Please write clearly in block capitals.

Centre number | | | | | | Candidate number | | | | |

Surname _____

Forename(s) _____

Candidate signature _____
I declare this is my own work.

A-level
BUSINESS

Paper 3 Business 3

Monday 9 June 2025 | 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.
- If you need extra space for your answer(s), use the lined pages at the end of this book. Write the question number against your answer(s).
- Do all rough work in this answer book. Cross through any work 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	
TOTAL	

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Answer **all** questions.

Read the **case study** in the **Insert**.

0 1 Use Lewin's force field model to analyse why VBM is making major changes now.

[12 marks]

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12

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0 2 Analyse the impact of the proposed retrenchment on VBM's marketing activities in Europe.

[12 marks]

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12

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0 3 VBM's Operations Director believes that the new factory could be opened in a year.

Do you agree?

Justify your view by using the data in **Appendix C** and other information provided.

[16 marks]

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16

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0 4 VBM has major Human Resource challenges such as:

- recruitment and training for the factory in Vietnam
- managing redundancies in Europe.

Which of these **two** challenges is likely to be harder to manage effectively?

Justify your view.

[16 marks]

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Extra space

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16

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0 5 To what extent do you agree that VBM's biggest threat is changes in legislation?

[20 marks]

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20

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0 6 Effective capacity management involves ensuring a business has the right level of capacity in the right place to match demand.

To what extent is effective capacity management always harder for large, multinational businesses than small businesses?

[24 marks]

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END OF QUESTIONS

24

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ANSWER IN THE SPACES PROVIDED

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Question number	**Additional page, if required.** **Write the question numbers in the left-hand margin.**

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Question number	**Additional page, if required.** **Write the question numbers in the left-hand margin.**
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