Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

0526283312

BUSINESS **9609/34**

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 (MB) 213382

Section A

Answer **all** questions in this section.

1 Analyse how TT might be affected by an increase in interest rates in the Eurozone.

[10]

2 **(a)** Refer to Appendix 1 and lines 35–37. Calculate the impact on TT's profit if the special order from the US toy retailer is accepted.

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.... [6]

(b) Refer to your answer to part **(a)** and other information from the case. Advise TT whether to accept the special order from the US toy retailer.

[12]

3 Refer to Appendix 3 and other information from the case. Discuss whether TT's directors made the right decision in choosing candidate Y as the new Marketing manager.

[16]

4 **(a)** Refer to Appendix 2. Calculate, for the purchase of the CAM equipment:

(i) the payback period

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.... [2]

(ii) the accounting rate of return (ARR)

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.... [4]

(b) Refer to your answers to part **(a)** and other information from the case. Recommend whether TT should purchase the CAM equipment or outsource toy train production. Justify your recommendation.

[14]

5 Discuss whether TT should introduce Total Quality Management (TQM).

[16]

Section B

Answer **one** question from this section.

6 Discuss the usefulness of strategic choice techniques to TT's directors when choosing between the joint venture with company A or the merger with company B.

7 Assume TT merges with company B. Evaluate strategies senior management could use to manage the necessary changes.

Write the question number here: ....

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