Cambridge International **A Level**

Cambridge International Examinations
Cambridge International Advanced Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

8595754048

BUSINESS **9609/32**

Paper 3 Case Study **October/November 2018**

3 hours

Candidates answer on the Question Paper.

No Additional Materials are required.

READ THESE INSTRUCTIONS FIRST

Write your Centre number, candidate number and name in the spaces at the top of this page. If you need additional answer paper ask the invigilator for a continuation booklet.
Write in dark blue or black pen.
You may use an HB pencil for any diagrams, graphs or rough working.
Do not use staples, paper clips, glue or correction fluid.
DO **NOT** WRITE IN ANY BARCODES.

Section A
Answer **all** questions.
Section B
Answer **one** question.
You are advised to spend no more than 40 minutes on Section B.

Refer to the Insert for the case study for this Paper.

At the end of the examination, fasten all your work securely together.
The number of marks is given in brackets [ ] at the end of each question or part question.

DC (RCL (GO)) 153643/2
© UCLES 2018

CAMBRIDGE International Examinations

Section A

Answer **all** questions in this section.

1 Analyse the benefits to DLR of the elasticity concept when developing the new marketing plan.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

[10]

2 **(a)** Refer to Appendix A and lines 74–79. Produce a forecast Income Statement for the year ending 30 September 2019. Assume no other changes.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [6]

© UCLES 2018

(b) Using your result to **2(a)** calculate the forecast gross profit margin for 2019.

.....

.....

.....

.....

.....

.....

.....

.....

..... [2]

(c) Discuss the usefulness of forecast Income Statements to the directors of DLR.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

© UCLES 2018

[12]

3 Recommend changes the Human Resources Director could make to DLR's human resource strategy. Justify your recommendation.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

© UCLES 2018

© UCLES 2018

[Turn over

[16]

4 **(a)** Refer to Table 1. Calculate for 2018:

(i) capacity utilisation

.....

.....

.....

.....

.....

.....

.....

.....

..... [2]

(ii) the number of apartments that must be occupied each day for DLR to break even.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [4]

(b) Discuss the importance to DLR of increasing capacity utilisation.

[12]

5 Assess the extent to which any **two** of the forecast changes in Table 3 could influence DLR's future decision-making.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

© UCLES 2018

[Turn over

[16]

© UCLES 2018

Section B

Answer **one** question from this section.

6 Discuss the importance to DLR's future profitability of business planning.

7 Discuss whether DLR's use of strategic choice techniques can eliminate risk when taking strategic decisions.

Write the question number here: .....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

© UCLES 2018

© UCLES 2018

[Turn over

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....[20]

Permission to reproduce items where third-party owned material protected by copyright is included has been sought and cleared where possible. Every reasonable effort has been made by the publisher (UCLES) to trace copyright holders, but if any items requiring clearance have unwittingly been included, the publisher will be pleased to make amends at the earliest possible opportunity.

To avoid the issue of disclosure of answer-related information to candidates, all copyright acknowledgements are reproduced online in the Cambridge International Examinations Copyright Acknowledgements Booklet. This is produced for each series of examinations and is freely available to download at www.cie.org.uk after the live examination series.

Cambridge International Examinations is part of the Cambridge Assessment Group. Cambridge Assessment is the brand name of University of Cambridge Local Examinations Syndicate (UCLES), which is itself a department of the University of Cambridge.