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Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME	

CENTRE NUMBER						CANDIDATE NUMBER				

BUSINESS **9609/32**

Paper 3 Case Study **October/November 2022**

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.

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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 **two** benefits to APF of vertical integration.

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2 **(a)** Refer to Table 2 and lines 52–57. Calculate the forecast total contribution from the proposed order for fresh juice.

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(b) You may refer to your answer to **2(a)** and other information. Recommend whether APF should accept the proposed order for fresh juice. Justify your recommendation.

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3 Evaluate the importance to APF's operational effectiveness of workforce planning.

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4 **(a)** Refer to Table 3. Calculate the accounting rate of return (ARR) for the investment in enterprise resource planning (ERP).

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(b) Refer to Table 4. Calculate, for 2022, the:

(i) inventory turnover

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(ii) days' sales in receivables.

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(c) You may refer to your answers to **4(a)** and **4(b)** and to other information. Evaluate the benefits to APF of investing in enterprise resource planning (ERP).

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5 Evaluate the importance, to APF's future success, of marketing planning.

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Section B

Answer **one** question in this section.

6 Evaluate the strategic choice techniques used in Appendix 1 when APF's directors make the choice between option 1 and option 2.

7 APF operates in a dynamic business environment. Evaluate the importance to APF's future profitability of contingency planning.

Write the question number here: .....

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