



Please write clearly in block capitals.

Centre number

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Candidate number

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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	



J U N 2 5 7 1 3 2 3 0 1

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

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

[illegible]

Extra space

Turn over ►



[illegible]

Analyse the impact of the proposed retrenchment on VBM's marketing activities in Europe. **[12 marks]**

[illegible]

[illegible]

[illegible]

12

[16 marks]

[illegible]

Extra space

Turn over ►



[illegible]

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

Justify your view.

[16 marks]

[illegible]

Extra space



[illegible]

[20 marks]

[illegible]

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[illegible]

Turn over ►



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

[24 marks]

[illegible]

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outside the
box*

Extra space _____



[illegible]

[illegible]

[illegible]

[illegible]

24

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outside the
box*

**DO NOT WRITE ON THIS PAGE
ANSWER IN THE SPACES PROVIDED**



[illegible]

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