

# EDEXCEL A LEVEL BUSINESS

## EXAM QUESTION GRIDS



INCLUDES ALL  
AS/A2 EXAM PAPERS  
**2016-2024**

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## Theme 1 – Marketing and People

### 1.1.1 The market

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2017	1a	4	<u>Airline industry</u>	Air passenger numbers were forecast to grow from 3.5bn people in 2015 to 3.75bn people in 2016. Using the data from Extract A and the information above, calculate the difference in percentage growth in air passenger numbers between 2015 and 2016. You are advised to show your working.
A2	2	2017	1e	20	<u>Morrisons</u>	Morrisons aims to regain its market share. The two options the management are considering are either to cut prices further, or to improve its overall customer experience. Evaluate these two options and recommend which option might be preferred by Morrisons' shareholders.
A2	1	2019	1a	4	<u>Music streaming</u>	Between 2010 and 2011, the number of music streaming subscribers grew by 62.34%. Using the data from Extract A, calculate, to 2 decimal places, the difference between percentage growth in 2010 to 2011 and that in 2019 to 2020. You are advised to show your working.
A2	1	2019	1d	12	<u>Music streaming</u>	Assess the consequences to a business, such as Spotify, of operating in a dynamic market.
AS	1	2019	1d	4	<u>Good Hotel</u>	Explain how The Good Hotel in Guatemala could benefit from operating in a niche market
AS	1	2018	2c	4	<u>Mars</u>	In 2015 the protein food and drink market was worth £310m. Using the data in Extract B, calculate, to 2 decimal places, the market share of protein bars in the protein food and drink market for 2015. You are advised to show your workings.
AS	1	2018	1d	4	<u>PureGym</u>	Explain how the growth of the fitness market from 2015 to 2016 could have affected PureGym
A2	1	2021	1a	4	<u>UK Sweets</u>	In 2018, the value of the UK market for sugar-free sweets was 3% of total sales revenue. In 2023, it is forecast to be 5% of total sales revenue. Using the data in Extract A, calculate the change in value of sugar-free sweets sales predicted between 2018 and 2023. State your answer to 2 decimal places. You are advised to show your working.
A2	1	2022	2a	4	<u>Sportswear in Asia</u>	Using the data in Extract D, calculate Nike's market share of worldwide sports footwear in 2018. State your answer to 2 decimal places. You are advised to show your working.
AS	1	2022	1c	4	<u>Sportswear</u>	Using the data in Extract A, calculate, to 2 decimal places, the percentage market growth for sportswear from 2019 to 2022. You are advised to show your working

<b>AS</b>	1	2023	2d	4	<u>Bulb energy</u>	Using the data from Extract B, calculate the market share, to 2 decimal places, for Bulb in 2019. You are advised to show your working.
<b>A2</b>	1	2024	1a	4	<u>Samsung</u>	Using the information in Extract A, calculate the difference in Samsung's global market share of smartphone shipments between Q4 2021 and Q4 2022. State your answer to 2 decimal places. You are advised to show your working.
<b>A2</b>	3	2024	1b	10	<u>Vinted</u>	Assess whether the global clothing market could be considered a dynamic market

### 1.1.2 Market research

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2019	2a	4	<u>Coffee</u>	Explain one limitation of secondary market research data, such as that presented in Extract D.
A2	1	2018	1c	10	<u>Fast food</u>	Assess the likely reasons for Hot Chip using mainly quantitative market research data.
AS	1	2018	2d	4	<u>Mars</u>	Explain how Mars could research the protein bar market
A2	1	2022	1b	4	<u>Luxury Watches</u>	Explain one way in which product orientation is important to Rolex.
A2	3	2020	1b	10	<u>UK Entertainment Industry</u>	Mark Maitland, Media and Entertainment Leader at PwC UK, suggested cinemas might make more use of opportunities to add value, such as providing luxury seats. Assess whether providing luxury seats is the best way for cinemas to increase added value.
A2	3	2021	1b	10	<u>UK Hospitality</u>	Assess the possible limitations of secondary market research to restaurant chain companies, such as Jamie Oliver's
A2	1	2023	1d	12	<u>Food delivery apps</u>	Assess the likely value of secondary market research data to Deliveroo's marketing.
AS	1	2024	1f	10	<u>Oat milk</u>	Assess the limitations for Oatly of using secondary market research
AS	1	2024	2f	10	<u>HECK</u>	Assess the importance of using market segmentation when releasing new products for HECK!

### 1.1.3 Market positioning

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2017	1d	12	<a href="#"><u>Airline industry</u></a>	Assess the likely importance of its market positioning to the success of a business, such as Emirates.
AS	1	2016	1c	4	<a href="#"><u>Aston Martin</u></a>	Explain how Aston Martin uses differentiation in the premium car market
AS	1	2019	1e	8	<a href="#"><u>Good Hotel</u></a>	Assess two methods The Good Hotel could use to develop customer loyalty.
AS	1	2017	1d	4	<a href="#"><u>Marks and Spencer</u></a>	Construct a market map to illustrate the impact of M&S's decision to aim its clothing range at a younger target market
AS	2	2017	3	20	<a href="#"><u>McLaren</u></a>	To maintain its competitive advantage in the premium sports car market, McLaren Ltd could increase its use of lean production methods or make the company more market orientated. Evaluate these two options and recommend which option McLaren should use to maintain its competitive advantage.
AS	1	2018	1c	4	<a href="#"><u>PureGym</u></a>	Explain how PureGym has gained a competitive advantage in the fitness market
A2	1	2022	2e	20	<a href="#"><u>Sportswear in Asia</u></a>	Nike is aiming to achieve competitive advantage in the global sports footwear market. In order to do this Nike could focus on cost competitiveness or differentiation. Evaluate these two options and recommend which one is most suitable for Nike to maintain its global competitiveness.
A2	1	2024	1b	4	<a href="#"><u>Samsung</u></a>	Explain one way Samsung could use market mapping.



### 1.2.1 Demand

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2017	1b	4	<u>Airline industry</u>	Using the data from Extract B, draw a supply and demand diagram for airline tickets to show the likely effects of the change in jet fuel prices between 2014 and 2015.
A2	1	2019	2b	4	<u>Coffee</u>	Consumers aged 40–59 years old are the largest age group in the USA coffee market. Using the data in Extract E, draw a demand and supply diagram to show the likely effects of the estimated change in population for the 40–59 age group on the USA coffee market.
AS	1	2016	1e	8	<u>Aston Martin</u>	Assess two non-price factors that might affect the demand for premium priced cars in the UK
AS	1	2017	2d	4	<u>Select Service Provider</u>	Construct a supply and demand diagram to illustrate the likely impact of changing consumer tastes on Burger King
A2	1	2022	1a	4	<u>Luxury Watches</u>	Using the data in Extract A, draw a supply and demand diagram to show the possible impact of the change in the price of gold, between 6 December 2019 and 5 January 2020, on the luxury watch market.
A2	3	2020	1a	8	<u>UK Entertainment Industry</u>	Using a supply and demand diagram, assess two reasons why live entertainment business revenues in the UK might have increased in 2017.
AS	1	2020	2d	4	<u>Ape Snacks</u>	Using the data from Extract B, construct a supply and demand diagram to illustrate the impact of ageing coconut trees on the existing coconut market
AS	1	2020	2e	8	<u>Ape Snacks</u>	Assess two factors that could cause a change in demand for Ape Snacks.
A2	3	2024	2a	8	<u>Jonathan Trumbull Ltd</u>	Assess two factors that could influence the demand for new clothing sold by Jonathan Trumbull Ltd

### 1.2.2 Supply

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2017	1b	4	<u>Airline industry</u>	Using the data from Extract B, draw a supply and demand diagram for airline tickets to show the likely effects of the change in jet fuel prices between 2014 and 2015.
A2	1	2019	2b	4	<u>Coffee</u>	Consumers aged 40–59 years old are the largest age group in the USA coffee market. Using the data in Extract E, draw a demand and supply diagram to show the likely effects of the estimated change in population for the 40–59 age group on the USA coffee market.
AS	1	2019	2e	8	<u>Beaverbrooks</u>	Assess two factors that could affect the supply of Beaverbrook's silver jewellery
AS	1	2017	2d	4	<u>Select Service Provider</u>	Construct a supply and demand diagram to illustrate the likely impact of changing consumer tastes on Burger King
A2	1	2022	1a	4	<u>Luxury Watches</u>	Using the data in Extract A, draw a supply and demand diagram to show the possible impact of the change in the price of gold, between 6 December 2019 and 5 January 2020, on the luxury watch market.
A2	3	2020	1a	8	<u>UK Entertainment Industry</u>	Using a supply and demand diagram, assess two reasons why live entertainment business revenues in the UK might have increased in 2017.
AS	1	2020	2d	4	<u>Ape Snacks</u>	Using the data from Extract B, construct a supply and demand diagram to illustrate the impact of ageing coconut trees on the existing coconut market

### 1.2.3 Markets

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### 1.2.4 Price elasticity of demand (PED)

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2017	1c	12	<u>Health and Fitness Industry</u>	The average price elasticity of demand for clubs in the health and fitness market is estimated to be -2. Assess the likely impact of media health campaigns on the price elasticity of demand for health and fitness clubs.
AS	1	2019	2c	4	<u>Beaverbrooks</u>	At the start of 2016, Beaverbrooks sold 600 Omega Seamaster watches. By 2017 this had increased to 690. Beaverbrooks calculated that the PED for this product was -0.8. Calculate, to 2 decimal places, the percentage fall in the price of an Omega Seamaster watch.
AS	1	2017	1e	8	<u>Marks and Spencer</u>	Assess two factors that could influence the price elasticity of demand for M&S's clothing range
A2	1	2023	2a	4	<u>Games consoles</u>	Using the data in Extract D, calculate the difference in Price Elasticity of Demand for PlayStation 2 and the Xbox. State your answer to 2 decimal places. You are advised to show your working.
A2	1	2024	2b	4	<u>Streaming Services</u>	Using the information in Extract E, calculate the price elasticity of demand for Netflix in India between 2019 and 2022. State your answer to 2 decimal places. You are advised to show your working.

