



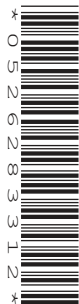
Cambridge International AS & A Level

CANDIDATE
NAME
CENTRE
NUMBER

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CANDIDATE
NUMBER

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**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.

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

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.

4

- 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]

5

- (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.

[illegible]

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.

10**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.

[illegible]

[illegible]

- 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.

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.

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