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**Business management**  
**Standard level**  
**Paper 1**

Thursday 28 April 2022 (afternoon)

1 hour

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**Instructions to candidates**

- Do not open this examination paper until instructed to do so.
- A clean copy of the **business management case study** is required for this examination paper.
- Read the case study carefully.
- A clean copy of the **business management formulae sheet** is required for this examination paper.
- Section A: answer one question.
- Section B: answer question 4.
- A calculator is required for this examination paper.
- The maximum mark for this examination paper is **[30 marks]**.

## Section A

Answer **one** question from this section.

1. (a) Describe **two** long-term benefits for *PU* of its marketing strategies (lines 60–64). [4]  
(b) Explain the possible impacts on *PU* of the ethical issues it faces (lines 101–117). [6]
2. (a) Outline **two** steps that Adriana should take if she decides to dismiss the head of the Faculty of History, Jim (lines 89–100). [4]  
(b) Explain strategies, in addition to redundancies, that *PU* could use to solve its cash-flow problems (lines 56–59). [6]
3. (a) Outline **two** STEEPLE factors that influence *PU*'s decisions. [4]  
(b) Explain ways in which *PU* could achieve greater sustainability in the 2022/23 academic year (lines 118–131). [6]

## Section B

Answer the following question.

4. The trustees of *PU* have made proposals to introduce new working patterns for lecturers:
- Compulsory training in IT use for teaching, including online teaching and creating libraries of online resources.
  - Contracts that require all lecturers to work at home three days a week. There would be a schedule of who is on site on each day.
  - Vacations reduced in length to enable sufficient face-to-face contact with all students. Lecturers would receive a compensatory increase in basic pay.
  - Introduction of performance-related pay (PRP).

*PU* is considering a joint venture with Country B's government. Country B is performing well economically and is planning to expand its university sector. The trustees of *PU* believe that the university has a sufficiently strong reputation that the government of Country B will be interested in *PU* opening a campus there.

Country B's government would provide the facilities and recruit local lecturers and other staff to work at the university. *PU* would be responsible for all the other costs that it incurs setting up the campus.

*PU* would:

- design degree courses, syllabuses and course materials
- train all staff
- monitor the progress of each course to ensure that academic standards are good enough to award degrees.

In addition, *PU* would undertake all market research needed for planning and monitoring new courses, including primary research into the market for university courses.

*PU* would receive an annual payment from the government of Country B and a fee for each student that successfully completes a degree course.

- (a) Define the term *performance-related pay (PRP)*. [2]
- (b) Explain **one** impact on *PU* **and one** impact on *PU*'s lecturers of the new working patterns. [4]
- (c) Explain **two** methods of primary market research that *PU* could use to monitor the progress of each course. [4]
- (d) Recommend whether *PU* should open a campus in Country B. [10]

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References:

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