

Please write clearly in block capitals.	
Centre number	Candidate number
Surname	
Forename(s)	
Candidate signature	

INTERNATIONAL A-LEVEL BUSINESS

PAPER 3 BUSINESS STRATEGY

Specimen 2017 Time of exam Time allowed: 1 hour 45 minutes

Materials

For this paper you must have:

• the insert (enclosed)

Instructions

- Use black ink or black ball-point pen.
- Fill in the boxes at the top of the page.
- Answer all questions.
- You must answer the questions in the spaces provided.
 Do not write outside the box around each page or on blank pages.
- All working must be shown.
- Do all rough work in this book. Cross through any work you do not want to be marked.
- You may not use an English dictionary.

Information

- The marks for questions are shown in brackets.
- The maximum mark for this paper is 80.

Advice

You may use a bilingual dictionary.

For Examiner's Use		
Question	Mark	
01.1		
01.2		
01.3		
01.4		
02.1		
02.2		
02.3		
02.4		
02.5		
TOTAL		

Section A Answer all questions in the spaces provided. Read Source One: Marason in the insert booklet and then answer the questions. Explain how innovation can help Marason increase its market share. [4 marks] 2 Explain how Marason's focus on reducing costs might lead to unethical behaviour in relation to its stakeholders. [9 marks]

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Extra space
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0 1 . 3	To what extent does Marason's use of big data guarantee that it will achieve high sales?
	[12 marks]

Extra space

0 1 . 4	Marason wants to maintain a culture that is normally associated was businesses as it continues to grow.	ith start-up
	Do you think this is possible?	
	Assess the arguments for and against and make a judgement.	
		[12 marks]

Extra space
Turn over for the next section

Section B

Answer all questions in the spaces provided.		
	Read Source Two: Unilever in the insert booklet and then answer the questions.	
0 2 . 1	Explain why Unilever might have adopted a product organisational structure. [4 marks]	
0 2 . 2	Examine the possible reasons why a short-termist approach might damage the long-term success of Unilever. [6 marks]	

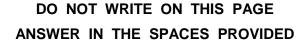
0 2 . 3	Analyse the possible benefits to Unilever of operating on a large scale. [9 marks]

	Extra space
0 2 . 4	Do you think that the emerging social trends that Unilever has to respond to in
	its markets (line 11) are an opportunity or a threat? Justify your answer. [12 marks]
	[12 marks]

Extra space

conflict with each other. Do you agree?	[12 marks]
-	

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END OF QUESTIONS
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