

CANDIDATE
NAME

--

CENTRE
NUMBER

--	--	--	--	--

CANDIDATE
NUMBER

--	--	--	--



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.

This document consists of **19** printed pages, **1** blank page and **1** Insert.

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.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

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

(i) the dividend yield

.....
.....
.....
.....
.....
.....
.....
..... [3]

(ii) the price earnings ratio

.....
.....
.....
.....
.....
.....
.....
..... [4]

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

.....
.....
.....
.....
.....
.....
.....
..... [3]

- 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.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

A series of horizontal dotted lines for writing, spanning the width of the page.

Ruled area for writing with 24 horizontal dotted lines.

[16]

[Turn over

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

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [4]

A large area of the page is filled with horizontal dotted lines, serving as a template for writing or drawing.

A series of horizontal dotted lines for writing, spanning the width of the page.

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:

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

A series of horizontal dotted lines spanning the width of the page, providing a guide for writing.

A series of horizontal dotted lines for writing, spanning the width of the page.

A series of horizontal dotted lines for writing, spanning the width of the page.

[20]

BLANK PAGE

Permission to reproduce items where third-party owned material protected by copyright is included has been sought and cleared where possible. Every reasonable effort has been made by the publisher (UCLES) to trace copyright holders, but if any items requiring clearance have unwittingly been included, the publisher will be pleased to make amends at the earliest possible opportunity.

To avoid the issue of disclosure of answer-related information to candidates, all copyright acknowledgements are reproduced online in the Cambridge Assessment International Education Copyright Acknowledgements Booklet. This is produced for each series of examinations and is freely available to download at www.cambridgeinternational.org after the live examination series.

Cambridge Assessment International Education is part of the Cambridge Assessment Group. Cambridge Assessment is the brand name of the University of Cambridge Local Examinations Syndicate (UCLES), which itself is a department of the University of Cambridge.