Cambridge International AS & A Level

**Cambridge Assessment International Education**
Cambridge International Advanced Subsidiary and Advanced Level

CANDIDATE NAME

CENTRE NUMBER | | | | | |

CANDIDATE NUMBER | | | | |

*4614017779*

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

Paper 3 Case Study **October/November 2019**

**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.



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## Section A

Answer **all** questions in this section.

**1** Analyse the likely impact on AEV's profit of intervention by governments in the car market.

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[10]

**2** **(a)** Refer to Appendix 1. Calculate for 2019:

**(i)** the dividend yield

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**(ii)** the price earnings ratio

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**(iii)** the return on capital employed (ROCE).

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**(b)** Refer to **2(a)** and any other information. Recommend whether potential investors should purchase shares in AEV. Justify your recommendation.

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[12]

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**3** 'AEV is unable to meet this demand due to a lack of capacity and supply constraints' (Lines 47–48).

Other than expansion of CellX, discuss ways in which the Operations Management Department of AEV could solve this problem.

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**4** **(a)** Refer to Table 1. Calculate the difference in labour turnover between 2017 and 2018.

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**(b)** Discuss the importance of human resource management to the success of the planned expansion of the CellX manufacturing centre.

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**5** Discuss the significance of product development to AEV's future success.

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**[Turn over**

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[16]

## Section B

Answer **one** question in this section.

**6** Evaluate the importance of business planning to AEV's future profitability.

**7** Recommend which one of the two strategic options AEV should choose. Justify your recommendation. Your answer must include an evaluation of strategic choice techniques.

Write the question number here: .....

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[Turn over

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[20]

[20]

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