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CAMBRIDGE
International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

8340384987

BUSINESS **9609/33**

Paper 3 Business Decision-Making **May/June 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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1 Analyse **two** likely benefits to RR of introducing lean production.

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2 Analyse **one** advantage and **one** disadvantage for RR of Reeta's leadership.

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3 **(a)** Using the data in Table 1.1, calculate the percentage increase in the exports of country X between 2016 and 2025.

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(b) Using the data in Table 1.1, calculate the income elasticity of demand for luxury beauty products in 2025.

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(c) Evaluate the likely impact on RR of the rapid economic growth in country X between 2016 and 2025.

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4 **(a)** Using the data in Table 1.3, calculate the net present value (NPV) of the information technology (IT) proposal investment.

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(b) Evaluate whether RR should invest in the information technology (IT) proposal to support its international expansion.

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5 Evaluate the usefulness of accounting data to FSA in the decision to purchase shares in RR.

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