

Surname	Centre Number	Candidate Number
Other Names		2



GCE A LEVEL – NEW

1510U30-1



BUSINESS – A2 unit 3
Business Analysis and Strategy

MONDAY, 12 JUNE 2017 – AFTERNOON

2 hours 15 minutes

For Examiner's use only		
Question	Maximum Mark	Mark Awarded
1.	9	
2.	12	
3.	10	
4.	13	
5.	12	
6.	12	
7.	12	
Total	80	

ADDITIONAL MATERIALS

A calculator.

INSTRUCTIONS TO CANDIDATES

Use black ink or black ball-point pen.

Write your name, centre number and candidate number in the spaces at the top of this page.

Answer **all** questions.

Write your answers in the spaces provided in this booklet. If you run out of space, use the continuation pages at the back of the booklet, taking care to number the question(s) correctly.

INFORMATION FOR CANDIDATES

The number of marks is given in brackets at the end of each question or part-question.

You are reminded of the necessity for good English and orderly presentation in your answers.

2. Wipeout Ltd

Wipeout Ltd is a manufacturer of surfboards. Since starting the business in Newquay, Cornwall in 2002 the business has developed a strong brand name in the sport of surfboarding. During the summer months when sales are at their maximum level, Wipeout Ltd cannot produce surfboards quickly enough to meet demand.

In summer 2017, the town of Newquay will host the UK surfing championships. Steve Summers, Wipeout Ltd's Managing Director, is thinking of increasing the price of their competition level surfboard, 'The Glider', during this time.

'The Glider' has a retail price of £500. However, Steve is considering increasing the price to £600. Steve thinks that because of the extra interest generated from the UK surfboarding championships, demand will only fall from 120 to 108 boards meaning that the company will not run out of stock during this busy period.

- (a) Calculate the price elasticity of demand for 'The Glider' board. Show your workings. [4]

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- (b) With reference to both the quantitative and qualitative data above, discuss whether Steve Summers should increase the price of 'The Glider' during summer 2017. [8]

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4. Mine-All-Mine

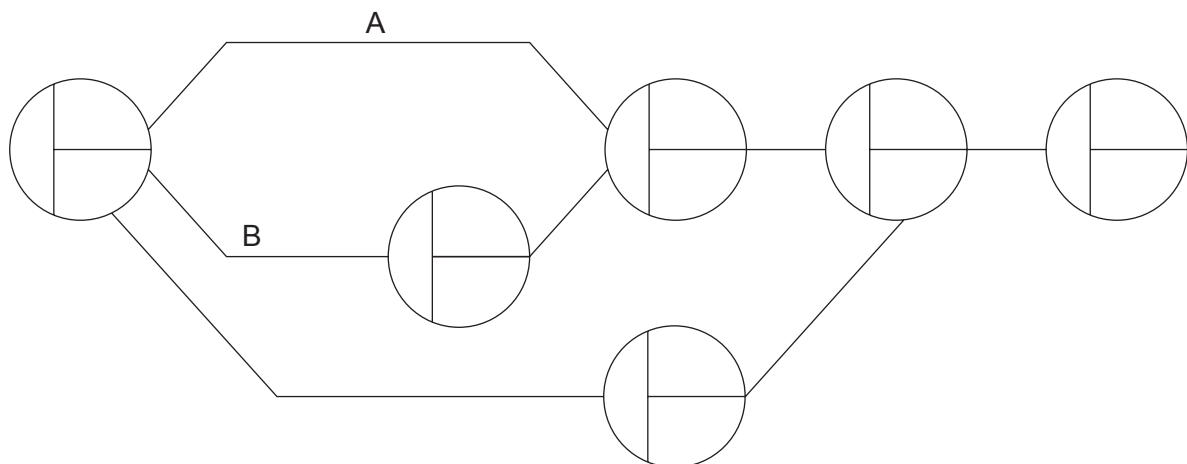
Mine-All-Mine is a specialist shop selling products made from slate, tin and gold found in Welsh mines. In preparation for the grand opening of their new shop in Wrexham in nine weeks' time, Mine-All-Mine need to carry out the following activities:

Activity letter	Activity	Preceded by	Duration (weeks)
A	Adapt shop	–	4
B	Identify suppliers	–	3
C	Negotiate with suppliers	B	2
D	Order goods to stock shop	A, C	2
E	Recruit workers	–	3
F	Train workers	E	2
G	Stock shop	D, F	1

Table 1: Activities for the opening of Mine-All-Mine's new shop in Wrexham.

- (a) Using the data in Table 1, complete the network diagram below, including:
- labelling the activities
 - the time required for each task
 - calculate the earliest start times and the latest finishing times.

[4]



- (b) Mark the critical path on the diagram.

[1]

6. Daisy's Dresses Ltd

Daisy's Dresses Ltd is a manufacturer of clothing for women. Since beginning its manufacturing in a small workshop in Newport, the company has seen orders grow over the last ten years. The company now employs 25 workers in various jobs including cutting, stitching and packaging.

Year	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Sales revenue (£000s)	56	(i)	79	110	129	154	173	189	202	215
Three year moving average		67	85	106	(ii)	152	172	188	202	

Figure 1: Clothing sales for Daisy's Dresses Ltd.

(a) Calculate the value of (i) and (ii) in Figure 1.

