

Write your name here

Surname

Other names

Pearson
Edexcel GCE

Centre Number

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Candidate Number

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Business Studies

Advanced

Unit 4A: Making Business Decisions

Wednesday 17 June 2015 – Afternoon

Time: 1 hour 30 minutes

Paper Reference

6BS04/01

You must have:

Insert containing all source material (enclosed)

Total Marks

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Instructions

- Use **black** ink or ball-point pen.
- **Fill in the boxes** at the top of this page with your name, centre number and candidate number.
- Answer **all** the questions in Section A and Section B.
- Answer the questions in the spaces provided
– *there may be more space than you need.*
- You may use a calculator.

Information

- The total mark for this paper is 80.
- The marks for **each** question are shown in brackets
– *use this as a guide as to how much time to spend on each question.*
- Questions labelled with an **asterisk** (*) are ones where the quality of your written communication will be assessed
– *you should take particular care on these questions with your spelling, punctuation and grammar, as well as the clarity of expression.*
- Candidates are expected to be familiar with Evidence A to J for this paper before the examination.

Advice

- Read each question carefully before you start to answer it.
- Try to answer every question.
- Check your answers if you have time at the end.

Turn over ►

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PEARSON

SECTION A

Evidence A to J was pre-issued before the date of the examination.

Using ALL the evidence and your own knowledge, answer all six questions (total 30 marks).

Time allowed (35 minutes).

Additional Evidence K



Our Employees

Our employees are critical stakeholders in Center Parcs' success. They directly interact with our guests and make sure they enjoy their stay with us, and come back again. We employ over 6,000 individuals and naturally understand the importance of a corporate culture that supports, develops and rewards all our employees, whatever their position in the company.

5

We are proud of our employees and each year our Star Performers programme rewards the top contributors to the business from each village and from Head Office.

Our dedication to our people has resulted in a committed workforce. Our annual employee (labour) turnover (23% in 2013) is below the leisure industry average and 30% of our employees have been with us for three years or more.

10

We reward employees for their commitment and loyalty with enhanced benefits packages after 2, 5 and 10 years service.

(Source: adapted from Center Parcs Annual Review 2012/13)



1 What is meant by the term 'stakeholder'? (see Additional Evidence K, line 1)

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(Total for Question 1 = 2 marks)

2 What is meant by the term 'corporate culture'? (see Additional Evidence K, line 3)

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(Total for Question 2 = 2 marks)



3 Explain **one** way in which the Center Parcs labour turnover calculation measures its human resources competitiveness. (Additional Evidence K)

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(Total for Question 3 = 4 marks)



4 Center Parcs Woburn village was estimated to cost £250m to build. (Evidence A)

Explain **one** limitation to Center Parcs of using the Net Present Value method of investment appraisal when considering investing in projects such as this.

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(Total for Question 4 = 4 marks)



5 (a) Using Evidence D, calculate Center Parcs' Gross Profit Margin and Net Profit Margin for 2012 **and** 2013.

(4)



(b) Comment on the results of your calculations in 5(a).

(4)

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(Total for Question 5 = 8 marks)



6 Assess the likely value of Critical Path Analysis/Network analysis to ISG in planning the building of the accommodation blocks at the new Woburn village (see Evidence C). (10)

Dotted lines for writing answer.



(Total for Question 6 = 10 marks)

TOTAL FOR SECTION A = 30 MARKS



Handwriting practice area with 25 horizontal dotted lines.



Handwriting practice area with 20 horizontal dotted lines.



In 2013 Center Parcs had to decide which creative agency it would use for the next five years.

*(b) Assess the usefulness of decision trees to Center Parcs when making this choice. (30)

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(Total for Question 7 = 50 marks)

TOTAL FOR SECTION B = 50 MARKS
TOTAL FOR PAPER = 80 MARKS



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