

Р	ease write clearly in block capitals.
С	entre number Candidate number
S	urname
F	orename(s)
С	andidate signature

A-level **BUSINESS**

Paper 3 Business 3

Friday 23 June 2017

Afternoon

Time allowed: 2 hours

Materials

For this paper you must have:

- a calculator
- · the insert.

Instructions

- Use black ink or black ball-point pen.
- Fill in the boxes at the top of this 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.
- Do all rough work in this answer book. Cross through any work that you
 do not want to be marked.

do not want to be marked.

Information

- The marks for questions are shown in brackets.
- The maximum mark for this paper is 100.

For Exam	iner's Use
Question	Mark
1	
2	
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6	
TOTAL	

Answer all questions.			
Read the case study in the insert booklet.			
0 1	Analyse, with reference to Kotter and Schlesinger's work, two barriers to change that KMH plc will face when implementing its new strategy. [12 marks]		



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0 2	Analyse, using two financial ratios, the financial constraints faced by KMH plc in attempting to fund the new strategy.	
	[12 marks]	



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0 3	KMH plc uses a soft approach to Human Resource Management. Using the information provided, assess whether KMH plc should change its approach to Human Resource Management to help boost its profit.	
	Truman Resource Management to help boost its profit.	[16 marks]



6

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16

0 4	To analyse its competitive environment in the cruise ship engine market segment, KMH plc uses Porter's five forces model. Use the information provided to decide whether the power of buyers or the likelihood of new is the bigger threat to KMH plc.		



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	16
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0 5	Most journalists blamed the fall in KMH plc's profits on either a failure to control costs or a slowdown in the growth of the global economy. Which of these two reasons do you think is the main cause? Justify your answer using information from the case study and Table 2 in Appendix C .		
	[20 marks]		



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	20

Turn over for the next question



Turn over ▶

[24 marks]



13

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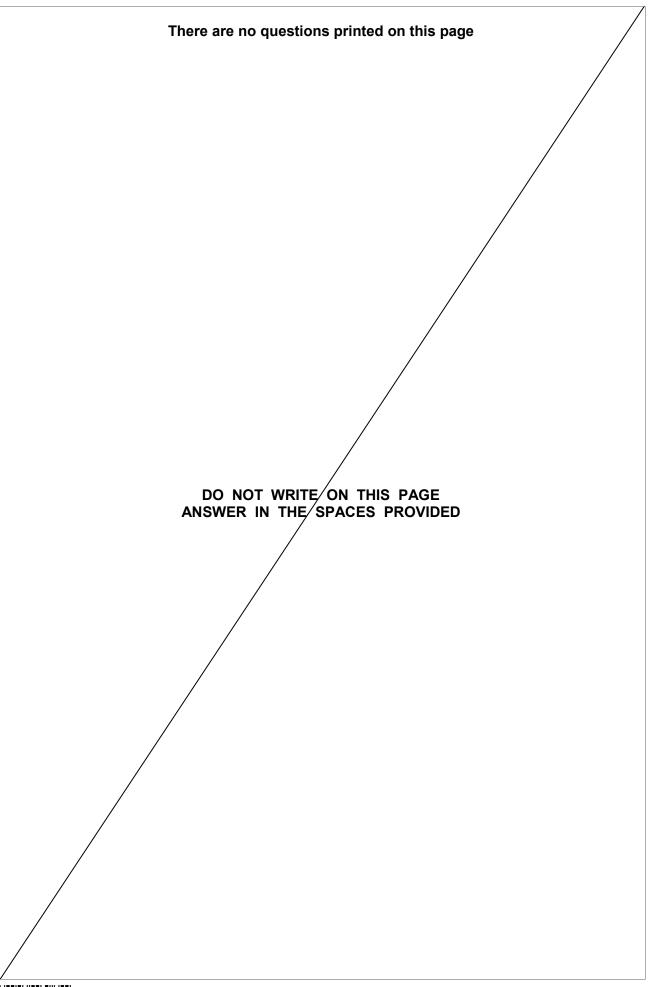
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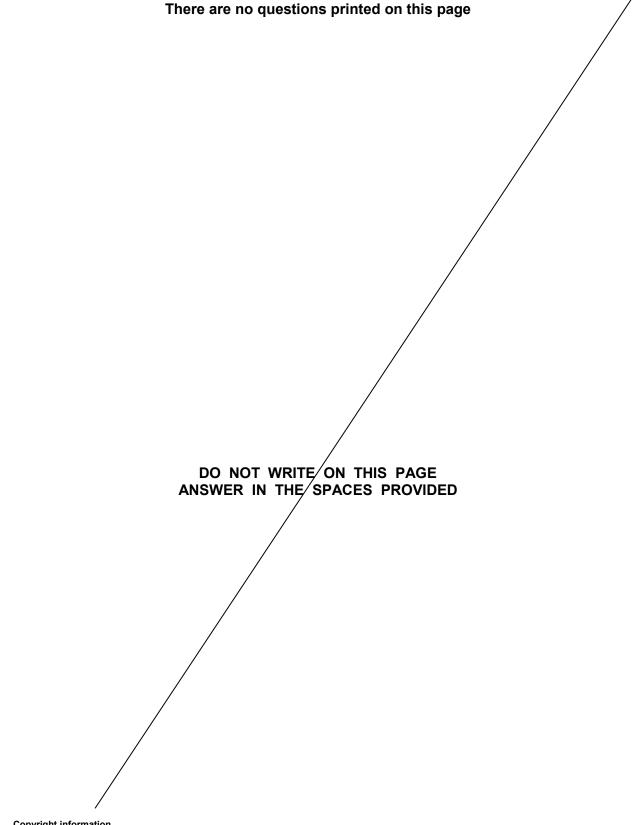
END OF QUESTIONS







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