



Oxford Cambridge and RSA

Wednesday 7 June 2023 – Afternoon

Level 3 Cambridge Technical in Business

05834/05835/05836/05837/05878 Unit 3: Business decisions

Time allowed: 1 hour 30 minutes

C423/2306



You must have:

- a clean copy of the Pre-release

You can use:

- a calculator



Please write clearly in black ink. **Do not write in the barcodes.**

Centre number

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Candidate number

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First name(s)

Last name

Date of birth

D	D	M	M	Y	Y	Y	Y
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INSTRUCTIONS

- Use black ink.
- Write your answer to each question in the space provided. If you need extra space use the lined page(s) at the end of this booklet. The question numbers must be clearly shown.
- Answer **all** the questions.
- Use the Insert to answer all the questions.

INFORMATION

- The total mark for this paper is **60**.
- The marks for each question are shown in brackets [].
- This document has **12** pages.

ADVICE

- Read each question carefully before you start your answer.

- 1 (a) Sam and Sundip are concerned that the two founding trustees of CFD are unwilling to take financial risks.

Other than financial risks, identify **two** types of risk.

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2.....
..... [2]

- (b) Sam has been trained in the use of decision-making tools.

Explain how receiving training in the use of decision-making tools could affect the quality of decision-making.

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..... [3]

- (c) Sam and Sundip have held a meeting with an external consultant.

- (i) State **one** advantage to CFD of using an external consultant when taking business decisions.

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..... [1]

- (ii) State **two** disadvantages to CFD of using an external consultant when taking business decisions.

1.....
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..... [2]

2 For **Option 2 – Open a computer store**, Sam has estimated the following:

- fixed costs (monthly): £3000
- variable costs per computer: £50
- average selling price per computer: £150.

(a) Calculate the unit contribution for each computer sold.

Show your workings

Unit contribution: _____

[2]

(b) Calculate the level of output required to break even each month.

Show your workings

Break even level of output: _____

[2]

(c) State **two** actions CFD could take to lower the number of computers it needs to sell to break even.

- 1.....
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- 2.....
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[2]

- 3 (a) Sam has obtained the following information as part of his research into **Option 2 – Open a computer store** (see table below).

Percentage of households with internet connection by annual household income, Scotland 2014	
Household income bands	% of households with an internet connection
£0 – £6000	60
£6001 – £10 000	51
£10 001 – £15 000	63
£15 001 – £20 000	78
£20 001 – £25 000	85
£25 001 – £30 000	93
£30 001 – £40 000	96
£40 001 and over	99

- (i) According to the information shown in the table above, what is the correlation between household income and the percentage of households with an internet connection?

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..... [2]

- (ii) State **one** reason why the information in this table may not be useful for CFD.

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..... [1]

(b) The founding trustees, Charlie and Jack, are concerned about the ethical impact of CFD's business decision-making.

Explain how **one** ethical constraint on marketing could affect CFD's business decision-making.

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..... **[3]**

4 If **Option 3 – Refurbish smartphones** is chosen, CFD will need to ensure that productivity is at an acceptable level.

(a) Explain how CFD could decide on an acceptable level of productivity for smartphone refurbishment.

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..... **[2]**

(b) Sam is concerned that productivity levels amongst the existing volunteers are too low. Explain **two** methods that CFD could use to try and improve the productivity of its volunteers.

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..... **[4]**

- 5 Charlie and Jack believe that using primary research to help CFD take business decisions is a waste of time. They believe that secondary research is more cost-effective.

Evaluate the benefits and drawbacks to CFD of using primary research, rather than secondary research, when making business decisions.

[12]

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6 (a) If **Option 2 – Open a computer store** is chosen, CFD will need to secure the shop and its stock of computer devices.

Describe how the use of Radio-frequency Identification (RFID) could help to reduce the theft of computers from the computer store.

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..... [2]

(b) If **Option 3 – Refurbish smartphones** is chosen some of the existing volunteers have said they would be unwilling to change to working with smartphones.

Explain **two** reasons why some volunteers at CFD might be resistant to change.

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[4]

7 CFD needs to return to surplus quickly so that its work can continue for many years to come. Recommend which **one** of the three options CFD should take. Justify your recommendation.

[16]

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END OF QUESTION PAPER

ADDITIONAL ANSWER SPACE

If additional answer space is required, you should use the following lined page(s). The question numbers must be clearly shown in the margins – for example, 1(a) or 2(c).

A vertical line on the left side of the page is followed by 25 horizontal dotted lines, providing a ruled area for writing answers.



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