



Cambridge Assessment
International Education

Cambridge International AS & A Level

CANDIDATE
NAME

CENTRE
NUMBER

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CANDIDATE
NUMBER

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BUSINESS

9609/33

Paper 3 Case Study

May/June 2021

3 hours

You must answer on the question paper.

You will need: Insert (enclosed)

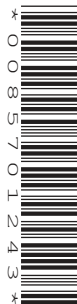
INSTRUCTIONS

- 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.



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 opportunities to SBC of the current economic environment in country X.

[illegible]

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

(i) return on capital employed in 2020

[2]

(ii) profit margin in 2020

..... [2]

(iii) forecast gearing ratio in 2021, assuming the website development is financed using a bank loan.

[4]

(b) Assess whether SBC should change its legal structure to a public limited company.

This image shows a full page of a handwriting practice worksheet. It consists of approximately 20 horizontal rows. Each row is defined by two parallel dotted lines, creating a series of uniform gaps for letter height. The entire page is otherwise blank, with no margins, text, or other markings.

[illegible]

10

- 4 (a)** Refer to Table 2. Calculate, for the proposed government contract, the forecast:

- (i) total contribution for the five years

[4]

- (ii) profit for the five years.

[2]

- (b)** You may refer to your results from **4(a)** and other information. Recommend whether SBC should accept the government contract. Justify your recommendation.

[illegible]

5 Evaluate the importance of workforce planning to the success of SBC.

This image shows a full page of white paper with horizontal dashed lines, typical of primary-ruled notebook 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.

16

Section B

Answer **one** question from this section.

- 6 Evaluate the usefulness to SBC of force field analysis as a means of making the strategic choice between option A and option B.
- 7 Evaluate the importance to SBC of effective strategic implementation if option B is chosen.

Write down the question number here:

[illegible]

[illegible]

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