Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

9821370539

BUSINESS **9609/32**

Paper 3 Business Decision-Making **October/November 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 Refer to lines 69–70. Analyse how the **two** changes in the economic environment will impact CQ.

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2 Analyse how **two** qualities of leadership demonstrated by Frederico have contributed to CQ's success.

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3 **(a)** Refer to line 35. Calculate CQ's capacity utilisation.

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(b) Refer to Appendix 1. Calculate CQ's rate of inventory turnover.

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(c) Evaluate whether introducing lean production will be sufficient to achieve CQ's operational objectives.

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4 **(a)** Refer to lines 48–49 and Table 1.1. Calculate the net present value (NPV).

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(b) Evaluate whether CQ should invest in measures to improve sustainability.

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5 Evaluate the importance to CQ's future success of new product development.

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