### 1.2.5 Income Elasticity of Demand (YED)

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2018	1a	4	<a href="#">Fast food</a>	Using the data in Extract A, calculate, to 2 decimal places, the income elasticity of demand for takeaway meals. You are advised to show your working
A2	3	2019	1a	8	<a href="#">Travel Industry</a>	Using the data in Extract A, assess two reasons why income elasticity of demand for holidays may be income elastic
AS	1	2016	2c	4	<a href="#">Approved Food</a>	The Office for National Statistics stated that incomes fell by 2.2% in 2014. Using the data in Extract B, calculate the income elasticity of demand for Approved Food, following an increase in weekly orders to 3,500 in 2014. You are advised to show your working.
AS	1	2016	2d	4	<a href="#">Approved Food</a>	Explain how a business, such as Approved Food, might use income elasticity of demand data
A2	1	2023	1a	4	<a href="#">Food delivery apps</a>	Using the data in Extract A, explain one way demand for online food deliveries is affected by income elasticity of demand.
AS	1	2024	1c	4	<a href="#">Oat milk</a>	Using the information in Extract A, calculate the income elasticity of demand for oat milk. State your answer to two decimal places. You are advised to show your working.
AS	1	2024	1e	8	<a href="#">Oat milk</a>	Assess two factors which could affect the income elasticity of demand for Oatly's product

### 1.3.1 Product / Service design

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2018	1b	4	<u>Fast food</u>	Using Extracts B and C, explain one way in which Hot Chip could change elements of its design mix to reflect eating behaviours at fast food restaurants
A2	2	2017	1e	20	<u>Morrisons</u>	Morrisons aims to regain its market share. The two options the management are considering are either to cut prices further, or to improve its overall customer experience. Evaluate these two options and recommend which option might be preferred by Morrisons' shareholders.
A2	1	2019	1b	4	<u>Music streaming</u>	Using the data from Extract A and your knowledge of the product life cycle, explain one way in which the marketing of music streaming might be different in 2010 compared to 2019.
A2	1	2019	1e	20	<u>Music streaming</u>	Spotify is aiming to extend the product life cycle of its music streaming business. Spotify could either focus on marketing strategies in existing markets, such as Europe and the USA, or expand into emerging markets, such as those in Asia. Evaluate these two options and recommend which one is most suitable for Spotify to extend the product life cycle of its music streaming business.
AS	1	2016	1d	4	<u>Aston Martin</u>	Explain how Aston Martin could use the design mix to appeal to the new target market
AS	1	2018	3	20	<u>Mainstage Travel</u>	To continue developing the most innovative technology in the travel market, MT could either use more venture capital or a bank loan. Evaluate these two options and recommend which option would be most suitable for a company that operates in a dynamic market, such as MT.
AS	2	2019	3	20	<u>Tesco</u>	To increase its profits, Tesco could use competitive pricing or increase the amount of innovation within its stores. Evaluate these two options and recommend which option Tesco should use to improve its profits.
AS	1	2020	2f	10	<u>Ape Snacks</u>	Assess whether social trends might affect the design mix for Ape Snacks' coconut snacks
AS	1	2022	3	20	<u>Hornby</u>	In 2020 Hornby used innovation and made changes to its promotional methods to make the company profitable. Evaluate these two options and recommend which one was likely to have been more effective at making Hornby profitable
AS	1	2023	1e	8	<u>Mous phone cases</u>	Assess the importance of two elements of the design mix to the success of Mous' iPhone cases.

<b>AS</b>	1	2023	2f	10	<u>Bulb energy</u>	Assess the importance of ethical sourcing to the success of an energy retailer, such as Bulb.
<b>A2</b>	1	2024	1c	10	<u>Samsung</u>	Assess the importance of function in the design mix of Samsung's smartphones.
<b>AS</b>	1	2024	1d	4	<u>Oat milk</u>	Explain one way Oatly's marketing decisions could be affected by being in the growth stage of the product life cycle.

### 1.3.2 Branding and promotion

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2018	1a	8	<u>Confectionery Industry</u>	Using the data in Extract A, assess two benefits of branding for a chocolate manufacturer, such as Mars UK Ltd.
A2	2	2018	1e	20	<u>Mumtaz Food Group</u>	Mumtaz's aim is to become the UK's market leader in Asian ready meals. To achieve this, it could produce own label ready meals for supermarkets or focus on selling more Mumtaz premium brand name products. Evaluate these two options and recommend which is most suitable for Mumtaz to achieve its aim.
AS	2	2016	3	20	<u>Aldi</u>	With the UK economy entering the recovery phase of its business cycle, Aldi could continue to either focus on competitive prices, or increase its use of promotional methods. Evaluate these two options and recommend which option Aldi should adopt to increase its sales revenue.
AS	2	2018	3	20	<u>AO.com</u>	In order to increase its profits, AO.com could either sell a wider range of products through the internet or improve its branding. Evaluate these two options and recommend which option AO.com should use to increase its profits.
AS	1	2017	1c	4	<u>Marks and Spencer</u>	Explain how M&S could build its clothing brand
AS	1	2018	2e	8	<u>Mars</u>	Assess two methods Mars could use to promote its new protein bars
A2	1	2020	1c	10	<u>UK Supermarkets</u>	Assess the likely benefits to Jack's if it only advertises locally using leaflets
A2	1	2021	1b	4	<u>UK Sweets</u>	Explain one way in which a business such as Bon Bon's adds value to the products it sells.
AS	1	2022	1d	4	<u>Sportswear</u>	Explain how being more sustainable could increase Sundried's added value
AS	1	2022	1f	10	<u>Sportswear</u>	Assess the importance of having a strong brand to the success of a sportswear company.



AS	1	2022	3	20	<u>Hornby</u>	In 2020 Hornby used innovation and made changes to its promotional methods to make the company profitable. Evaluate these two options and recommend which one was likely to have been more effective at making Hornby profitable
AS	1	2023	1d	4	<u>Mous phone cases</u>	Explain how the unique selling point of Mous could help build its brand.
AS	1	2023	2c	4	<u>Bulb energy</u>	Explain how social trends have affected Bulb's choice of promotion.
A2	1	2023	1c	10	<u>Food delivery apps</u>	Assess the likely importance of emotional branding to Deliveroo
AS	1	2024	2d	4	<u>HECK</u>	Explain why having a strong brand might be important to HECK!

### 1.3.3 Pricing strategies

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2017	1e	20	<u>Morrisons</u>	Morrisons aims to regain its market share. The two options the management are considering are either to cut prices further, or to improve its overall customer experience. Evaluate these two options and recommend which option might be preferred by Morrisons' shareholders.
A2	1	2017	2a	4	<u>Pharmaceuticals</u>	Explain how Pfizer could benefit from using a price skimming strategy.
A2	3	2019	2d	20	<u>Ryanair</u>	For long-haul flights to the Americas, Ryanair and Air Europa could use competitive pricing or a penetration pricing strategy to maximise profit. Evaluate these two pricing strategies and recommend which one should be used by Ryanair and Air Europa to maximise profit
AS	2	2016	3	20	<u>Aldi</u>	With the UK economy entering the recovery phase of its business cycle, Aldi could continue to either focus on competitive prices, or increase its use of promotional methods. Evaluate these two options and recommend which option Aldi should adopt to increase its sales revenue.
AS	1	2019	1f	10	<u>Good Hotel</u>	Assess whether a unique selling point (USP) is the most important factor in determining a pricing strategy for a premium priced hotel, such as The Good Hotel.
AS	2	2019	3	20	<u>Tesco</u>	To increase its profits, Tesco could use competitive pricing or increase the amount of innovation within its stores. Evaluate these two options and recommend which option Tesco should use to improve its profits.
A2	3	2022	2a	8	<u>Cycling</u>	Assess two pricing strategies Richard could use at Northfield Cycles
AS	1	2022	1e	8	<u>Sportswear</u>	Assess two pricing strategies that may be suitable for Sundried to use
AS	2	2022	3	20	<u>Tony's Chocolonely</u>	To increase its operating profit in the UK, Tony's Chocolonely could either increase the number of distribution channels it uses or move to a competitive pricing strategy. Evaluate these two options and recommend which one Tony's Chocolonely should use to increase its operating profit.
A2	1	2024	1d	10	<u>Samsung</u>	Assess the likely usefulness of price skimming to Samsung's pricing strategy

### 1.3.4 Distribution

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2017	1c	10	<u>Airline industry</u>	Assess the consequences to a business, such as Spirit Airlines, of only selling its tickets online.
AS	2	2018	3	20	<u>AO.com</u>	In order to increase its profits, AO.com could either sell a wider range of products through the internet or improve its branding. Evaluate these two options and recommend which option AO.com should use to increase its profits.
AS	1	2016	2e	8	<u>Approved Food</u>	Assess two ways social trends might affect the channels of distribution for a business such as Approved Food
AS	1	2016	3	20	<u>Bunches</u>	As a basis for further expansion, Bunches could increase distribution either through the Post Office or through online sales. Evaluate these two options and recommend which option would be the most profitable for Bunches.
A2	1	2021	1e	20	<u>UK Sweets</u>	Bon Bon's is currently a business to business (B2B) company with an objective to increase profitability. To do this, Bon Bon's could either increase sales as a B2B company, or become a business to customer (B2C) company. Evaluate these two options and recommend which one is more likely to improve Bon Bon's profitability.
A2	1	2022	1d	12	<u>Luxury Watches</u>	Assess the likely importance of distribution (place) in Rolex's marketing mix
A2	3	2021	1a	8	<u>UK Hospitality</u>	Using Extract A, assess two likely reasons why US fast food companies such as McDonald's choose to locate restaurants in the UK
AS	2	2022	3	20	<u>Tony's Chocolonely</u>	To increase its operating profit in the UK, Tony's Chocolonely could either increase the number of distribution channels it uses or move to a competitive pricing strategy. Evaluate these two options and recommend which one Tony's Chocolonely should use to increase its operating profit.
AS	1	2023	1f	10	<u>Mous phone cases</u>	how important retail stores are to Mous for increasing the sales of its products.
A2	3	2024	2d	20	<u>Jonathan Trumbull Ltd</u>	To compete with new businesses, such as Urban Outfitters, Jonathan Trumbull Ltd is considering either improving its physical stores in Norwich or expanding its online sales. Using the data in Extracts D to G, evaluate these two options and recommend which one will help Jonathan Trumbull Ltd compete effectively.

AS	1	2024	3	20	<a href="#">Debenhams</a>	<p>In 2021 Boohoo opened Debenhams Beauty, a physical store on the high street of Manchester. To increase sales in the competitive retail environment, Boohoo could open further Debenhams Beauty physical stores around the UK or focus on increasing its online sales.</p> <p>Evaluate these two options and recommend which one is most suitable for increasing Debenhams Beauty sales in the competitive retail environment.</p>
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### 1.3.5 Marketing strategy

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2019	2d	12	<u>Coffee</u>	Assess the likely importance to a business, such as Lavazza, of adapting its marketing mix to global markets.
A2	1	2019	1e	20	<u>Music streaming</u>	Spotify is aiming to extend the product life cycle of its music streaming business. Spotify could either focus on marketing strategies in existing markets, such as Europe and the USA, or expand into emerging markets, such as those in Asia. Evaluate these two options and recommend which one is most suitable for Spotify to extend the product life cycle of its music streaming business.
AS	1	2019	2d	4	<u>Beaverbrooks</u>	Explain how Beaverbrooks could use the Boston Matrix
AS	1	2018	2f	10	<u>Mars</u>	Assess the importance of adapting to market change for a business such as Mars
A2	1	2021	1d	12	<u>UK Sweets</u>	Bon Bon's has identified 'Traffic Light Lollies' as being a 'dog' in its product portfolio. Assess the possible consequences for Bon Bon's continuing to sell 'Traffic Light Lollies'.
AS	1	2020	1d	4	<u>Hydra Creative</u>	Explain one reason why Hydra Creative might use an extension strategy
AS	1	2023	2e	8	<u>Bulb energy</u>	Assess two methods Bulb uses to increase customer loyalty.

