



Cambridge International Examinations
Cambridge International Advanced Level

CANDIDATE
NAME

CENTRE
NUMBER

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CANDIDATE
NUMBER

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BUSINESS

9609/32

Paper 3 Case Study

May/June 2018

3 hours

Candidates answer on the Question Paper.

No Additional Materials are required.

READ THESE INSTRUCTIONS FIRST

Write your Centre number, candidate number and name in the spaces at the top of this page. If you need additional answer paper ask the invigilator for a continuation booklet.

Write in dark blue or black pen.

You may use an HB pencil for any diagrams, graphs or rough working.

Do not use staples, paper clips, glue or correction fluid.

DO NOT WRITE IN ANY BARCODES.

Section A

Answer **all** questions.

Section B

Answer **one** question.

You are advised to spend no more than 40 minutes on Section B.

Refer to the Insert for the case study for this Paper.

At the end of the examination, fasten all your work securely together.

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

This document consists of **19** printed pages, **1** blank page and **1** Insert.

Section A

Answer **all** questions in this section.

1 Analyse the likely positive and negative impact on DA of having a decentralised organisational structure.

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2 (a) Refer to Appendix 1. Calculate as at 20 April 2018:

(i) dividend yield

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(ii) price earnings ratio.

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(b) Using your results to 2(a) and any other relevant information, recommend whether potential investors should buy shares in DA. Justify your recommendation.

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- 3 Discuss the extent to which the adoption of lean production techniques will solve DA's current operational problems.

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