




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. 

0 1

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]

0 2

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]

0 3

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]

0 4

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]

0 5

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.

0 6

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]

0 7

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%.

[1 mark]**0 8**

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

[1 mark]**0 9**

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.

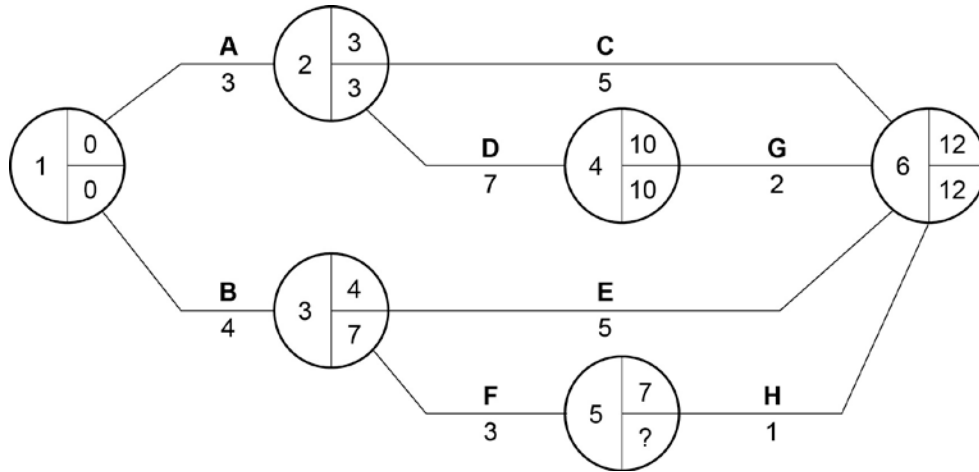
C more capital intensive production leading to economies of scale.

D more capital intensive production leading to diseconomies of scale.

[1 mark]

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 0

What is the latest finish time for Activity F?

A Day 7

B Day 8

C Day 10

D Day 11

[1 mark]

1 1

What is the critical path for the network?

A AC

B ADG

C BE

D BFH

[1 mark]

1 2

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]

1 3

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

	2013	2014
Average number of employees	100	120
Number of staff leaving	20	22
Total output of business (units)	1000	1150

- 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]

1 4

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]

1 5

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

Non-current assets	£100m
Current assets	£40m
Current liabilities	£30m
Non-current liabilities	£20m
Shareholder funds	£50m

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.

1 6

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

Selling price	£7.50
Total revenue	£22 500.00
Total contribution	£15 900.00
Total costs	£20 650.00

1 6

1

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

[4 marks]

Extra space

1 6 . **2** Based on the data in **Table 3**, calculate the contribution per unit. Show your workings. **[4 marks]**

1 7 Explain **one** possible benefit of budgeting to a fast-growing business. **[4 marks]**

Extra space

2 0

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]

Extra space

Section C

Answer **either** question 21 **or** question 22.

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

Question

2	1	<input type="radio"/>
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Question

2	2	<input type="radio"/>
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CORRECT METHOD

WRONG METHODS

2	1
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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]

Extra space

Section D starts on the next page.

Section D

Answer **either** question 23 **or** question 24.

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

Question 2 3

Question 2 4

CORRECT METHOD

WRONG METHODS

2 3

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

2 4

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]

Lined writing area consisting of 25 horizontal lines.

