



Please write clearly in block capitals.

Centre number

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Candidate number

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Surname

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Forename(s)

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Candidate signature

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# 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.

## Information

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

For Examiner's Use	
Question	Mark
1	
2	
3	
4	
5	
6	
<b>TOTAL</b>	



J U N 1 7 7 1 3 2 3 0 1

IB/G/Jun17/E9

7132/3

Read the **case study** in the **insert booklet**.

Analyse, with reference to Kotter and Schlesinger's work, **two** barriers to change that KMH plc will face when implementing its new strategy.

[illegible]

12

Extra space

0 2

Analyse, using **two** financial ratios, the financial constraints faced by KMH plc in attempting to fund the new strategy.

**[12 marks]****Turn over ►**

Extra space



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.

[illegible]

Extra space



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 entrants is the bigger threat to KMH plc.

[illegible]

Extra space





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**.

[illegible]

Extra space



20

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Turn over for the next question



**[24 marks]**

找名校导师，用小草线上辅导（微信小程序同名）



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**END OF QUESTIONS**



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ANSWER IN THE SPACES PROVIDED**



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