

**OXFORD CAMBRIDGE AND RSA EXAMINATIONS**  
**A2 GCE**  
**F297/01**

**BUSINESS STUDIES**  
**Strategic Management**

**FRIDAY 13 JUNE 2014: Morning**  
**DURATION: 2 hours**  
**plus your additional time allowance**

**MODIFIED ENLARGED**

<b>Candidate forename</b>		<b>Candidate surname</b>	
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<b>Centre number</b>						<b>Candidate number</b>				
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**Candidates answer on the Question Paper.**

**OCR SUPPLIED MATERIALS:**

**Clean copy Case Study**

**OTHER MATERIALS REQUIRED:**

**A calculator may be used.**

<b>A CALCULATOR MAY BE USED FOR THIS PAPER</b>
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**READ INSTRUCTIONS OVERLEAF**

## **INSTRUCTIONS TO CANDIDATES**

**Write your name, centre number and candidate number in the boxes on the first page. Please write clearly and in capital letters.**

**Use black ink. HB pencil may be used for graphs and diagrams only.**

**Answer ALL the questions.**

**Read each question carefully. Make sure you know what you have to do before starting your answer.**

**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).**

## **INFORMATION FOR CANDIDATES**

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

**The total number of marks for this paper is 90.**

**Your Quality of Written Communication will be assessed in the question marked with an asterisk (\*).**

**This is a synoptic paper. When answering each question you must use the knowledge and skills gained throughout the whole A-level course.**

**Any blank pages are indicated.**

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**Answer ALL the questions.**

- 1 (a) Using the data in Appendix 1, calculate TWO solvency and TWO shareholders' ratios for APSL for the financial year ended 2013. [13]**

<b>SOLVENCY RATIO 1</b>	<b>SOLVENCY RATIO 2</b>
<b>Formula</b> _____	<b>Formula</b> _____
<b>Workings</b> _____	<b>Workings</b> _____
_____	_____
_____	_____
_____	_____
_____	_____
<b>Answer:</b>	<b>Answer:</b>

<b>SHAREHOLDER RATIO 1</b>	<b>SHAREHOLDER RATIO 2</b>
<b>Formula</b> _____	<b>Formula</b> _____
<b>Workings</b> _____	<b>Workings</b> _____
_____	_____
_____	_____
_____	_____
_____	_____
<b>Answer:</b>	<b>Answer:</b>

[illegible]

[illegible]

[illegible]



[illegible]

[illegible]

[illegible]

**2 Evaluate the extent to which stakeholders are likely to view APSL as an ethical business. [18]**

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]



[illegible]

**3 Peter is keen to expand the business by employing a third shift (line 212).**

**Discuss how APSL might effectively manage this change if Peter's idea were to be adopted. [18]**

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

- 4\* Albion Aerospace wants to order 60 Flaxiboard doors (line 250), but at the same price as it currently pays for plastic doors.**

**Should APSL accept this order? Justify your view.**

**[23]**

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[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

**END OF QUESTION PAPER**

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