



Cambridge International AS & A Level

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BUSINESS**9609/32**

Paper 3 Business Decision-Making

October/November 2025**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.



1 Analyse **one** advantage and **one** disadvantage to KTJ of delegation.

[8]

[8]





2 Analyse **two** impacts on KTJ of its commitment to corporate social responsibility (CSR).

[8]



3 (a) Using the data in Table 1.2, calculate the payback period of the country C location.

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..... [2]

(b) Using the data in Table 1.3, calculate the accounting rate of return (ARR) of the country D location.

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..... [2]

(c) Evaluate which location KTJ should choose for its new factory.

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[12]





- 4 (a) Using the data in Table 1.4, calculate the four period centred moving average for Quarter 1 2025.

[4]

- (b)** Evaluate the usefulness of time series analysis to KTJ in making business decisions.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



[12]





5 Evaluate the likely impact on KTJ of fluctuations in the exchange rate of country B's currency.

[illegible]



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