



Cambridge International AS & A Level

CANDIDATE
NAME

CENTRE
NUMBER

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CANDIDATE
NUMBER

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BUSINESS

9609/32

Paper 3 Business Decision-Making

October/November 2023

1 hour 45 minutes

You must answer on the question paper.

You will need: Insert (enclosed)

INSTRUCTIONS

- Answer **all** questions.
- 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 60.
- The number of marks for each question or part question is shown in brackets [].
- The insert contains the case study.

This document has **12** pages. Any blank pages are indicated.

Answer **all** questions.

- [8]

[8]

3 (a) Refer to line 35. Calculate CQ's capacity utilisation.

..... [1]

(b) Refer to Appendix 1. Calculate CQ's rate of inventory turnover.

[3]

(c) Evaluate whether introducing lean production will be sufficient to achieve CQ's operational objectives.

This image shows a full page of white paper with horizontal dashed lines, typical of primary school handwriting practice 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]

(b) Evaluate whether CQ should invest in measures to improve sustainability.

[illegible]

5 Evaluate the importance to CQ's future success of new product development.

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..... [12]

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