Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

0212557713

BUSINESS **9609/32**

Paper 3 Case Study **October/November 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.

Answer **all** questions in Section A and answer **one** question in Section B.

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

Section A

Answer **all** questions in this section.

1 Analyse the benefits of changing to a decentralised organisational structure as AC continues to expand.

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[10]

2 **(a)** Refer to Table 1. Calculate for 2021 the:

(i) return on capital employed (ROCE)

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.... [4]

(ii) gearing ratio

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.... [3]

(iii) current ratio.

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.... [2]

(b) You may refer to your results from **2(a)** and other information. Evaluate whether Omar and his family should convert the business to a public limited company (plc).

[12]

3 Recommend a possible marketing strategy for AC to enter the consumer fitness equipment market. Justify your recommendation.

[16]

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

(i) labour productivity per month

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(ii) monthly cost of correcting substandard output.

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(b) Evaluate whether the introduction of Total Quality Management (TQM) will be sufficient to solve the problems faced in the factory.

[12]

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

[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: ....

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