### 1.4.1 Approaches to staffing

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2019	2e	20	<u>Coffee</u>	Starbucks aims to improve employer-employee relations in its USA stores. To do this, Starbucks could either focus on changing its organisational structure, or extend its flexible working practices for employees. Evaluate these two options and recommend which one is the most suitable for Starbucks to improve its employer-employee relations.
A2	3	2018	1b	10	<u>Confectionery Industry</u>	Assess the likely value of having a flexible workforce for a business, such as Nestlé.
AS	1	2017	2c	4	<u>Select Service Provider</u>	Explain how a flexible workforce might benefit SSP
A2	3	2021	2c	12	<u>The Wonky Table</u>	Assess the likely value of flexible working to small family-owned restaurants, such as The Wonky Table.
AS	1	2022	2d	4	<u>Admiral Group</u>	Explain how Admiral's approach of having open and honest communication could improve employer/employee relations

### 1.4.2 Recruitment, selection and training

Level	Paper	Year	Question Number	Marks	Extracts	Question
AS	1	2019	2f	10	<u>Beaverbrooks</u>	Assess the potential benefits for Beaverbrooks of having a more decentralised organisational structure
AS	1	2018	1f	10	<u>PureGym</u>	Assess the extent to which training assistant managers for promotion to managers could benefit a business, such as PureGym
A2	1	2020	1a	4	<u>UK Supermarkets</u>	Using the data in Extract A, calculate the percentage increase in the hourly wage that Tesco would have to pay its staff to match Aldi's. State your answer to two decimal places.
A2	1	2020	1d	12	<u>UK Supermarkets</u>	Assess the likely impact on Aldi's recruitment and selection costs if staff choose to leave due to poor working conditions
A2	3	2022	1a	8	<u>Commonwealth Games</u>	Assess two types of staff training that might be used by the Gi Group for the 2022 Commonwealth Games.
AS	1	2022	2f	10	<u>Admiral Group</u>	Assess the likely benefit of internal recruitment to Admiral

### 1.4.3 Organisational design

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2017	1e	20	<u>Airline industry</u>	Despite Warren East's restructuring, Rolls-Royce still has a 'tall' organisational structure. Two options for the future of Rolls-Royce are to remain as a tall structure or to change to a flat organisational structure. Evaluate these two options and recommend which is most suitable for a business, such as Rolls-Royce.
A2	1	2019	2e	20	<u>Coffee</u>	Starbucks aims to improve employer-employee relations in its USA stores. To do this, Starbucks could either focus on changing its organisational structure, or extend its flexible working practices for employees. Evaluate these two options and recommend which one is the most suitable for Starbucks to improve its employer-employee relations.
AS	1	2016	1f	10	<u>Aston Martin</u>	The Chief Executive has reorganised management by taking out a level of the hierarchy in Aston Martin's organisational structure. Assess the likely impact of this change on the motivation of the workforce.



#### 1.4.4 Motivation in theory and practice

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2017	1d	20	<u>Health and Fitness Industry</u>	Health and fitness clubs in the UK have high levels of labour turnover. To reduce this, health and fitness chains could offer either better financial rewards, or use non-financial techniques, to improve employee performance. Evaluate these two options and recommend which one a health and fitness club, such as Fitness First, should adopt to reduce labour turnover
AS	1	2017	2f	10	<u>Select Service Provider</u>	Assess the likely benefits to a company, such as SSP, of using non-financial techniques to motivate employees
A2	1	2020	1e	20	<u>UK Supermarkets</u>	To improve customer satisfaction, Aldi has identified the need to focus on employee performance. This could be achieved by Aldi focusing on financial incentives or non-financial techniques. Evaluate these two options and recommend which one Aldi should use to improve customer satisfaction.
A2	2	2020	2e	20	<u>Sports Direct</u>	Sports Direct aims to reduce the labour turnover of its workforce. To achieve this, it could introduce an employee share ownership scheme or implement an empowerment strategy. Evaluate these two options and recommend which one is most suitable for Sports Direct to achieve its aim of reducing labour turnover.
AS	1	2022	2c	4	<u>Admiral Group</u>	Explain one way Admiral might benefit from using Taylor's scientific management theory.
AS	1	2022	2e	8	<u>Admiral Group</u>	Assess two benefits to Admiral of using non-financial techniques to improve employee performance
AS	1	2023	3	20	<u>Huel</u>	Huel wants to increase the productivity of its employees. In order to achieve this, Huel could either use financial incentives or non-financial techniques. Evaluate these two options and recommend which one Huel should use to increase employee productivity.
A2	1	2023	1b	4	<u>Food delivery apps</u>	Explain one reason food delivery apps, such as Deliveroo, pay their workers commission
A2	1	2023	1e	20	<u>Food delivery apps</u>	In order to improve the motivation of delivery riders, Deliveroo could adopt the motivation theories of FW Taylor or Frederick Herzberg. Evaluate these two options and recommend which one is more likely to improve the motivation of Deliveroo's delivery riders.
A2	3	2023	1d	20	<u>German Automotive</u>	Ian Essex identified two ways to improve employee performance at German Automotive (GA). He could either use financial or non-financial techniques. Evaluate these two options and recommend which one might best improve employee performance at German Automotive (GA).

### 1.4.5 Leadership

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2018	1e	20	<a href="#">Fast food</a>	Hot Chip will employ a manager in each of its outlets. These managers could use a broadly autocratic or democratic leadership style. Evaluate these two options and recommend which is the most suitable leadership style for a business such as Hot Chip.
AS	1	2018	1e	8	<a href="#">PureGym</a>	Assess two benefits for PureGym of its managers using a paternalistic leadership style
A2	1	2024	1e	20	<a href="#">Samsung</a>	The head of Samsung's mobile business, Dr Kye, has considered the leadership styles used at Apple and Huawei. Dr Kye is deciding the best approach in order to drive Samsung's future success, and is considering a broadly democratic or broadly paternalistic leadership style. Evaluate these two options and recommend which one is the most suitable to ensure Samsung's future success.

### 1.5.1 Role of an entrepreneur

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2018	1d	12	<u>Fast food</u>	Creating and setting up a business is one role of an entrepreneur. Assess whether this is the most important role of an entrepreneur, such as Lord Somerleyton.
A2	3	2017	2a	8	<u>PureGym</u>	Assess the importance of two entrepreneurial roles carried out by Peter Roberts to the success of Pure Gym
A2	3	2023	1a	8	<u>German Automotive</u>	Using the data in Extracts D and E, assess how two entrepreneurial roles may have led to the success of German Automotive (GA).
AS	1	2024	2e	8	<u>HECK</u>	Assess two entrepreneurial roles demonstrated by Jamie Keeble that may have been important to the success of HECK!

### 1.5.2 Entrepreneurial motives and characteristics

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2022	1c	10	<u>Luxury Watches</u>	Assess the importance of creativity as a characteristic of the entrepreneur Hans Wilsdorf.
AS	1	2023	1c	4	<u>Mous phone cases</u>	Explain why resilience was an important entrepreneurial characteristic for the founders of Mous.

### 1.5.3 Business objectives

Level	Paper	Year	Question Number	Marks	Extracts	Question
AS	1	2016	2f	10	<u>Approved Food</u>	Assess the importance of profit maximisation to a business such as Approved Food
AS	1	2019	1c	4	<u>Good Hotel</u>	Explain how The Good Hotel's social objectives could lead to an increase in added value
A2	1	2020	1b	4	<u>UK Supermarkets</u>	Explain one business objective Tesco might be aiming to achieve by launching its Jack's stores.

### 1.5.4 Forms of business

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2018	2c	10	<u>Consumer white goods</u>	Assess the likely consequences of Ebac Ltd continuing to operate as a private limited company
A2	1	2019	1c	10	<u>Music streaming</u>	Assess the likely consequences of stock market flotation for a business, such as Spotify.
AS	1	2017	3	20	<u>Maria Allen Boutique</u>	Maria Allen aims to reach sales of £500 000 by the end of the year. To achieve this, she could focus on ethical sourcing or cost minimisation. Evaluate these two options and recommend which option would help Maria Allen meet her sales target.
AS	1	2017	2e	8	<u>Select Service Provider</u>	Assess two benefits to SSP of operating franchises
AS	2	2018	2d	4	<u>Willie's Cacao Ltd</u>	Willie's Cacao Ltd is a private limited company. Explain how limited liability might affect Willie's Cacao Ltd
A2	1	2022	1e	20	<u>Luxury Watches</u>	In order to remain competitive in the luxury watch market, Rolex could become a public limited company or remain a private limited company. Evaluate these two options and recommend which one is more likely to support Rolex remaining competitive in the luxury watch market.
AS	1	2020	1f	10	<u>Hydra Creative</u>	Assess the likely benefits to Hydra Creative of becoming a private limited company.
A2	3	2024	1a	8	<u>Vinted</u>	Assess two financial consequences of Vinted operating as a private limited company
AS	1	2024	2c	4	<u>HECK</u>	Explain one benefit to HECK! of being a private limited company.

### 1.5.5 Business choices

Level	Paper	Year	Question Number	Marks	=Extracts	Question
A2	3	2017	1a	8	<u>Health and Fitness Industry</u>	Assess two possible examples of trade-offs between profit and ethics for a health and fitness club
AS	1	2017	1f	10	<u>Marks and Spencer</u>	Assess whether there is likely to be a trade-off for M&S when it targets a younger market segment for its women's clothes.
A2	1	2021	1c	10	<u>UK Sweets</u>	Assess a likely trade-off for Bon Bon's of not having 'mass market ambition.'
AS	1	2020	2c	4	<u>Ape Snacks</u>	Explain how opportunity cost might have applied to Zack when he chose to set up Ape Snacks.

### 1.5.6 Moving from entrepreneur to leader

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2019	2a	8	<u>Ryanair</u>	Assess two difficulties for Michael O’Leary when developing from an entrepreneur to a leader.
AS	1	2020	1e	8	<u>Hydra Creative</u>	Assess two difficulties Ryan may face as he develops from an entrepreneur to a leader.



## Theme 2 – Managing Business Activities

### 2.1.1 Internal finance

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2018	1a	4	<u>Mumtaz Food Group</u>	Explain one reason Mumtaz has always used internal finance to establish and expand its business.
A2	2	2019	1c	10	<u>VisionSpring</u>	Assess VisionSpring's decision to finance its growth using retained profits
A2	3	2020	2d	20	<u>Derby Theatre</u>	Pre-theatre dining has been unpopular at Derby Theatre. Catering Consultant Andrew Dean has argued that a refurbishment of its cafe and kitchens is required. In order to finance the £100 000 catering investment, Derby Theatre management is considering using either some of its £120 000 retained profit or a loan. Evaluate these two methods of finance and recommend which one might be most appropriate to finance the £100 000 catering investment at Derby Theatre.
A2	2	2024	1e	20	<u>Vidsy</u>	Vidsy's directors wish to expand into the US market. To achieve this, the directors are considering whether to finance this expansion either by using retained profit or external finance. Evaluate these two options and recommend which one Vidsy's directors should choose to finance the company's expansion into the US market.

