Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

0167575695

BUSINESS **9609/32**

Paper 3 Business Decision-Making **May/June 2023**

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 **two** elements of OV's marketing strategy that will need to change to sell successfully to retailers.

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2 Analyse **two** benefits to OV of the methods it uses to communicate with employees.

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3 **(a)** Refer to Table 1.1. Calculate, for 2023, the current ratio.

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(b) Refer to Table 1.1. Calculate, for 2023, the return on capital employed (ROCE).

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(c) Evaluate whether shareholders will benefit from OV changing to a public limited company.

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4 **(a)** Refer to Table 1.3. Calculate, for location X, the accounting rate of return (ARR).

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(b) Evaluate which location OV should choose to build its factory.

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5 Evaluate the impact on OV of the growing importance of sustainability.

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