Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

0792089071

BUSINESS **9609/32**

Paper 3 Case Study **February/March 2020**

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. Blank pages are indicated.

DC (LEG) 180939/3

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 likely impact of changes in interest rates on FE.

[10]

2 **(a)** Refer to lines 29–31. Calculate the forecast capacity utilisation for 2020 in FE’s factory.

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.... [2]

(b) Refer to Table 1. Calculate the difference in unit cost of towers produced by expanding the factory or outsourcing.

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.... [3]

(c) Refer to your results from **2(a)** and **2(b)** and other information. Recommend to FE's directors whether to outsource production of the towers.

[12]

3 Evaluate changes to the marketing strategy of FE needed to increase its market share of the household market for wind turbines.

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[16]

4 **(a)** Refer to Tables 2 and 3. Calculate for 2019:

(i) inventory turnover

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(ii) gearing

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.... [4]

(iii) current ratio.

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(b) Evaluate the usefulness of ratio analysis to FE's managers when making decisions.

[12]

5 Evaluate the significance of workforce planning to FE's future success.

[16]

Section B

Answer **one** question in this section.

6 Evaluate the usefulness of decision tree analysis to FE's Directors when making the strategic choice between options A and B.

7 Discuss the importance of FE's Directors developing a detailed corporate plan before implementing strategies for future growth.

Write the question number here: ....

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