www.dynamicpapers.com

Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME									
CENTRE NUMBER						CANDIDATE NUMBER			

0526283312

BUSINESS **9609/34**

Paper 3 Case Study **May/June 2021**

3 hours

You must answer on the question paper.

You will need: Insert (enclosed)

INSTRUCTIONS

- Section A: answer **all** questions.
- Section B: answer **one** question.
- Use a black or dark blue pen.
- Write your name, centre number and candidate number in the boxes at the top of the page.
- Write your answer to each question in the space provided.
- Do **not** use an erasable pen or correction fluid.
- Do **not** write on any bar codes.
- You may use an HB pencil for any diagrams, graphs or rough working.

INFORMATION

- The total mark for this paper is 100.
- The number of marks for each question or part question is shown in brackets [ ].
- The insert contains the case study.

This document has **20** pages. Any blank pages are indicated.

© UCLES 2021

[Turn over

www.dynamicpapers.com

Section A

Answer **all** questions in this section.

1 Analyse how TT might be affected by an increase in interest rates in the Eurozone.

www.dynamicpapers.com

.....

.....

.....

www.dynamicpapers.com

2 **(a)** Refer to Appendix 1 and lines 35–37. Calculate the impact on TT's profit if the special order from the US toy retailer is accepted.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [6]

www.dynamicpapers.com

(b) Refer to your answer to part **(a)** and other information from the case. Advise TT whether to accept the special order from the US toy retailer.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

www.dynamicpapers.com

.....

.....

.....

www.dynamicpapers.com

3 Refer to Appendix 3 and other information from the case. Discuss whether TT's directors made the right decision in choosing candidate Y as the new Marketing manager.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

www.dynamicpapers.com

www.dynamicpapers.com

.....

.....

.....

www.dynamicpapers.com

4 **(a)** Refer to Appendix 2. Calculate, for the purchase of the CAM equipment:

(i) the payback period

.....

.....

.....

..... [2]

(ii) the accounting rate of return (ARR)

.....

.....

.....

.....

.....

.....

.....

..... [4]

www.dynamicpapers.com

(b) Refer to your answers to part **(a)** and other information from the case. Recommend whether TT should purchase the CAM equipment or outsource toy train production. Justify your recommendation.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

www.dynamicpapers.com

.....

.....

.....

www.dynamicpapers.com

5 Discuss whether TT should introduce Total Quality Management (TQM).

www.dynamicpapers.com

www.dynamicpapers.com

.....

.....

.....

www.dynamicpapers.com

Section B

Answer **one** question from this section.

6 Discuss the usefulness of strategic choice techniques to TT's directors when choosing between the joint venture with company A or the merger with company B.

7 Assume TT merges with company B. Evaluate strategies senior management could use to manage the necessary changes.

Write the question number here: .....

www.dynamicpapers.com

www.dynamicpapers.com

www.dynamicpapers.com

.....

.....

.....

www.dynamicpapers.com

BLANK PAGE

Permission to reproduce items where third-party owned material protected by copyright is included has been sought and cleared where possible. Every reasonable effort has been made by the publisher (UCLES) to trace copyright holders, but if any items requiring clearance have unwittingly been included, the publisher will be pleased to make amends at the earliest possible opportunity.

To avoid the issue of disclosure of answer-related information to candidates, all copyright acknowledgements are reproduced online in the Cambridge Assessment International Education Copyright Acknowledgements Booklet. This is produced for each series of examinations and is freely available to download at www.cambridgeinternational.org after the live examination series.

Cambridge Assessment International Education is part of the Cambridge Assessment Group. Cambridge Assessment is the brand name of the University of Cambridge Local Examinations Syndicate (UCLES), which itself is a department of the University of Cambridge.

© UCLES 2021