## 2.1.2 External finance

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2018	2d	12	<u>MG Rover Group</u>	Corporate timescales can be short-term or long-term. Assess Toyota's decision to issue 'Model AA' shares as a means of raising finance
A2	2	2017	2c	10	<u>Soft drinks</u>	Assess whether Innocent Drinks Ltd should have raised finance by selling a minority of its shares to a business, such as Coca-Cola
AS	2	2016	1e	8	<u>Backpack</u>	Assess two advantages to a small start-up company, such as Backpack Ltd, of using venture capital.
AS	2	2019	1e	8	<u>Fevertree Drinks</u>	Assess two advantages to Fevertree Drinks plc of using share capital as a method of financing its future expansion
AS	1	2018	3	20	<u>Mainstage Travel</u>	To continue developing the most innovative technology in the travel market, MT could either use more venture capital or a bank loan. Evaluate these two options and recommend which option would be most suitable for a company that operates in a dynamic market, such as MT.
AS	2	2017	1f	10	<u>Posh Pasty Company</u>	Assess the importance to The Posh Pasty Company of using crowd funding as its main source of finance
A2	2	2021	1c	10	<u>Pura Cosmetics</u>	Assess the value of venture capital as an external method of finance for Pura Cosmetics
A2	2	2021	1e	20	<u>Pura Cosmetics</u>	Pura Cosmetics has set the objective of managing its cash-flow more effectively. To achieve this, it is considering two options; either to increase its overdraft facility or to reduce the credit period given to its retail customers. Evaluate these two options and recommend which one Pura Cosmetics should choose in order to achieve the objective of managing its cash-flow more effectively.
A2	3	2020	2d	20	<u>Derby Theatre</u>	Pre-theatre dining has been unpopular at Derby Theatre. Catering Consultant Andrew Dean has argued that a refurbishment of its cafe and kitchens is required. In order to finance the £100 000 catering investment, Derby Theatre management is considering using either some of its £120 000 retained profit or a loan. Evaluate these two methods of finance and recommend which one might be most appropriate to finance the £100 000 catering investment at Derby Theatre.
A2	3	2021	2a	8	<u>The Wonky Table</u>	Assess two suitable external methods of finance that could have been used by Andy and Holly for The Wonky Table start-up capital in 2010.

<b>AS</b>	2	2022	2c	4	<u>Hollywood Bowl</u>	Using the data in Extract D, calculate the interest paid by Hollywood Bowl plc in 2020. You are advised to show your working
<b>AS</b>	2	2023	3	20	<u>Deliveroo</u>	To fund its planned growth, Deliveroo Ltd could either use a stock market flotation or take out a bank loan. Evaluate these two options and recommend which one Deliveroo Ltd should choose to fund its planned growth.
<b>AS</b>	2	2024	1f	10	<u>Beyond Meat</u>	Assess the use of bank loans as a source of finance for Beyond Meat's expansion

### 2.1.3 Liability

Level	Paper	Year	Question Number	Marks	Extracts	Question
AS	2	2018	2d	4	<u>Willie's Cacao Ltd</u>	Willie's Cacao Ltd is a private limited company. Explain how limited liability might affect Willie's Cacao Ltd
A2	2	2020	1a	4	<u>Tended Ltd</u>	Explain one financial reason why Leo Scott Smith decided to establish Tended Ltd as a private limited company.
AS	2	2023	2e	8	<u>DJI Ltd</u>	Assess two likely benefits of being a private limited company to the shareholders of DJI Ltd.

### 2.1.4 Planning

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2019	2a	4	<u>Clothes (fashion)</u>	Using the data in Extract E, explain one way Hardy Punglia could use his cash flow forecast.
AS	2	2016	1f	10	<u>Backpack</u>	Assess the importance of a business plan, as a means to obtain finance, to a small start-up company, such as Backpack Ltd.
A2	2	2020	1c	10	<u>Tended Ltd</u>	Assess the likely value of a business plan to Tended Ltd.

### 2.2.1 Sales forecasting

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2017	1b	10	<u>Health and Fitness Industry</u>	Assess the usefulness of sales forecasting to a health and fitness club, such as Virgin Active.
A2	2	2020	2c	10	<u>Sports Direct</u>	Assess the usefulness of a sales forecast for Sports Direct
A2	2	2022	2a	4	<u>Bluebells</u>	Using the information in Extract F, calculate the three period moving averages for the percentage of rooms occupied for the periods March to May and June to August to two decimal places, stating the difference between these moving averages. You are advised to show your working.
AS	2	2020	1e	8	<u>Cambridge Medical Records</u>	Assess two difficulties CMR Surgical Ltd may face in producing sales forecasts for 2050.
A2	3	2023	1a	8	<u>UK car market</u>	Assess two factors which might affect the accuracy of UK new car sales forecasts

### 2.2.2 Sales, revenues and costs

Level	Paper	Year	Question Number	Marks	Extracts	Question
AS	2	2018	1c	4	<u>JE Wilson &amp; Sons</u>	Using the data in Extract B, calculate the percentage increase in the world sugar price from September 2015 to March 2016. You are advised to show your working
AS	2	2018	1f	10	<u>JE Wilson &amp; Sons</u>	Assess the extent to which rising costs of raw materials may have led to the failure of JE Wilson & Sons Ltd

### 2.2.3 Break even

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2018	1b	4	<u>Mumtaz Food Group</u>	Using the data in Extract B, calculate the margin of safety. You are advised to show your working.
AS	2	2016	1d	4	<u>Backpack</u>	Using the data in Extract B, and assuming a sales volume of 20 schools in 2015, calculate Backpack Ltd's likely margin of safety. You are advised to show your working.
AS	2	2018	1d	4	<u>JE Wilson &amp; Sons</u>	JE Wilson & Sons Ltd produced a break-even chart to show the profitability of the Kendal Mint Cake production line in its new factory. Using Figure 1, calculate the contribution per box of Kendal Mint Cake. You are advised to show your working
AS	2	2018	1e	8	<u>JE Wilson &amp; Sons</u>	Assess two limitations to JE Wilson & Sons Ltd of using break even analysis as a planning tool
A2	2	2021	1b	4	<u>Pura Cosmetics</u>	Using Extract B, calculate the contribution per unit of one lip balm. You are advised to show your working
A2	2	2022	2b	4	<u>Bluebells</u>	Using the information in Extract G, calculate how many rooms need to be occupied each month for the business to break-even
AS	2	2020	3	20	<u>Mat and Nat</u>	To reduce the break-even point on its products, Matt & Nat could either stop using ethically sourced raw materials or use a skimming pricing strategy. Evaluate these two options and recommend which option Matt & Nat should use to reduce the break-even point on its products
AS	2	2022	2f	10	<u>Hollywood Bowl</u>	Assess the usefulness of break-even analysis to Hollywood Bowl plc
AS	2	2024	3	20	<u>Canyon Bikes</u>	Canyon Bikes wants to reduce its break-even point. It is considering changing where it sources its components or charging higher prices. Evaluate these two options and recommend which one is most suitable for Canyon Bikes to reduce its break-even point.



## 2.2.4 Budgets

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2019	2b	4	<u>Clothes (fashion)</u>	Using the data in Extract F, calculate the total profit variance for Zara in 2016. You are advised to show your working.
AS	2	2017	1d	4	<u>Posh Pasty Company</u>	Using the data in Extract B, calculate the total variance in profit for The Posh Pasty Company's steak and stout pasty for July 2015. You are advised to show your working.
A2	2	2021	2a	4	<u>Buy It Direct</u>	Explain one reason why the head of each division of Buy it Direct is responsible for managing its own budget.
A2	2	2022	2c	10	<u>Bluebells</u>	Assess the value of historical budgeting to Les and Liz in their financial planning for Bluebells.
AS	2	2022	1d	4	<u>Nexba</u>	Using the data in Extract B, calculate the total variance in profit for Nexba's raspberry drink in November 2020. You are advised to show your working

### 2.3.1 Profit

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2018	1d	20	<u>Confectionery Industry</u>	In 2014 Ferrero International took over the Oltan Group. In 2015 it took over Thorntons. Using the data in Extract D, evaluate these two takeovers and recommend which one is most likely to have affected the profits of Ferrero International
A2	3	2019	2d	20	<u>Ryanair</u>	For long-haul flights to the Americas, Ryanair and Air Europa could use competitive pricing or a penetration pricing strategy to maximise profit. Evaluate these two pricing strategies and recommend which one should be used by Ryanair and Air Europa to maximise profit
AS	2	2018	3	20	<u>AO.com</u>	In order to increase its profits, AO.com could either sell a wider range of products through the internet or improve its branding. Evaluate these two options and recommend which option AO.com should use to increase its profits.
AS	2	2016	1c	4	<u>Backpack</u>	Using the data in Extract B, and assuming a sales volume of 20 schools in 2015, calculate Backpack Ltd's likely profit. You are advised to show your working.
AS	2	2017	2c	4	<u>Burberry</u>	Using the data in Extract C, calculate Burberry plc's gross profit margin to 2 decimal places. You are advised to show your working
AS	2	2019	1c	4	<u>Fevertree Drinks</u>	Using the information in Extract B, calculate the operating profit for Fevertree Drinks plc in 2016. You are advised to show your working.
AS	2	2019	1d	4	<u>Fevertree Drinks</u>	Using the information in Extract B, calculate to 2 decimal places, the profit for the year (net profit) margin for Fevertree Drinks plc in 2016. You are advised to show your working
AS	2	2019	3	20	<u>Tesco</u>	To increase its profits, Tesco could use competitive pricing or increase the amount of innovation within its stores. Evaluate these two options and recommend which option Tesco should use to improve its profits.
A2	2	2020	2b	4	<u>Sports Direct</u>	Using the information in Extract E, calculate the operating profit margin for Sports Direct in 2018. State your answer to two decimal places. You are advised to show your working
A2	2	2022	2e	20	<u>Bluebells</u>	Liz and Les have set themselves the objective of managing Bluebells' finances more effectively. They are considering whether to focus more on improving cash flow or increasing profit. Evaluate these two options and recommend which one is more suitable for Liz and Les to achieve this objective

AS	2	2022	3	20	<a href="#"><u>Tony's Chocolonely</u></a>	To increase its operating profit in the UK, Tony's Chocolonely could either increase the number of distribution channels it uses or move to a competitive pricing strategy. Evaluate these two options and recommend which one Tony's Chocolonely should use to increase its operating profit.
AS	2	2023	1c	4	<a href="#"><u>Jack Wills</u></a>	Using the information in Extract B, calculate the difference between gross profit and operating profit for Jack Wills Ltd in 2018. You are advised to show your working.
AS	2	2023	1d	4	<a href="#"><u>Jack Wills</u></a>	Using the information in Extract B, calculate, to 2 decimal places, the operating profit margin for Jack Wills Ltd in 2018. You are advised to show your working.
A2	2	2023	2b	4	<a href="#"><u>Peloton</u></a>	Using the data in Extract F, calculate the difference in Peloton's gross profit margin between 2020 and 2021. State your answer to two decimal places. You are advised to show your working.
A2	2	2023	2d	12	<a href="#"><u>Peloton</u></a>	Assess whether cutting costs is the best way to improve Peloton's profit
A2	2	2024	2a	4	<a href="#"><u>Tesla</u></a>	Using the information in Extract E, calculate the difference in the operating profit margin between 2022 and 2021. State your answer to two decimal places. You are advised to show your working
AS	2	2024	2c	4	<a href="#"><u>Missguided</u></a>	Using Extract D, calculate, to 2 decimal places, Missguided's net profit margin in 2020. You are advised to show your working.

