Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

9904789201

BUSINESS **9609/32**

Paper 3 Case Study **February/March 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.

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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 the benefits to BFB of continuing with a centralised structure as the business develops.

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[10]

2 **(a)** Refer to Appendix 1. Calculate the:

(i) gearing ratio

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(ii) profit margin

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(iii) acid test ratio.

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(b) Recommend whether Aela and John should accept TT's offer. Justify your recommendation.

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[12]

3 Refer to Table 2 and any other information. Evaluate the likely impact on BFB's future decisions of changes in external influences.

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[Turn over

[16]

4 **(a)** Refer to Appendix 1. Calculate the inventory turnover ratio.

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(b) You may refer to your results from **4(a)** and any other information. Assess the likely impact on BFB of adopting lean production techniques.

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[12]

5 Evaluate the importance of marketing planning to the success of BFB's new products.

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[16]

Section B

Answer **one** question from this section.

6 Evaluate the importance to BFB of strategic analysis when making strategic decisions.

7 Evaluate the usefulness to BFB of focusing only on Force Field Analysis when choosing between strategic options.

Write the question number here: .....

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[Turn over

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