Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

6613153760

BUSINESS **9609/32**

Paper 3 Case Study **May/June 2022**

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.

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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 **two** possible benefits to WTZ of introducing Kaizen.

[10]

2 **(a)** Refer to lines 71–74. Calculate the:

(i) cross elasticity of demand of the Hydrocamel following the price reduction of the Hippo Barrel

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.... [2]

(ii) annual revenue of the Hydrocamel, if its price is reduced by 10%.

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.... [5]

(b) You may refer to your answer to **2(a)** and other information. Evaluate the usefulness to WTZ of elasticity data when planning its marketing strategy.

[12]

3 Evaluate the likely impact on WTZ's future profitability of increased focus on corporate social responsibility (CSR).

[16]

4 (a) Refer to Table 1 and Table 2. Calculate for 2022 the:

(i) gearing ratio

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.... [3]

(ii) dividend yield

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.... [2]

(iii) profit margin

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.... [2]

(b) You may refer to your answer to **4(a)** and other information. Evaluate the usefulness to WTZ's Board of Directors of ratio analysis when choosing a suitable source of finance for further growth.

[12]

5 Recommend appropriate changes to WTZ's organisational structure to 'support growth and drive innovation' (line 89). Justify your recommendation.

[16]

Section B

Answer **one** question in this section.

6 Evaluate the usefulness to WTZ of external environment analysis (PEST) as a framework to develop business strategy.

7 Evaluate the strategic choice techniques that could help WTZ choose between option 1 and option 2.

Write the question number here: ....

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