## 2.3.2 Liquidity

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2017	1b	4	<u>Morrisons</u>	Using the data in Extract B, calculate the difference in Morrisons' acid test ratio between 2014 and 2015. You are advised to show your working.
AS	2	2019	2c	4	<u>Brantano</u>	Explain the distinction between Brantano Ltd's cash and its profit
AS	2	2019	2d	4	<u>Brantano</u>	Using the data in Extract D, calculate, to 2 decimal places, the current ratio for Brantano Ltd. You are advised to show your working.
AS	2	2016	2c	4	<u>SuperGroup</u>	Using the data in Extract C, calculate the current ratio for SuperGroup Plc in 2014. You are advised to show your working.
AS	2	2016	2d	4	<u>SuperGroup</u>	Explain how poor management of its working capital might affect SuperGroup Plc
AS	2	2018	2c	4	<u>Willie's Cacao Ltd</u>	Using the data in Extract D, calculate, to 2 decimal places, the acid test ratio for Willie's Cacao Ltd in 2016. You are advised to show your working
A2	2	2021	1e	20	<u>Pura Cosmetics</u>	Pura Cosmetics has set the objective of managing its cash-flow more effectively. To achieve this, it is considering two options; either to increase its overdraft facility or to reduce the credit period given to its retail customers. Evaluate these two options and recommend which one Pura Cosmetics should choose in order to achieve the objective of managing its cash-flow more effectively.
A2	2	2022	1d	12	<u>EasyJet</u>	Assess whether the change in price of jet fuel between November 2015 and July 2018 may have affected easyJet plc's management of its working capital
A2	2	2022	2e	20	<u>Bluebells</u>	Liz and Les have set themselves the objective of managing Bluebells' finances more effectively. They are considering whether to focus more on improving cash flow or increasing profit. Evaluate these two options and recommend which one is more suitable for Liz and Les to achieve this objective
A2	3	2020	2a	8	<u>Derby Theatre</u>	Assess two ways Derby Theatre could improve its liquidity.

AS	2	2020	1c	4	<a href="#">Cambridge Medical Records</a>	Using the information in Extract B, calculate the net assets of CMR Surgical Ltd in 2017. You are advised to show your working.
AS	2	2020	1d	4	<a href="#">Cambridge Medical Records</a>	Using the information in Extract B, calculate the acid test ratio, to 2 decimal places, for CMR Surgical Ltd in 2017. You are advised to show your working
AS	2	2020	1f	10	<a href="#">Cambridge Medical Records</a>	Assess how important CMR Surgical Ltd's liquidity is to the successful development of its new product.
AS	2	2023	1f	10	<a href="#">Jack Wills</a>	Assess the importance of working capital in preventing the failure of a business, such as Jack Wills Ltd.
A2	3	2024	2c	12	<a href="#">Jonathan Trumbull Ltd</a>	Using the data in Extract F, and liquidity ratios, assess whether Jonathan Trumbull Ltd's liquidity position has improved from 2021 to 2022.
AS	2	2024	1c	4	<a href="#">Beyond Meat</a>	Using the information in Extract B, calculate, to 2 decimal places, Beyond Meat's acid test ratio in 2022. You are advised to show your working.
AS	2	2024	1d	4	<a href="#">Beyond Meat</a>	Using the information in Extract B, calculate the decrease in Beyond Meat's working capital between 2021 and 2022. You are advised to show your working.
AS	2	2024	2d	4	<a href="#">Missguided</a>	Explain how Missguided may improve its liquidity

### 2.3.3 Business failure

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2018	2a	4	<u>MG Rover Group</u>	Explain one internal cause of the business failure of MG Rover Group
A2	3	2019	2c	12	<u>Ryanair</u>	Assess whether Monarch Airlines' business failure was due to internal causes
AS	2	2018	1f	10	<u>JE Wilson &amp; Sons</u>	Assess the extent to which rising costs of raw materials may have led to the failure of JE Wilson & Sons Ltd
AS	1	2020	3	20	<u>Jamie Oliver</u>	To prevent further business failure Jamie could either reduce costs or adapt to market changes. Evaluate these two options and recommend which option is most likely to prevent further business failure.
AS	2	2024	2f	10	<u>Missguided</u>	Assess the importance of high levels of competition in causing Missguided to fail

### 2.4.1 Production, productivity and efficiency

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2018	2b	4	<a href="#">MG Rover Group</a>	Using the data in Extract F, calculate the monthly labour cost per car. You are advised to show your working
A2	2	2018	2e	20	<a href="#">MG Rover Group</a>	VW's new Chief Executive has been given the aim of increasing the company's profitability. The two options VW is considering are to develop a new range of self-driving cars or to improve productivity. Evaluate these two options and recommend which is most suitable to achieve the aim of increasing profitability, for a business such as VW.
AS	2	2017	1e	8	<a href="#">Posh Pasty Company</a>	Assess two likely benefits to The Posh Pasty Company of using batch production to manufacture its pasties
A2	2	2021	1a	4	<a href="#">Pura Cosmetics</a>	Explain one likely reason why Pura Cosmetics chooses to use batch production
AS	2	2022	1e	8	<a href="#">Nexba</a>	Assess two benefits to Nexba of using flow production.
AS	2	2022	2d	4	<a href="#">Hollywood Bowl</a>	Explain how an improvement in productivity may benefit Hollywood Bowl plc.
AS	2	2023	2c	4	<a href="#">DJI Ltd</a>	Using the information in Extract D, calculate the total number of rotor blades that were delivered in July 2018 to DJI Ltd's Shenzhen factory. You are advised to show your working.
A2	2	2023	1a	4	<a href="#">Brompton Bikes</a>	Explain one reason why Brompton might use job production
A2	2	2023	1b	4	<a href="#">Brompton Bikes</a>	Using the data in Extract B, calculate the change in labour productivity between 2019 and 2020. State your answer to two decimal places. You are advised to show your working.
AS	2	2024	1e	8	<a href="#">Beyond Meat</a>	Assess two likely benefits to Beyond Meat of improving its productivity.





## 2.4.2 Capacity utilisation

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2017	2b	4	<a href="#">Soft drinks</a>	Using the data in Extract F, explain one implication of the level of capacity utilisation for the soft drinks manufacturer A, compared to B. You are advised to show your working
AS	2	2017	1c	4	<a href="#">Posh Pasty Company</a>	The Posh Pasty Company's factory has a maximum output of 34,200 pasties per year. Using the data in Extract A, calculate the total number of pasties produced by The Posh Pasty Company in 2015. You are advised to show your working
A2	2	2022	1b	4	<a href="#">EasyJet</a>	Explain one effect on easyJet plc of the reduced capacity utilisation of its aircraft in 2020.
A2	3	2022	1b	10	<a href="#">Commonwealth Games</a>	Assess the importance of capacity utilisation during the Commonwealth Games
AS	2	2022	1c	4	<a href="#">Nexba</a>	In 2010, Nexba's canning factory had a maximum capacity of 42,500 cans per week. Using the data in Extract A, calculate the total number of cans produced per week. You are advised to show your working.
AS	2	2023	2d	4	<a href="#">DJI Ltd</a>	Explain one way DJI Ltd might benefit from increased capacity utilisation at its main factory.
A2	2	2024	2b	4	<a href="#">Tesla</a>	Explain one benefit to Tesla of its factories achieving high levels of capacity utilisation

### 2.4.3 Stock control

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2019	2c	10	<u>Clothes (fashion)</u>	Assess the extent to which Zara's use of just in time (JIT) may have contributed to its success.
AS	2	2019	2e	8	<u>Brantano</u>	Assess two likely disadvantages to Brantano Ltd of relying on buffer stock to supply its shops
AS	2	2017	2d	4	<u>Burberry</u>	Explain how the use of waste minimisation techniques in its new factory might affect Burberry plc
AS	2	2017	2e	8	<u>Burberry</u>	Assess two likely impacts on Burberry plc from holding limited amounts of stock in its new factory
AS	2	2017	3	20	<u>McLaren</u>	To maintain its competitive advantage in the premium sports car market, McLaren Ltd could increase its use of lean production methods or make the company more market orientated. Evaluate these two options and recommend which option McLaren should use to maintain its competitive advantage.
AS	2	2016	2f	10	<u>SuperGroup</u>	Assess whether a Just in Time (JIT) stock management system is likely to benefit a clothing retailer such as SuperGroup Plc
AS	2	2018	2f	10	<u>Willie's Cacao Ltd</u>	Assess the extent to which lean production methods may allow Willie's Cacao Ltd to gain a competitive advantage
AS	2	2023	1e	8	<u>Jack Wills</u>	Assess two likely benefits to Jack Wills Ltd of reducing the amount of buffer stock held at each store.
AS	2	2023	2f	10	<u>DJI Ltd</u>	Assess whether lean production will allow DJI Ltd to gain a competitive advantage.
A2	3	2023	1b	10	<u>UK car market</u>	Using the data in Extracts A and B, assess the importance of just in time (JIT) management of stock for UK car manufacturers.

A2	2	2024	2d	12	<a href="#">Tesla</a>	Assess the value of lean production as a source of competitive advantage for Tesla
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#### 2.4.4 Quality management

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2018	2a	8	<u>Cadbury</u>	Assess two benefits of quality control for a business, such as Cadbury
A2	2	2019	2e	20	<u>Clothes (fashion)</u>	Zara is planning to open another 200 stores and is considering the best way to maintain the quality of its clothes. Zara is considering using either quality control or total quality management (TQM). Evaluate these two options and recommend which one would be the best way for Zara to maintain the quality of its clothes.

