



# Cambridge International AS & A Level

CANDIDATE  
NAME

CENTRE  
NUMBER

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**BUSINESS**

**9609/32**

Paper 3 Case Study

**October/November 2021**

**3 hours**

You must answer on the question paper.

You will need: Insert (enclosed)

## INSTRUCTIONS

- Section A: answer **all** questions.
- Section B: answer **one** question.
- 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 100.
- The number of marks for each question or part question is shown in brackets [ ].
- The insert contains the case study.

This document has **20** pages. Any blank pages are indicated.

Answer **all** questions in Section A and answer **one** question in Section B.

You are advised to spend no more than 40 minutes on Section B.

**Section A**

Answer **all** questions in this section.

- 1 Analyse the benefits of changing to a decentralised organisational structure as AC continues to expand.

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2 (a) Refer to Table 1. Calculate for 2021 the:

(i) return on capital employed (ROCE)

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(ii) gearing ratio

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(iii) current ratio.

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..... [2]











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4 (a) Refer to Table 3 and lines 54–56. Calculate for 2020 the:

(i) labour productivity per month

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(ii) monthly cost of correcting substandard output.

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**Section B**

Answer **one** question in this section.

- 6 Evaluate whether the use of the techniques in Appendix 2 will eliminate risk for AC when choosing a growth strategy.
  
- 7 Evaluate the importance of developing a change culture to the successful implementation of option 2.

Write the question number here: .....

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