



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

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.



Section A

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

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 Table 1. Calculate for 2020:

(i) labour turnover

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..... [3]

(ii) labour productivity.

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.....

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.....

.....

..... [3]

[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

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.

[illegible]

[illegible]

[illegible]

..... [16]

- 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.

[illegible]

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