

Cambridge
International
A Level

Cambridge International Examinations
Cambridge International Advanced Level

CANDIDATE
NAME

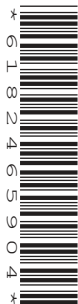
--

CENTRE
NUMBER

--	--	--	--	--

CANDIDATE
NUMBER

--	--	--	--



BUSINESS

9609/33

Paper 3 Case Study

May/June 2018

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.



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

2 (a) Refer to Table 1 and line 39. Calculate:

(i) profit margin of bicycle sales for 2017–18

[4]

(ii) contribution per unit for the new university order

[2]

This image shows a full page of primary-ruled paper. It features approximately 20 horizontal dashed lines spaced evenly across the page, providing a guide for handwriting practice. The lines are thin and light gray, set against a plain white background. There are no margins, text, or other markings on the page.

[12]

3 Discuss whether introducing Management by Objectives (MBO) is the most effective way for RW to solve its human resource problems.

[illegible]

[illegible]

- (b)** Refer to your results to **4(a)** and any other information. Recommend whether or not RW should offer guided bicycle tours. Justify your decision.

[illegible]

[12]

This image shows a full page of white paper with horizontal dashed lines, typical of primary-ruled notebook paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

This image shows a full page of white paper with horizontal dotted lines. The lines are evenly spaced and run across the width of the page, providing a guide for handwriting practice. There are no margins, text, or other markings on the page.

16

Section B

Answer **one** question from this section.

- 6 Evaluate the importance of using a strategic management approach to improve RW's competitive advantage.
- 7 Discuss the importance of effective strategic implementation for the future success of RW.

Write the question number here:

[illegible]

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 International Examinations Copyright Acknowledgements Booklet. This is produced for each series of examinations and is freely available to download at www.cie.org.uk after the live examination series.

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