



Cambridge Assessment
International Education

Cambridge International AS & A Level

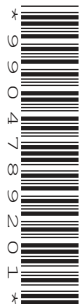
CANDIDATE
NAME

CENTRE
NUMBER

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CANDIDATE
NUMBER

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BUSINESS

9609/32

Paper 3 Case Study

February/March 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.

Section A

1 Analyse the benefits to BFB of continuing with a centralised structure as the business develops.

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

2 (a) Refer to Appendix 1. Calculate the:

(i) gearing ratio

[4]

(ii) profit margin

[4]

5

(iii) acid test ratio.

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..... [2]

[illegible]

3 Refer to Table 2 and any other information. Evaluate the likely impact on BFB's future decisions of changes in external influences.

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 practicing various letters and words. There is no text or other markings on the page.

11

- 4 (a) Refer to Appendix 1. Calculate the inventory turnover ratio.

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..... [4]

[illegible]

5 Evaluate the importance of marketing planning to the success of BFB's new products.

This image shows a full page of white paper with horizontal dashed lines, typical of primary school writing 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.

Section B

Answer **one** question from this section.

- 6 Evaluate the importance to BFB of strategic analysis when making strategic decisions.
- 7 Evaluate the usefulness to BFB of focusing only on Force Field Analysis when choosing between strategic options.

Write the question number here:

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.

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