- 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.

Section A

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

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

0 1 . 1 Explain how innovation can help Marason increase its market share.

[4 marks]

0 1 . 2 Explain how Marason's focus on reducing costs might lead to unethical behaviour in relation to its stakeholders.

[9 marks]

Extra space

0 1 . 3 To what extent does Marason's use of big data guarantee that it will achieve high sales?

[12 marks]

Extra space

0 1 . 4 Marason wants to maintain a culture that is normally associated with start-up businesses as it continues to grow.

Do you think this is possible?

Assess the arguments for and against and make a judgement.

[12 marks]

Extra space

Turn over for the next section

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Section B

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

Read **Source Two: Unilever** in the **insert booklet** and then answer the questions.

0 2 . 1 Explain why Unilever might have adopted a product organisational structure.

[4 marks]

0 2 . 2 Examine the possible reasons why a short-termist approach might damage the long-term success of Unilever.

[6 marks]

0 2 . 3 Analyse the possible benefits to Unilever of operating on a large scale.

[9 marks]

Extra space

0 2 . 4 Do you think that the emerging social trends that Unilever has to respond to in its markets (line 11) are an opportunity or a threat? Justify your answer.

[12 marks]

Extra space

0 2 . 5 Some commentators believe that Unilever's three objectives (line 7) must conflict with each other. Do you agree?

[12 marks]

Extra space

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END OF QUESTIONS

DO NOT WRITE ON THIS PAGE
ANSWER IN THE SPACES PROVIDED