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CAMBRIDGE
International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

* 3 2 1 4 3 3 1 1 7 8 *

BUSINESS **9609/32**

Paper 3 Business Decision-Making **February/March 2026**

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. Do **not** use correction fluid or tape.
- 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.

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[Turn over

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Answer **all** questions.

1 Analyse **two** impacts of suppliers on PP's decisions.

[8]

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2 Analyse **one** advantage and **one** disadvantage to PP of the changing role of Information Technology (IT) in its marketing.

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3 **(a)** Using the data in Table 1.2, calculate PP's trade receivables turnover for 2025.

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(b) Using the data in Table 1.2, calculate PP's rate of inventory turnover for 2025.

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(c) Evaluate the importance of financial efficiency to PP's growth.

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4 **(a)** Using the data in Table 1.3, calculate the accounting rate of return (ARR) for kiln option A.

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(b) Evaluate the most suitable option for Pavni to choose for the new kiln investment.

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5 Evaluate the impact of delegation on the success of PP's intrapreneurship.

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