

Cambridge
International
AS & A Level

Cambridge Assessment International Education
Cambridge International Advanced Subsidiary and Advanced Level

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

[illegible]

This image shows a full page of a handwriting practice worksheet. It consists of multiple sets of three horizontal dashed lines, providing a guide for letter height and placement. The lines are evenly spaced across the entire page, leaving ample room for writing practice. There is no text or other markings on the page.

[10]

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]

(b) Refer to **2(a)** and any other information. Recommend whether potential investors should purchase shares in AEV. Justify your recommendation.

[illegible]

- 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.

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.

[illegible]

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

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [4]

(b) Discuss the importance of human resource management to the success of the planned expansion of the CellX manufacturing centre.

[illegible]

5 Discuss the significance of product development to AEV's future success.

[illegible]

- 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.

[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 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.