

**Modified Enlarged 24pt  
OXFORD CAMBRIDGE AND RSA EXAMINATIONS**

**Wednesday 14 June 2023 – Morning**

**A Level Business**

**H431/03 The global business environment**

**Time allowed: 2 hours  
plus your additional time allowance**

**YOU MUST HAVE:  
the Resource Booklet**

**YOU CAN USE:  
a calculator**

**Please write clearly in black ink.**

**Centre number**

**Candidate number**

**First name(s)** \_\_\_\_\_

**Last name** \_\_\_\_\_

**READ INSTRUCTIONS OVERLEAF**



## **INSTRUCTIONS**

**Use black ink.**

**Write your answer to each question in the space provided. You can use extra paper if you need to, but you must clearly show your candidate number, the centre number and the question numbers.**

**Answer ALL the questions.**

**Use the Resource Booklet to answer all the questions.**

## **INFORMATION**

**The total mark for this paper is 80.**

**The marks for each question are shown in brackets [ ].**

**Quality of extended response will be assessed in questions marked with an asterisk (\*).**

## **ADVICE**

**Read each question carefully before you start your answer.**

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**2 Explain TWO diseconomies of scale that Amazon might experience.**

**1**

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**2**

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**[4]**













**4 Refer to EXTRACT C.  
Amazon's advertising expenditure  
increased by 59% from 2018 to 2020.**

**Calculate Amazon's advertising  
elasticity of demand between 2018 and  
2020. Show your workings.**

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**Answer \_\_\_\_\_ [3]**











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**7 There has been a huge increase in the number of Amazon employees in recent years.**

**Explain TWO ways Amazon could use workforce planning.**

**1** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**2** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**[4]**

**8 Old Dusty Books (ODB) is a small independent book retailer that has one shop and a growing online presence. ODB specialises in rare books and the owners are considering becoming one of Amazon's many global suppliers.**

**ODB uses a cost-plus approach to pricing with a 65% mark up.**

**(a) Recently, ODB purchased a set of classic novels from a seller in India, paying 5665 Indian Rupees (INR) at an exchange rate of £1=INR103.**

**One week later, ODB sold the same set of books to a buyer in the United States, when the exchange rate was £1=\$1.20.**

**Calculate the final selling price in US Dollars (\$). Show your workings.**

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**Answer \_\_\_\_\_ [3]**

**(b) The ‘valuation stage’ (produced below) is part of an overall critical path network diagram of ODB’s operations.**

**Section of network diagram for ODB’s supply chain (times are in days)**



**(i) Identify the latest finish time for this activity.**

\_\_\_\_\_ [1]

**(ii) Calculate the total float for this activity.**

\_\_\_\_\_ [1]

**9 Explain ONE qualitative factor which might affect project management in a business.**

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**[2]**













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