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9609/32

October/November 2021

You will need: Insert (enclosed)

- 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.

- 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.

[Turn over

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

Answer **all** questions in this section.

-
- This image shows a single page of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page, leaving small margins at the top and bottom. There is no handwriting or other markings on the paper.

[10]

(i) return on capital employed (ROCE)

[4]

[3]

[2]

This image shows a full page of a handwriting practice worksheet. It consists of approximately 20 horizontal rows. Each row is defined by two parallel dotted lines, creating a series of uniform gaps for letter height. The entire page is otherwise blank, with no margins, text, or other markings.

[12]

[illegible]

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[16]

4 (a) Refer to Table 3 and lines 54–56. Calculate for 2020 the:

(i) labour productivity per month

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..... [2]

(ii) monthly cost of correcting substandard output.

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..... [3]

[illegible]

[12]

- 5** Evaluate the likely impact on AC's future profitability of the forecast economic changes in Appendix 1.

[illegible]

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[16]

Section B

Answer **one** question in this section.

- 6 Evaluate whether the use of the techniques in Appendix 2 will eliminate risk for AC when choosing a growth strategy.
- 7 Evaluate the importance of developing a change culture to the successful implementation of option 2.

Write the question number here:

[illegible]

[illegible]

[illegible]

[20]

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