Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME	

CENTRE NUMBER		CANDIDATE NUMBER	

2744625502

BUSINESS **9609/32**

Paper 3 Case Study **May/June 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.

DC (RW) 207764/2

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 impact on Inolla of **two** changes in the economic environment in country Q.

[10]

2 (a) Refer to Table 1. Calculate for 2020:

(i) labour turnover

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.... [3]

(ii) labour productivity.

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.... [3]

(b) You may refer to your results to **2(a)** and other information. Assess the effectiveness of Inolla's approach to human resource management (HRM).

[12]

3 Evaluate whether Inolla will need to change its marketing strategy to increase sales to businesses that rent out scooters in the shared micromobility market.

[16]

4 **(a)** Refer to lines 72–74 and Table 2. Calculate the:

(i) accounting rate of return (ARR)

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.... [4]

(ii) payback.

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.... [4]

(b) You may refer to your results to **4(a)** and other information. Recommend whether Inolla should invest in enterprise resource planning (ERP). Justify your recommendation.

[12]

5 Evaluate whether Inolla should subcontract production of electric scooters to solve the problem of insufficient capacity.

[16]

Section B

Answer **one** question in this section.

6 Evaluate the usefulness of strategic analysis techniques in identifying future growth strategies for Inolla.

7 Evaluate the significance of corporate planning in reducing risk as Inolla continues to grow.

Write the question number here: ....

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