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Cambridge Assessment International Education

# Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

*5720765891*

**BUSINESS** **9609/32**

Paper 3 Business Decision-Making **October/November 2025**

**1 hour 45 minutes**

You must answer on the question paper.

You will need: Insert (enclosed)

**INSTRUCTIONS**

- Answer **all** questions.
- 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 60.
- The number of marks for each question or part question is shown in brackets [ ].
- The insert contains the case study.

This document has **12** pages. Any blank pages are indicated.


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**[Turn over**

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Answer **all** questions.

**1** Analyse **one** advantage and **one** disadvantage to KTJ of delegation.

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**2** Analyse **two** impacts on KTJ of its commitment to corporate social responsibility (CSR).

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**3** **(a)** Using the data in Table 1.2, calculate the payback period of the country C location.

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**(b)** Using the data in Table 1.3, calculate the accounting rate of return (ARR) of the country D location.

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**(c)** Evaluate which location KTJ should choose for its new factory.

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**4** **(a)** Using the data in Table 1.4, calculate the four period centred moving average for Quarter 1 2025.

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**(b)** Evaluate the usefulness of time series analysis to KTJ in making business decisions.

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**5** Evaluate the likely impact on KTJ of fluctuations in the exchange rate of country B's currency.

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