## 2.5.1 Economic influences

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2018	1d	12	<u>Mumtaz Food Group</u>	Using the data in Extract C, assess the likely impact of the forecast changes in the UK economy on a business such as Mumtaz
A2	3	2019	1c	12	<u>Travel Industry</u>	Assess the extent to which movements in exchange rates might influence the holiday choices of UK consumers.
AS	2	2016	3	20	<u>Aldi</u>	With the UK economy entering the recovery phase of its business cycle, Aldi could continue to either focus on competitive prices, or increase its use of promotional methods. Evaluate these two options and recommend which option Aldi should adopt to increase its sales revenue.
AS	2	2019	2f	10	<u>Brantano</u>	Assess the extent to which increased economic uncertainty may have caused the failure of Brantano Ltd
AS	2	2017	2f	10	<u>Burberry</u>	In November 2015, UK inflation increased to 0.1%. Assess the likely impact of this rise in inflation on Burberry plc
AS	2	2019	1f	10	<u>Fevertree Drinks</u>	Assess whether a depreciation in the pound will allow Fevertree Drinks plc to increase its competitiveness
AS	1	2019	3	20	<u>Tails.com</u>	Competition and external economic influences could have an impact on the ability of Tails.com to reach its 2020 sales target. Evaluate these two influences and recommend which influence would have the greatest impact on Tails.com's ability to reach its sales target.
AS	2	2018	2e	8	<u>Willie's Cacao Ltd</u>	In August 2016, the Bank of England cut the UK base rate of interest from 0.5% to 0.25%. Assess two likely benefits of this fall in UK interest rates on Willie's Cacao Ltd.
A2	1	2020	2a	4	<u>Cars and Ridesharing</u>	In 2019 the price of a Ford Endeavour rose from 30m Rupee to 30.9m Rupee. Using this data and the information from Extract D, calculate the percentage change in quantity demanded for the Ford Endeavour in 2019. State your answer to two decimal places. You are advised to show your working.
A2	2	2021	2c	10	<u>Buy It Direct</u>	Using the data in Extract G and your own business knowledge, assess the likely effects of the changes in interest rates between 2019 and 2021 on Buy it Direct.

<b>A2</b>	3	2021	1c	12	<u>UK Hospitality</u>	Using the data in Extracts B and C, assess the likely effects of decreases in UK corporation tax rates in March 2020 on UK restaurants chains, such as Jamie Oliver's
<b>AS</b>	2	2020	2c	4	<u>Debenhams plc</u>	Using the data in Extract D, calculate the percentage change, to 2 decimal places, in the £ : € exchange rate from May 2017 to April 2018. You are advised to show your working
<b>AS</b>	2	2020	2e	8	<u>Debenhams plc</u>	Assess two likely drawbacks to Debenhams plc of the depreciation of the pound (£) against the euro (€).
<b>AS</b>	2	2022	2e	8	<u>Hollywood Bowl</u>	Assess two likely benefits to Hollywood Bowl plc from a reduction in UK interest rates.
<b>A2</b>	2	2023	1d	12	<u>Brompton Bikes</u>	Using the data in Extract C, assess the effect on Brompton's sales of the change in the US dollar to the £, between April 2020 and April 2021
<b>A2</b>	3	2023	1c	12	<u>German Automotive</u>	Using the data in Extracts F and G, assess the likely impact of movements in the UK exchange rate to German Automotive's (GA) profit.
<b>AS</b>	2	2024	2e	8	<u>Missguided</u>	Assess two likely drawbacks for Missguided of rising interest rates

## 2.5.2 Legislation

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2018	2c	10	<u>MG Rover Group</u>	Assess the likely effects of employee legislation on a business such as VW
A2	3	2019	2b	10	<u>Ryanair</u>	Assess the likely effects of consumer protection legislation on a business, such as Ryanair
AS	2	2020	2d	4	<u>Debenhams plc</u>	Explain how employee protection legislation may affect Debenhams plc.
A2	2	2023	2c	10	<u>Peloton</u>	Assess one likely effect of consumer protection legislation on Peloton.

### 2.5.3 The competitive environment

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2017	1c	10	<u>Morrisons</u>	Assess the likely effects on a business, such as Morrisons, of a more competitive environment.
AS	2	2016	2e	8	<u>SuperGroup</u>	Assess two likely effects on a company, such as SuperGroup Plc, of operating in a highly competitive retail clothing market
AS	2	2020	2f	10	<u>Debenhams plc</u>	Assess the impact on Debenhams plc of a more competitive retailing environment
AS	2	2022	1f	10	<u>Nexba</u>	Assess the likely impact on Nexba of the soft drinks market becoming more competitive
AS	2	2024	2f	10	<u>Missguided</u>	Assess the importance of high levels of competition in causing Missguided to fail



## Theme 3 – Business Decisions and Strategy

### 3.1.1 Corporate objectives

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2018	2e	20	<a href="#"><u>MG Rover Group</u></a>	VW's new Chief Executive has been given the aim of increasing the company's profitability. The two options VW is considering are to develop a new range of self-driving cars or to improve productivity. Evaluate these two options and recommend which is most suitable to achieve the aim of increasing profitability, for a business such as VW.
A2	2	2017	1a	4	<a href="#"><u>Morrisons</u></a>	Explain how Morrisons may benefit from having a mission statement.
A2	2	2017	1e	20	<a href="#"><u>Morrisons</u></a>	Morrisons aims to regain its market share. The two options the management are considering are either to cut prices further, or to improve its overall customer experience. Evaluate these two options and recommend which option might be preferred by Morrisons' shareholders.
A2	2	2019	1d	12	<a href="#"><u>VisionSpring</u></a>	Assess whether the decision to be a socially responsible business is likely to increase Warby Parker's profits
A2	2	2019	1e	20	<a href="#"><u>VisionSpring</u></a>	Warby Parker's main corporate objective is to grow the business. The management is considering two options, either to develop a new range of contact lenses for the high income market, or to start selling glasses in the low income market. Evaluate these two options and recommend which one is most likely to achieve Warby Parker's main corporate objective.
A2	3	2021	2b	10	<a href="#"><u>The Wonky Table</u></a>	Holly and Andy are considering creating a mission statement for The Wonky Table. Assess the potential benefits to The Wonky Table of having a mission statement
A2	2	2024	1a	4	<a href="#"><u>Vidsy</u></a>	Explain one benefit to Vidsy of having a mission statement

### 3.1.2 Theories of corporate strategy

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2018	2d	20	<u>Cadbury</u>	Cost competitiveness and product differentiation are two key strategies to achieve global competitive advantage. Evaluate these two strategies and recommend which one would be better to achieve a global competitive advantage for a business, such as Cadbury
A2	2	2018	2e	20	<u>MG Rover Group</u>	VW's new Chief Executive has been given the aim of increasing the company's profitability. The two options VW is considering are to develop a new range of self-driving cars or to improve productivity. Evaluate these two options and recommend which is most suitable to achieve the aim of increasing profitability, for a business such as VW.
A2	2	2018	1e	20	<u>Mumtaz Food Group</u>	Mumtaz's aim is to become the UK's market leader in Asian ready meals. To achieve this, it could produce own label ready meals for supermarkets or focus on selling more Mumtaz premium brand name products. Evaluate these two options and recommend which is most suitable for Mumtaz to achieve its aim.
A2	3	2019	1d	20	<u>Travel Industry</u>	Live the Adventure Ltd is deciding whether to expand its existing operations or to offer winter activity holidays in Europe in order to grow. Using the data in Extract D, calculate the values of A, B, C and D and, using other non-financial information, evaluate these two options. Recommend which one of these two options Live the Adventure Ltd should choose in order to grow.
A2	2	2019	1e	20	<u>VisionSpring</u>	Warby Parker's main corporate objective is to grow the business. The management is considering two options, either to develop a new range of contact lenses for the high income market, or to start selling glasses in the low income market. Evaluate these two options and recommend which one is most likely to achieve Warby Parker's main corporate objective.
A2	1	2021	2b	4	<u>Fast food in Brazil</u>	Explain how one of Ansoff's generic strategies might be applied to Taco Bell's decision to enter the Brazilian market.
A2	2	2020	1e	20	<u>Tended Ltd</u>	To achieve its aim of increasing its market share of the global wearable technology market, Tended Ltd could produce a new smartwatch or launch a marketing campaign for 'Tended Protect'. Evaluate these two options and recommend which one is most suitable for Tended Ltd to achieve its aim of increasing its market share.
A2	2	2021	2e	20	<u>Buy It Direct</u>	Buy it Direct has set the objective of increasing its sales revenue. It is considering two options, either to adopt a strategy of market penetration in the UK Electrical Household Appliance market or diversification. Evaluate these two options and recommend which one is most likely to achieve Buy it Direct's objective of increasing its sales revenue.
A2	2	2022	1e	20	<u>EasyJet</u>	EasyJet plc wishes to improve its profitability. To achieve this, easyJet plc is considering either purchasing a new fleet of electric and hydrogen powered aircraft or focusing on increasing its market share of the package holiday market. Evaluate these two options and recommend which one is more suitable for EasyJet plc to improve its profitability.
A2	2	2023	1c	10	<u>Brompton Bikes</u>	Assess whether the distinctive capability of innovation is the main reason that Brompton has a competitive advantage

<b>A2</b>	3	2023	1d	20	<u>UK car market</u>	Porter's Strategic Matrix suggests that a car manufacturer can grow the sales of its electric cars by either focusing on differentiation or cost leadership. Evaluate these two options and recommend which one is the most important for the successful growth in sales of its electric cars.
<b>A2</b>	2	2024	2e	20	<a href="#">Tesla</a>	Elon Musk has set the objective of increasing Tesla's market share of the electric vehicle market. To achieve this objective, Elon Musk is considering whether to focus on market penetration of the electric car market or product development through electric trucks. (e) Evaluate these two options and recommend which one Elon Musk should choose to achieve the objective of increasing Tesla's market share.

### 3.1.3 SWOT Analysis

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2020	2a	4	<u>Sports Direct</u>	Explain one benefit Sports Direct could gain from conducting a SWOT analysis
A2	2	2022	2d	12	<u>Bluebells</u>	Assess the usefulness of SWOT analysis for Bluebells' continued success
A2	3	2021	2d	20	<u>The Wonky Table</u>	Holly and Andy are considering ways to increase profits. They could either extend their premises upstairs or offer external catering to local businesses. Using the data in Extract G and SWOT analysis, evaluate each option and recommend to Holly and Andy which one might be better for them to increase profits.

### 3.1.4 Impact of external influences

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2022	1c	10	<u>EasyJet</u>	Assess, with reference to Porter's five forces, whether the 'bargaining power of buyers' represents the most significant external influence on easyJet plc
A2	3	2022	2c	12	<u>Cycling</u>	Other than trade protectionism, Northfield Cycles future success could depend on other external influences. Assess the significance of other external influences on the future success of Northfield Cycles.
A2	2	2023	2e	20	<u>Peloton</u>	When reviewing Peloton's corporate strategy, its Chief Executive has identified technology as the most important PESTLE factor to prioritise. Other directors consider prioritising social factors as more important. Evaluate these two PESTLE factors and recommend which one Peloton should prioritise when developing its future corporate strategy

### 3.2.1 Growth

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2020	1d	12	<u>Tended Ltd</u>	Assess the extent to which the problems of rapid growth may have been managed by Tended Ltd.
A2	2	2023	1e	20	<u>Brompton Bikes</u>	Brompton has set itself the objective of expansion. It is considering two options to expand, either by organic or inorganic growth. Evaluate these two options and recommend which one is the best for Brompton to achieve its objective of expansion.

