

ease write clearly in block capitals.	
entre number Candidate number	
rname	
rename(s)	
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.

### Information

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

For Examiner's Use			
Question	Mark		
1	l.		
2			
3			
4			
5			
6			
TOTAL			



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



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



Extra space _		
Extra opaco		



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



,		
Extra space		
	<u>-</u>	



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 entranis the bigger threat to KMH plc.  [16 mark]	
	į ro man.	
		_



Extra space				
Extra space				
Extra space		_		
	Extra space			
	-			



0	5	Most journalists blamed the fall in KMH plc's profits on either a facosts or a slowdown in the growth of the global economy. Which reasons do you think is the main cause? Justify your answer usi from the case study and Table 2 in <b>Appendix C</b> .	
			[20 marks]



•	
	Extra space
•	



-	
=	
-	
-	
_	
-	 
-	
=	_

Turn over for the next question

Turn over ▶

[24 marks]

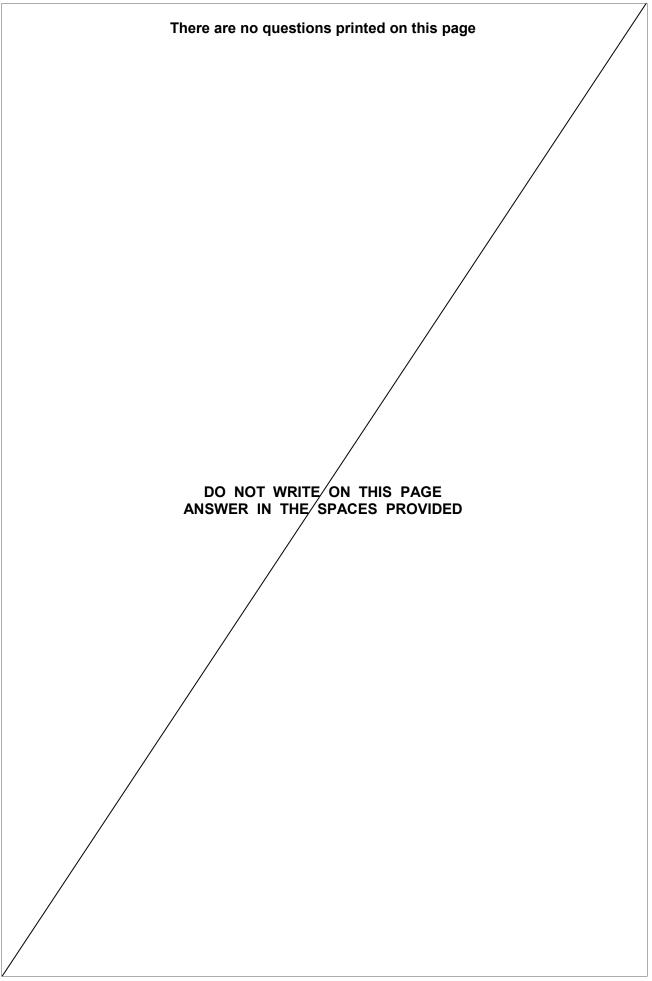


Extra space



## **END OF QUESTIONS**







# There are no questions printed on this page DO NOT WRITE ON THIS PAGE ANSWER IN THE SPACES PROVIDED

### Copyright information

For confidentiality purposes, from the November 2015 examination series, acknowledgements of third party copyright material will be published in a separate booklet rather than including them on the examination paper or support materials. This booklet is published after each examination series and is available for free download from www.aqa.org.uk after the live examination series.

Permission to reproduce all copyright material has been applied for. In some cases, efforts to contact copyright-holders may have been unsuccessful and AQA will be happy to rectify any omissions of acknowledgements. If you have any queries please contact the Copyright Team, AQA, Stag Hill House, Guildford, GU2 7XJ.

Copyright © 2017 AQA and its licensors. All rights reserved.

