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BUSINESS **9609/32**

Paper 3 Business Decision-Making **October/November 2024**

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** impacts on HCC of the increase in competition in country E.

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2 Analyse **two** factors influencing HCC's method of entry into international markets.

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3 **(a)** Refer to Table 1.1. Calculate annual labour productivity for 2023.

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(b) Refer to Table 1.1. Calculate the rate of absenteeism for 2023.

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(c) Evaluate HCC's approach to human resource management (HRM).

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4 **(a)** Refer to Table 1.2. Calculate for 2023–24, the operating profit margin.

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(b) Evaluate methods HCC could use to increase profitability.

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5 Evaluate the usefulness to HCC of critical path analysis (CPA) as a management tool for operations planning.

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