### 3.2.2 Mergers and takeovers

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2018	1d	20	<u>Confectionery Industry</u>	In 2014 Ferrero International took over the Oltan Group. In 2015 it took over Thorntons. Using the data in Extract D, evaluate these two takeovers and recommend which one is most likely to have affected the profits of Ferrero International
A2	3	2017	2d	20	<u>PureGym</u>	In 2016, had it not been for the Competition and Markets Authority, Pure Gym may have been able to reach its target growth by taking over The Gym Group, rather than LA Fitness. Using the data in Extracts G and H calculate appropriate accounting ratios for The Gym Group and, using other non-financial information, evaluate these two options. Recommend which company it would have been better for Pure Gym to take over to achieve its growth target.
A2	2	2017	2c	10	<u>Soft drinks</u>	Assess whether Innocent Drinks Ltd should have raised finance by selling a minority of its shares to a business, such as Coca-Cola
A2	2	2017	2d	12	<u>Soft drinks</u>	Assess the likely effects for AG Barr of taking over Funkin, the cocktail mixer business.
A2	2	2021	1d	12	<u>Pura Cosmetics</u>	Assess the extent to which Unilever may benefit from its takeover of Dermalogica
A2	2	2023	1e	20	<u>Brompton Bikes</u>	Brompton has set itself the objective of expansion. It is considering two options to expand, either by organic or inorganic growth. Evaluate these two options and recommend which one is the best for Brompton to achieve its objective of expansion.

### 3.2.3 Organic growth

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2019	2e	20	<u>Clothes (fashion)</u>	Zara is planning to open another 200 stores and is considering the best way to maintain the quality of its clothes. Zara is considering using either quality control or total quality management (TQM). Evaluate these two options and recommend which one would be the best way for Zara to maintain the quality of its clothes.
A2	2	2018	1c	10	<u>Mumtaz Food Group</u>	Assess whether expanding by organic growth was the right decision for Mumtaz.
A2	2	2023	1e	20	<u>Brompton Bikes</u>	Brompton has set itself the objective of expansion. It is considering two options to expand, either by organic or inorganic growth. Evaluate these two options and recommend which one is the best for Brompton to achieve its objective of expansion.



### 3.2.4 Reasons for staying small

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2019	1a	4	<u>VisionSpring</u>	Explain one reason why businesses that sell VisionSpring's glasses may prefer to stay small.
A2	2	2023	2a	4	<u>Peloton</u>	Explain one likely problem experienced by Peloton due to its rapid growth

### 3.3.1 Quantitative sales forecasting

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2019	1d	20	<u>Travel Industry</u>	Live the Adventure Ltd is deciding whether to expand its existing operations or to offer winter activity holidays in Europe in order to grow. Using the data in Extract D, calculate the values of A, B, C and D and, using other non-financial information, evaluate these two options. Recommend which one of these two options Live the Adventure Ltd should choose in order to grow.
A2	2	2022	2a	4	<u>Bluebells</u>	Using the information in Extract F, calculate the three period moving averages for the percentage of rooms occupied for the periods March to May and June to August to two decimal places, stating the difference between these moving averages. You are advised to show your working.

### 3.3.2 Investment appraisal

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2018	2c	12	<u>Cadbury</u>	Using the data in Extract G, the Net Present Value (NPV) and Payback, assess Mondelēz International's investment in Cadbury's modernisation
A2	2	2019	1b	4	<u>VisionSpring</u>	For people in developing countries, purchasing a pair of VisionSpring glasses may be considered as an investment. Using the data in Extract B, calculate the average rate of return from purchasing a pair of glasses. You are advised to show your working
A2	2	2021	2b	4	<u>Buy It Direct</u>	The Chief Executive has calculated the new bathroom project will not meet its payback target of three years. Using the data in Extract F, calculate the difference in the payback period compared to the Chief Executive's target. You are advised to show your working
A2	3	2022	2d	20	<u>Cycling</u>	Using the data in Extracts E to H, Payback and NPV investment appraisal methods, evaluate Plan A and Plan B expansion plans and recommend which one might be better for Northfield Cycles.

### 3.3.3 Decision trees

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2020	1b	4	<u>Tended Ltd</u>	The net gain for the new smartwatch is £1.3 million. Using the data in the decision tree, calculate the net gain for the marketing campaign. State your answer to two decimal places. You are advised to show your working.

### 3.3.4 Critical path analysis

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2017	2a	4	<u>Soft drinks</u>	Innocent Drinks has constructed the network diagram below to plan the launch of a new line of smoothies. Each number represents how many days each activity is estimated to take. Using the data in the network diagram above, calculate the Earliest Start Times (EST) and Latest Finishing Times (LFT) for each activity and identify the critical path.
A2	2	2021	2d	12	<u>Buy It Direct</u>	Assess the likely value of Critical Path Analysis (CPA) for the effective management of the installation of the new IT system.

### 3.4.1 Corporate influences

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2018	2d	12	<u>MG Rover Group</u>	Corporate timescales can be short-term or long-term. Assess Toyota's decision to issue 'Model AA' shares as a means of raising finance

### 3.4.2 Corporate culture

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2017	2c	12	<a href="#">PureGym</a>	Assess whether Pure Gym is likely to overcome the possible difficulties of changing LA Fitness's culture, as a result of the takeover.
A2	2	2020	2d	12	<a href="#">Sports Direct</a>	Assess the likely consequences for Sports Direct of its corporate culture
A2	2	2024	2c	10	<a href="#">Tesla</a>	Assess the importance of Tesla having a task culture for its continued success

### 3.4.3 Stakeholders versus shareholders

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2017	2e	20	<a href="#">Soft drinks</a>	Unilever's Chief Executive believes that Unilever should aim to consider all of its stakeholders in its main business decisions. Some business analysts consider that Unilever should instead consider an aim of focusing purely on its shareholders. Evaluate these two aims and recommend which is most suitable for a business, such as Unilever.
A2	3	2022	1d	20	<a href="#">Commonwealth Games</a>	Ian Reid believes that the Commonwealth Games' Directors' objectives should be to prioritise jobs and investment when making business decisions. However, others have suggested that the objectives should meet the needs of all stakeholders. Using the data in Extracts A to D, evaluate these two objectives and recommend which is more appropriate for the 2022 Commonwealth Games' Directors.
A2	2	2024	1c	10	<a href="#">Vidsy</a>	Assess whether Vidsy's directors should focus purely on shareholder returns in the company's business decisions



### 3.4.4 Business ethics

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2018	2b	10	<a href="#">Cadbury</a>	Assess the likely value of Corporate Social Responsibility to a business, such as Cadbury.
A2	3	2017	1a	8	<a href="#">Health and Fitness Industry</a>	Assess two possible examples of trade-offs between profit and ethics for a health and fitness club
A2	2	2019	1d	12	<a href="#">VisionSpring</a>	Assess whether the decision to be a socially responsible business is likely to increase Warby Parker's profits
A2	3	2023	1b	10	<a href="#">German Automotive</a>	Assess the likely importance of corporate social responsibility (CSR) as an influence on German Automotive's (GA) business decisions.
A2	3	2024	1c	12	<a href="#">Vinted</a>	Assess the importance of business ethics to the success of Vinted

3.5.1 Interpretation of financial statements

Level	Paper	Year	Question Number	Marks	Extracts	Question

### 3.5.2 Ratio analysis

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2017	1b	4	<a href="#">Morrisons</a>	Using the data in Extract B, calculate the difference in Morrisons' acid test ratio between 2014 and 2015. You are advised to show your working.
A2	3	2017	2d	20	<a href="#">PureGym</a>	In 2016, had it not been for the Competition and Markets Authority, Pure Gym may have been able to reach its target growth by taking over The Gym Group, rather than LA Fitness. Using the data in Extracts G and H calculate appropriate accounting ratios for The Gym Group and, using other non-financial information, evaluate these two options. Recommend which company it would have been better for Pure Gym to take over to achieve its growth target.
A2	2	2020	2b	4	<a href="#">Sports Direct</a>	Using the information in Extract E, calculate the operating profit margin for Sports Direct in 2018. State your answer to two decimal places. You are advised to show your working
A2	2	2022	1a	4	<a href="#">EasyJet</a>	Using the data from Extract A, calculate the difference in the gearing ratio for easyJet plc between 2019 and 2020. You should state the difference to two decimal places. You are advised to show your working
A2	2	2024	1b	4	<a href="#">Vidsy</a>	Using the data in Extract B, calculate Vidsy's return on capital employed (ROCE) for 2021. State your answer to two decimal places. You are advised to show your working.
A2	2	2024	2a	4	<a href="#">Tesla</a>	Using the information in Extract E, calculate the difference in the operating profit margin between 2022 and 2021. State your answer to two decimal places. You are advised to show your working
A2	3	2024	2c	12	<a href="#">Jonathan Trumbull Ltd</a>	Using the data in Extract F, and liquidity ratios, assess whether Jonathan Trumbull Ltd's liquidity position has improved from 2021 to 2022.

### 3.5.3 Human resources

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2017	1d	20	<u>Health and Fitness Industry</u>	Health and fitness clubs in the UK have high levels of labour turnover. To reduce this, health and fitness chains could offer either better financial rewards, or use non-financial techniques, to improve employee performance. Evaluate these two options and recommend which one a health and fitness club, such as Fitness First, should adopt to reduce labour turnover
A2	2	2020	2e	20	<u>Sports Direct</u>	Sports Direct aims to reduce the labour turnover of its workforce. To achieve this, it could introduce an employee share ownership scheme or implement an empowerment strategy. Evaluate these two options and recommend which one is most suitable for Sports Direct to achieve its aim of reducing labour turnover.
A2	2	2023	1b	4	<u>Bromptom Bikes</u>	Using the data in Extract B, calculate the change in labour productivity between 2019 and 2020. State your answer to two decimal places. You are advised to show your working.
A2	2	2024	1d	12	<u>Vidsy</u>	Assess whether offering financial rewards is the best way for Vidsy to reduce its labour turnover

### 3.6.1 Causes and effects of change

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2017	1d	12	<u>Morrisons</u>	Assess whether the transformational leadership shown by David Potts is the main cause of Morrisons' improved performance.

3.6.2 Key factors of change

Level	Paper	Year	Question Number	Marks	Extracts	Question

### 3.6.3 Scenario planning

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	2	2019	2d	12	<u>Clothes (fashion)</u>	Assess the usefulness of scenario planning to a business, such as ASOS
A2	3	2020	2b	10	<u>Derby Theatre</u>	Assess the likely value of succession planning to Derby Theatre.
A2	3	2024	2b	10	<u>Jonathan Trumbull Ltd</u>	Assess the importance of scenario planning for Jonathan Trumbull Ltd

## Theme 4 – Global Business

### 4.1.1 Growing economies

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2020	2c	10	<u>Cars and Ridesharing</u>	Assess the likely future growth of ridesharing businesses in an emerging economy, such as India.



