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Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

0473099557

BUSINESS **9609/32**

Paper 3 Business Decision-Making **February/March 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

Answer **all** questions.

1 Analyse **one** advantage and **one** disadvantage to IPA of changing employment contracts from full-time to zero hours for most production employees.

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2 Analyse **two** methods to improve IPA's liquidity.

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3 **(a)** Refer to lines 9–11. Calculate, for 2024, IPA's market share.

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(b) Refer to lines 9–10. Calculate, for 2025, the expected percentage market growth.

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(c) Evaluate the Marketing Director's proposed changes to IPA's marketing mix.

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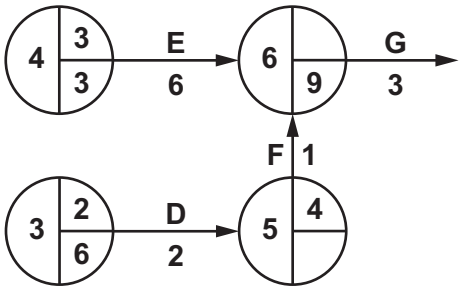
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[12]

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4 **(a)** Complete nodes 5 and 6 on the network diagram below (reproduced from the Insert).



[2]

(b) Calculate the total float for Activity F.

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(c) Evaluate the benefit to IPA of Critical Path Analysis (CPA) as a management tool in planning operations.

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5 Refer to lines 70–75. Evaluate the most likely impact on IPA of the fiscal and monetary policy changes.

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