



Oxford Cambridge and RSA

**Friday 24 May 2019 – Morning**

**A Level Business**

**H431/01** Operating in a local business environment

**Time allowed: 2 hours**



**You must have:**

- the Resource Booklet

**You may use:**

- a calculator



Please write clearly in black ink. **Do not write in the barcodes.**

Centre number  Candidate number

First name(s) \_\_\_\_\_

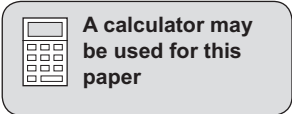
Last name \_\_\_\_\_

**INSTRUCTIONS**

- Use black ink.
- Answer **all** the questions.
- Write your answer to each question in the space provided. Additional paper may be used if necessary but you must clearly show your candidate number, centre number and question number(s).
- The Resource Booklet is for **Section B** only.

**INFORMATION**

- The total mark for this paper is **80**.
- The marks for each question are shown in brackets [ ].
- Quality of extended responses will be assessed in questions marked with an asterisk (\*).
- This document consists of **20** pages.



## Section A

Answer **all** the questions.

Put a tick (✓) in the box next to the **one** correct answer for each question.

- 1 Which of the following organisations is **most** likely to operate in the third sector?
- (a) A butcher's shop
- (b) A hair salon
- (c) A local authority nursery
- (d) An animal charity
- [1]
- 2 Which of the following is a correct definition of Gross Domestic Product?
- (a) The amount of economic growth
- (b) The total output of an economy plus income from abroad
- (c) The value of the total output of an economy
- (d) The volume of a country's exports
- [1]
- 3 Which one of the following is **not** a feature of lean production?
- (a) Improving fault detection
- (b) Lowering productivity
- (c) Reducing the amount of energy used
- (d) Total quality management (TQM)
- [1]
- 4 The average rate of return (ARR) for a £1.2 million investment which generates £0.45 million revenue per year for four years is:
- (a) 12.5%
- (b) 15%
- (c) 25%
- (d) 37.5%
- [1]

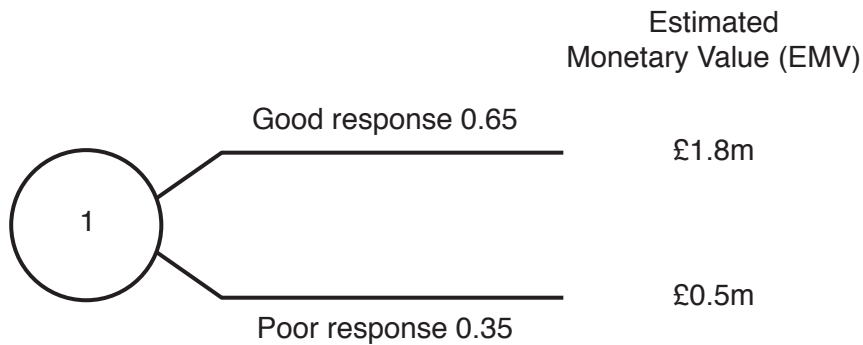
5 One reason why businesses **must** constantly change and adapt is because:

- (a) employees are inflexible
- (b) markets are competitive
- (c) objectives must be reviewed
- (d) technology increases profit


[1]

6 A company is planning to extend its range of products. An extract from its decision tree is shown below.



The expected value (EV) at node 1 is:

- (a) £0.995m
- (b) £1.17m
- (c) £1.345m
- (d) £2.3m


[1]

7 Which of the following is a benefit to a production operative of being in a trade union?

- (a) A higher rate of pay than employees at the same firm who are non-trade union members
- (b) Able to take extra days off by striking in sympathy with teachers and lecturers
- (c) Collective bargaining to improve working conditions in the factory
- (d) Employers cannot increase output targets without permission from the trade union


[1]

8 Which of the following is an element in the marketing mix of a service?

(a) Peer assessment

(b) Physical evidence

(c) Population

(d) Profit

[1]

9 Alnort Council has estimated the following times for the construction of a new sports centre:

Optimistic time (O): 13 weeks

Most likely time (M): 16 weeks

Pessimistic time (P): 25 weeks

The PERT estimated expected time for the construction of the sports centre is:

(a) 9 weeks

(b) 12 weeks

(c) 16 weeks

(d) 17 weeks

[1]

10 Which of the following is an academic training method suitable for an accounts supervisor who wishes to further their career in this functional area?

(a) A degree in business and finance

(b) A three-day course on how to use payroll software

(c) An advanced apprenticeship in accountancy

(d) An advanced diploma in marketing

[1]

11 Which of the following is a disadvantage to a business of rapid technological change?

(a) A wider target market

(b) Cost savings

(c) Increased training needs

(d) Reduced reliance on computer systems

[1]

12 A manager who works in a business with a decentralised organisational structure is **most** likely to have:

(a) a wide span of control

(b) limited opportunities for empowerment

(c) no reason to delegate

(d) poor decision-making skills

[1]

13 One way in which the 'Plan-Do-Review' cycle can improve a business' performance is by:

(a) increasing employee workloads

(b) learning from previous mistakes

(c) minimising the management of change

(d) reducing the amount of time spent on future planning

[1]

14 An extract from the cash-flow statement of Kashmir Cookies is shown below.

	<b>March 2019 £ '000</b>
Total inflows	1000
Total outflows	400
Opening balance	?
Net cash-flow	600
Closing balance	500

Kashmir Cookies' opening balance for March 2019 was:

(a) -£100 000

(b) -£100

(c) £100

(d) £100 000

[1]

15 Group norms:

- (a) are explained by Adair's Three Circle theory
- (b) influence the way a team of workers behave
- (c) should be evenly distributed around the mean average
- (d) use correlations to analyse trends

[1]









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19 “The simulators themselves depreciate in value quite quickly.” (Line 54)

(a) Assume that a simulator bought at the start of 2018 cost £6000 new and that it depreciates by £1250 a year.

Calculate the net book value of the simulator at the start of 2020.

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Answer ..... [2]

(b)\* Evaluate how the method of depreciation used by Go Race! may affect its financial position. [15]

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**20 (a)** Ross has calculated that the average spend per customer per visit is £17. He forecasts that, based on the data in **Fig. 2**, customer numbers will grow by 10% per month from May 2019.

Calculate the forecast total revenue earned by Go Race! in July 2019.

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Answer ..... **[3]**





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