### 4.1.2 International trade and business growth

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2018	2b	4	<u>Consumer white goods</u>	Explain how Ebac Ltd could benefit from exporting its products.
A2	1	2017	2c	10	<u>Pharmaceuticals</u>	Assess the ways in which specialisation might give a business, such as Pfizer, a competitive advantage when trading internationally
A2	1	2017	2e	20	<u>Pharmaceuticals</u>	The government of Ireland supports the location of multinationals, such as Pfizer, in their country if this benefits the local and national economy overall. Evaluate the likely impacts on the Irish economy of Pfizer locating there and recommend if the Irish government should have supported this decision or not.
A2	3	2017	2b	10	<u>PureGym</u>	When choosing to expand overseas, there are a number of factors that may limit the success of this strategy. Assess the likely importance of these factors to Pure Gym's expansion into emerging markets, such as those in Asia, South America or Africa.
A2	3	2019	1b	10	<u>Travel Industry</u>	Assess the factors that might affect the success of a global business such as Disney when entering a new market such as China.
A2	1	2022	2b	4	<u>Sportswear in Asia</u>	Explain one way foreign direct investment (FDI) affects businesses in Indonesia
A2	3	2023	1c	12	<u>UK car market</u>	Assess the likely impact of increased foreign direct investment (FDI) on the growth of businesses in the UK car industry.

### 4.1.3 Factors contributing to increased globalisation

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2019	1e	20	<u>Music streaming</u>	Spotify is aiming to extend the product life cycle of its music streaming business. Spotify could either focus on marketing strategies in existing markets, such as Europe and the USA, or expand into emerging markets, such as those in Asia. Evaluate these two options and recommend which one is most suitable for Spotify to extend the product life cycle of its music streaming business.
A2	1	2017	2b	4	<u>Pharmaceuticals</u>	Using the data in Extracts E and F, calculate the amount Pfizer would have saved in 2014 if it had paid corporation tax in Ireland, rather than the USA. You are advised to show your working.
A2	2	2019	1b	4	<u>VisionSpring</u>	For people in developing countries, purchasing a pair of VisionSpring glasses may be considered as an investment. Using the data in Extract B, calculate the average rate of return from purchasing a pair of glasses. You are advised to show your working
A2	1	2021	2a	4	<u>Fast food in Brazil</u>	Using the data in Extract D, calculate the percentage growth in the total McDonald's restaurants operating in Brazil, between 2012 and 2018. State your answer to 2 decimal places. You are advised to show your working.
A2	1	2021	2c	10	<u>Fast food in Brazil</u>	Using the data from Extract F, assess the impact of the exchange rate movements between January 2019 and April 2019 on the total costs of a business, such as Tropicana, which imports to the USA from Brazil.
A2	1	2022	2d	12	<u>Sportswear in Asia</u>	Assess the possible impact of multinationals, such as Nike, on the economy of Indonesia.
A2	1	2023	2d	12	<u>Games consoles</u>	There are several factors that have contributed to increased globalisation, including transport and communication. Assess the likely importance of transport and communication for the increased globalisation of the computer games market.

#### 4.1.4 Protectionism

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2017	2e	20	<u>Pharmaceuticals</u>	The government of Ireland supports the location of multinationals, such as Pfizer, in their country if this benefits the local and national economy overall. Evaluate the likely impacts on the Irish economy of Pfizer locating there and recommend if the Irish government should have supported this decision or not.
A2	1	2020	2b	4	<u>Cars and Ridesharing</u>	Explain one way the Indian government might use legislation to protect the Indian ridesharing market from non-Indian businesses.
A2	3	2022	2b	10	<u>Cycling</u>	Assess the likely effects of protectionism on Northfield Cycles.

#### 4.1.5 Trading blocs

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2019	2c	10	<u>Coffee</u>	Assess the likely benefits to Lavazza of operating in the NAFTA trading bloc
A2	1	2022	2c	10	<u>Sportswear in Asia</u>	Assess one effect on Nike of Indonesia being a member of the ASEAN trading bloc.

#### 4.2.1 Conditions that prompt trade

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2020	1c	12	<u>UK Entertainment Industry</u>	Using the data in Extracts B and C, assess the extent to which saturated markets might stimulate a business such as Netflix to trade internationally

#### 4.2.2 Assessment of a country as a production location

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2022	1c	12	<a href="#">Commonwealth Games</a>	Assess the factors that may have led to Birmingham, UK being chosen as the location for the 2022 Commonwealth Games
A2	1	2023	2c	10	<a href="#">Games consoles</a>	Using the data in Extract F, assess Sony's decision to manufacture the PlayStation 5 in Japan
A2	3	2024	1e	20	<a href="#">Vinted</a>	<p>Clothing retailer Mango aims to deliver the latest fashion trends to its UK customers. It is reviewing the source of its clothing inventory (stock). It is considering two options, either continue to use suppliers from China, or change to suppliers based in Turkey.</p> <p>Using the data in Extract C, evaluate these two options and recommend which one is likely to support Mango's aim of delivering the latest fashion trends to UK customers.</p>

### 4.2.3 Assessment of a country as a market

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2018	2a	4	<u>Consumer white goods</u>	Using the data in Extract E, calculate the percentage of the world's top 25 exporting economies that have costs of production above those of the United Kingdom in 2014. You are advised to show your working
A2	1	2018	2d	12	<u>Consumer white goods</u>	Assess the likely impact on Ebac Ltd of choosing the UK as a production location
A2	1	2017	2e	20	<u>Pharmaceuticals</u>	The government of Ireland supports the location of multinationals, such as Pfizer, in their country if this benefits the local and national economy overall. Evaluate the likely impacts on the Irish economy of Pfizer locating there and recommend if the Irish government should have supported this decision or not.

#### 4.2.4 Reasons for global mergers or joint ventures

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2017	2d	12	<u>Pharmaceuticals</u>	Assess the likely impact on a business such as Pfizer, of a global merger with a business such as Allergan.
A2	1	2017	2e	20	<u>Pharmaceuticals</u>	The government of Ireland supports the location of multinationals, such as Pfizer, in their country if this benefits the local and national economy overall. Evaluate the likely impacts on the Irish economy of Pfizer locating there and recommend if the Irish government should have supported this decision or not.
A2	1	2020	2d	12	<u>Cars and Ridesharing</u>	Assess the likely consequences for Ford of its joint venture with Mahindra
A2	3	2020	1d	20	<u>UK Entertainment Industry</u>	ITV could either join forces with the UK's other public broadcasters or operate on its own to offer a viable rival to Netflix for UK consumers. Using the data in Extracts A to D and your own business knowledge, evaluate these two options and recommend which one ITV should use to best rival Netflix
A2	3	2021	1d	20	<u>UK Hospitality</u>	Using the data in Extract D and your own knowledge of business, evaluate and recommend whether Mindful Chef should seek a joint venture with Auchan, France or seek a global merger with companies such as Blue Apron, US.
A2	3	2023	1c	12	<u>German Automotive</u>	Using the data in Extracts F and G, assess the likely impact of movements in the UK exchange rate to German Automotive's (GA) profit..
A2	1	2024	2a	4	<u>Streaming Services</u>	Using the information in Extract D, calculate the increase in the monthly subscription, in pounds (£), for UK customers watching both BT Sport and Eurosport after the joint venture. State your answer to 2 decimal places. You are advised to show your working.
A2	1	2024	2c	10	<u>Streaming Services</u>	Assess the likely impact on BT Sport of its joint venture with Discovery Eurosport



4.2.5 Global competitiveness

Level	Paper	Year	Question Number	Marks	Extracts	Question

### 4.3.1 Marketing

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	3	2018	2d	20	<u>Cadbury</u>	Cost competitiveness and product differentiation are two key strategies to achieve global competitive advantage. Evaluate these two strategies and recommend which one would be better to achieve a global competitive advantage for a business, such as Cadbury
A2	1	2019	2d	12	<u>Coffee</u>	Assess the likely importance to a business, such as Lavazza, of adapting its marketing mix to global markets.
A2	1	2020	2e	20	<u>Cars and Ridesharing</u>	Uber aims to become the market leader in Indian ridesharing. To achieve this Uber could either focus on adapting its service to the needs of Indian consumers or improve its business ethics. Evaluate these two options and recommend which one Uber should choose to become market leader.
A2	1	2021	2e	20	<u>Fast food in Brazil</u>	Taco Bell entered the Brazilian market in 2018, with limited success. To increase sales, Taco Bell could either adopt a polycentric, or an ethnocentric approach to marketing. Evaluate these two options and recommend which one is most suitable for Taco Bell to increase its sales in Brazil.
A2	1	2024	2e	20	<u>Streaming Services</u>	To increase its market share in India, Netflix could adapt its marketing mix. It could do this either by adapting its pricing policy or adapting its product to the Indian market. Evaluate these two options and recommend which one Netflix should choose in order to improve its market share in India.

### 4.3.2 Niche markets

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2018	2e	20	<u>Consumer white goods</u>	Haier is aiming to continue its global expansion in the white goods market. It could do this by focusing on either global niche markets or global mass markets for white goods. Evaluate these two options and recommend which approach is most suitable for Haier.
A2	1	2023	2b	4	<u>Games consoles</u>	Explain one reason why global niche markets may be important to a games developer, such as Sukeban Games

### 4.3.3 Cultural and social issues

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2019	2d	12	<u>Coffee</u>	Assess the likely importance to a business, such as Lavazza, of adapting its marketing mix to global markets.
A2	3	2018	1c	12	<u>Confectionery Industry</u>	Assess the importance of cultural and social factors that might affect the sales of dark chocolate in emerging economies, such as India.
A2	3	2020	2c	12	<u>Derby Theatre</u>	Assess the likely value to Derby Theatre of producing and staging shows that recognise the cultural diversity of Derby's population.
A2	1	2023	2e	20	<u>Games consoles</u>	Sony could have either produced a standardised controller for sales in all countries or adapted the controller to the culture of local markets in order to maximise PlayStation 5's sales. Evaluate these two options and recommend which one Sony should have taken to maximise PlayStation 5's sales.

4.4.1 The impact of MNCs

Level	Paper	Year	Question Number	Marks	Extracts	Question

#### 4.4.2 Ethics

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2020	2e	20	<u>Cars and Ridesharing</u>	Uber aims to become the market leader in Indian ridesharing. To achieve this Uber could either focus on adapting its service to the needs of Indian consumers or improve its business ethics. Evaluate these two options and recommend which one Uber should choose to become market leader.

#### 4.4.3 Controlling MNCs

Level	Paper	Year	Question Number	Marks	Extracts	Question
A2	1	2021	2d	12	<u>Fast food in Brazil</u>	Assess whether legal controls are the most effective way of controlling the actions of multinational companies in countries, such as Brazil.
A2	1	2024	2d	12	<u>Streaming Services</u>	Assess the importance of political influence as a factor in controlling multinational TV streaming services in India.