



Surname _____

Other Names _____

Centre Number _____

Candidate Number _____

Candidate Signature _____

A-level

BUSINESS

Paper 3 Business 3

7132/3

Friday 7 June 2019

Morning

Time allowed: 2 hours

At the top of the page, write your surname and other names, your centre number, your candidate number and add your signature.

[Turn over]



For this paper you must have:

- **a calculator**
- **the Insert.**

INSTRUCTIONS

- **Use black ink or black ball-point pen.**
- **Answer ALL questions.**
- **You must answer the questions in the spaces provided. Do not write on blank pages.**
- **Do all rough work in this answer book. Cross through any work you do not want to be marked.**



INFORMATION

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

DO NOT TURN OVER UNTIL TOLD TO DO SO



Answer ALL questions.

Read the CASE STUDY in the INSERT.

0	1
---	---

Analyse TWO possible reasons why Mike introduced a budgeting system for DWS Ltd in 1991. [12 marks]

[Turn over]



[Turn over]





[Turn over]





[Turn over]



0	2
---	---

Analyse how setting up the works council may have led to the changes in Human Resource performance data shown in APPENDIX A, on page 10 of the insert. [12 marks]

[Turn over]



[Turn over]





[Turn over]

[Turn over]



0 3

In 2010 Mike introduced a new approach to operations in response to competitive pressures (lines 78–93).

Using data from APPENDIX B, on page 11 in the insert, and the OTHER INFORMATION PROVIDED, evaluate the extent to which this new approach has been successful. [16 marks]

[Turn over]



[Turn over]



[Turn over]



04

DWS Ltd is considering investing in solar panels.

Using APPENDIX D, on page 13 of the insert, calculate the payback period and the Average Rate of Return of this investment.

Based on your results and OTHER INFORMATION, recommend whether DWS Ltd should make this investment. Justify your decision. [16 marks]

[Turn over]



[Turn over]

16



0 5

To what extent does the information provided support the view that Mike is an effective leader? [20 marks]

[Turn over]





[Turn over]



[Turn over]



[Turn over]

[Turn over]



[Turn over]





[Turn over]



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For Examiner's Use	
Question	Mark
1	
2	
3	
4	
5	
6	
TOTAL	

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