Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

1840840886

BUSINESS **9609/32**

Paper 3 Case Study **October/November 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** benefits to APF of vertical integration.

[10]

2 **(a)** Refer to Table 2 and lines 52–57. Calculate the forecast total contribution from the proposed order for fresh juice.

.... [5]

(b) You may refer to your answer to **2(a)** and other information. Recommend whether APF should accept the proposed order for fresh juice. Justify your recommendation.

[12]

3 Evaluate the importance to APF's operational effectiveness of workforce planning.

[16]

4 **(a)** Refer to Table 3. Calculate the accounting rate of return (ARR) for the investment in enterprise resource planning (ERP).

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.... [3]

(b) Refer to Table 4. Calculate, for 2022, the:

(i) inventory turnover

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.... [3]

(ii) days' sales in receivables.

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.... [3]

(c) You may refer to your answers to **4(a)** and **4(b)** and to other information. Evaluate the benefits to APF of investing in enterprise resource planning (ERP).

[12]

5 Evaluate the importance, to APF's future success, of marketing planning.

[16]

Section B

Answer **one** question in this section.

6 Evaluate the strategic choice techniques used in Appendix 1 when APF's directors make the choice between option 1 and option 2.

7 APF operates in a dynamic business environment. Evaluate the importance to APF's future profitability of contingency planning.

Write the question number here: ....

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