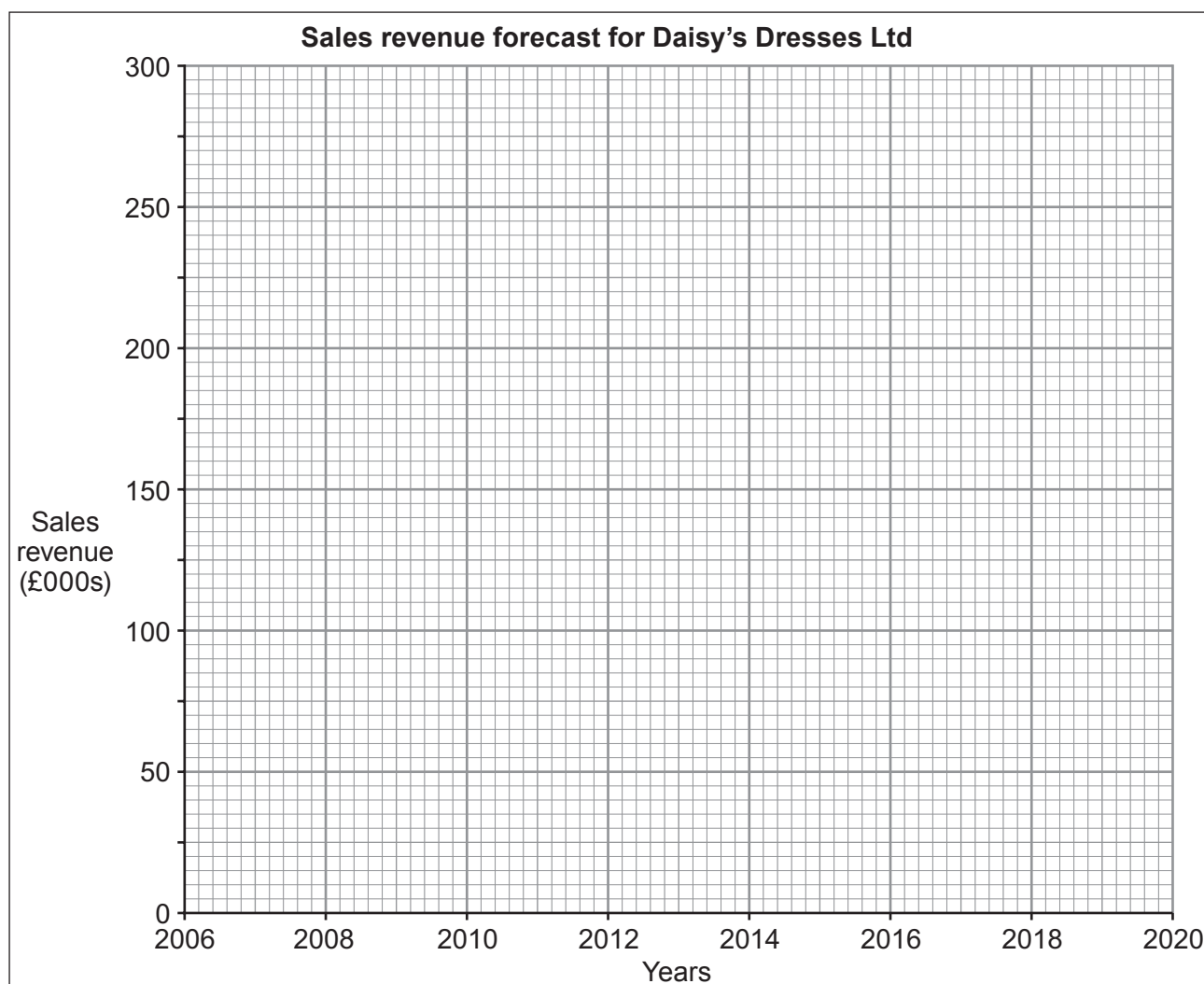
[2]

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(b) Plot all the three year moving averages on the graph provided and draw a line of best fit. [2]



7. NHS Wales

NHS Wales is a large public sector organisation providing health care throughout Wales. In doing so the organisation has set out the following mission statement which links to their key values.

Mission Statement

<p>Our Vision</p>	<p>To be recognised as a world class shared service through the excellence of our people, services and processes</p>	
<p>Our Mission</p>	<p>To enable the delivery of world class Public Services in Wales through customer-focus, collaboration and innovation</p>	

Our Values: The implication is to be the best at what we do. We need to be consistently delivering the best. We will achieve this by:

- (1) **Listening and learning** (to constantly improve the quality, effectiveness and efficiency of all we do)
 - to include Patience, Tolerance, Understanding, Responsiveness, Respect.
- (2) **Working together** (with colleagues, customers and suppliers)
 - to include Trust, Teamwork, Honesty, Loyalty, Openness, Humour, Co-operation, Embracing Diversity, Empowerment, Valuing Others.
- (3) **Taking responsibility** (for decisions and making things happen)
 - to include Commitment, Focus, Dependability, Professionalism, Integrity, Delivery, Quality, Fairness, Leadership.
- (4) **Innovating** (to encourage continuous improvement)
 - to include Courage, Freedom, Support, Creativity, Risk Aware, Vision, Challenge.

Source: www.wales.nhs.uk

Discuss the impact that NHS Wales’s mission statement and values may have on its stakeholders. [12]

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