



Cambridge International AS & A Level

CANDIDATE
NAME

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CENTRE
NUMBER

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CANDIDATE
NUMBER

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BUSINESS

9609/32

Paper 3 Business Decision-Making

May/June 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.

[8]

2 Analyse **two** problems SF may experience when implementing total quality management (TQM).

[8]

- 3 (a)** Refer to Table 1.1. Calculate for quarter 1, 2023, the seasonal variation.

..... [1]

- (b)** Refer to Table 1.1. Calculate for quarter 2, 2023, the centred quarterly moving average.

[3]

- (c)** Evaluate the usefulness to SF of sales forecasting.

[illegible]

- 4 (a)** Refer to Table 1.2. Calculate the accounting rate of return (ARR) of automating production.

[4]

- (b)** Evaluate whether SF should invest in automating production.

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.

- 5 Evaluate the impact on SF of country B becoming a member of the NFTA international trading agreement.

[illegible]

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..... [12]

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