Materials
For this paper you must have:
- a calculator.

Instructions
- Use black ink or black ball-point pen.
- Fill in the boxes at the bottom of this page.
- Answer all questions in Section A and Section B.
- Answer one question from Section C and one question from Section D. Write these answers in continuous prose.
- Do all rough work in this answer book. Cross through any work you do not want to be marked.
- You must answer the questions in the spaces provided. Do not write outside the box around each page or on blank pages.

Information
- The marks for questions are shown in brackets.
- The maximum mark for this paper is 100.
Section A

Answer all question(s) in this section.

Only one answer per question is allowed.

For each answer 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.

01

Which one of these sources of finance may involve the payment of a dividend?

A Debt factoring
B Loans
C Overdrafts
D Share capital

[1 mark]

02

The price elasticity of demand for a brand of clothes is –0.6. What will happen if the price decreases by 3%?

A Quantity demanded will rise and total sales revenue will fall.
B Quantity demanded will rise and total sales revenue will rise.
C Quantity demanded will fall and total sales revenue will fall.
D Quantity demanded will fall and total sales revenue will rise.

[1 mark]
How will an increase in interest rates be most likely to affect a highly geared house builder?

A  Decreasing costs and decreasing demand
B  Decreasing costs and increasing demand
C  Increasing costs and decreasing demand
D  Increasing costs and increasing demand  [1 mark]

Consumers are classified into groups according to their age. What is this an example of?

A  Behavioural segmentation
B  Demographic segmentation
C  Geographic segmentation
D  Income segmentation  [1 mark]

One high street bank merges with another high street bank. This is best described as an example of:

A  backward vertical integration.
B  diversification.
C  forward vertical integration.
D  horizontal integration.  [1 mark]

The following information applies to Question 6.

A new software application costs £5 million to develop and has an expected lifetime of 5 years. It is expected to provide a net return of £1.5 million per year.

What is the payback period for the new software application?

A  2 years
B  2 years 6 months
C  3 years 4 months
D  5 years  [1 mark]
A firm’s capacity utilisation is 60%. Its capacity then increases by 20%. Its new capacity utilisation is:

A 40%.
B 50%.
C 75%.
D 80%.

Greiner’s model of growth describes different phases of business growth over time. What is the order of the first three stages?

A Creativity – Delegation – Direction
B Creativity – Direction – Delegation
C Direction – Creativity – Delegation
D Direction – Delegation – Creativity

A business reduces its labour force by automating production with new technology. This leads to a 30% increase in capacity and a 10% increase in unit costs. This is an example of:

A more labour intensive production leading to economies of scale.
B more labour intensive production leading to diseconomies of scale.
C more capital intensive production leading to economies of scale.
D more capital intensive production leading to diseconomies of scale.
The network in Figure 1 shows the activities involved in a new promotional campaign. This network applies to Questions 10 and 11. All timings are in days.

Figure 1: Network for a promotional campaign

1. What is the latest finish time for Activity F?
   A. Day 7
   B. Day 8
   C. Day 10
   D. Day 11

2. What is the critical path for the network?
   A. AC
   B. ADG
   C. BE
   D. BFH
In Bowman’s strategy clock, what does a strategy of ‘focused differentiation’ mean?

A. High price and high added value
B. High price and low added value
C. Low price and high added value
D. Low price and low added value

[1 mark]

Using the data in Table 1, which one of the following statements is correct for this business between 2013 and 2014?

Table 1 Data on a small producer

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average number of employees</td>
<td>100</td>
<td>120</td>
</tr>
<tr>
<td>Number of staff leaving</td>
<td>20</td>
<td>22</td>
</tr>
<tr>
<td>Total output of business (units)</td>
<td>1000</td>
<td>1150</td>
</tr>
</tbody>
</table>

A. Labour productivity increased and labour turnover rate increased
B. Labour productivity increased and labour turnover rate decreased
C. Labour productivity decreased and labour turnover rate increased
D. Labour productivity decreased and labour turnover rate decreased

[1 mark]

Forecasting future sales by projecting past trends in sales is known by which term?

A. Correlation
B. Extrapolation
C. Market mapping
D. Qualitative market research

[1 mark]
What is the current ratio for the company whose figures are shown in Table 2?

**Table 2** Extract from the financial account of a company

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-current assets</td>
<td>£100m</td>
</tr>
<tr>
<td>Current assets</td>
<td>£40m</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>£30m</td>
</tr>
<tr>
<td>Non-current liabilities</td>
<td>£20m</td>
</tr>
<tr>
<td>Shareholder funds</td>
<td>£50m</td>
</tr>
</tbody>
</table>

A £10m
B 2
C 1.33
D 40%

[1 mark]

**QUESTION 15 IS THE LAST QUESTION IN SECTION A.**

Section B starts on the next page.
Section B

Answer all question(s) in this section.

The data in Table 3 refers to a particular business and should be used for Questions 16.1 and 16.2.

Table 3 Data on a business

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Selling price</td>
<td>£7.50</td>
</tr>
<tr>
<td>Total revenue</td>
<td>£22 500.00</td>
</tr>
<tr>
<td>Total contribution</td>
<td>£15 900.00</td>
</tr>
<tr>
<td>Total costs</td>
<td>£20 650.00</td>
</tr>
</tbody>
</table>

Based on the data in Table 3, calculate the fixed costs of the business. Show your workings.

[4 marks]

Extra space
Based on the data in Table 3, calculate the contribution per unit. Show your workings. [4 marks]

Explain one possible benefit of budgeting to a fast-growing business. [4 marks]

Extra space
Explain one way in which a significant increase in the exchange rate value of the pound against the US dollar could affect a UK-based producer of breakfast cereals that imports supplies from the USA.

[5 marks]
A small business that competes in a market where demand is price elastic is introducing a system of quality assurance. Analyse how quality assurance might improve its competitiveness.

[9 marks]
Some industries are dominated by a few large businesses. Analyse how these large businesses might increase their profits by influencing one of Porter’s five forces.

[9 marks]
Section C

Answer either question 21 or question 22.

Shade the circle below to indicate which optional question(s) you have answered.

CORRECT METHOD ✐️ WRONG METHODS ✗ ✗ ✗ ✗

2 1  The managers of a multi-product business want to achieve a steady growth in sales. To what extent will an understanding of product life cycle help them make effective marketing decisions?

[25 marks]

OR

2 2  To what extent is training likely to be the best way to improve the performance of a retailer’s workforce?

[25 marks]
Section D

Answer either question 23 or question 24.

Shade the circle below to indicate which optional question(s) you have answered.

[Image of shaded circles]

The managers of a public limited company believe that it is important for the business to behave ethically. To what extent do you think that an ethical approach to business decision making is now essential for managers in public limited companies?

[25 marks]

OR

A small start-up business has grown over time to become one of the biggest firms in its market. To what extent is it inevitable that the culture of a business will change over time as it grows significantly?

[25 marks]