Cambridge Assessment International Education

PLATINUM BUSINESS ACADEMY
0777898626

Cambridge International AS & A Level

CANDIDATE NAME	

CENTRE NUMBER						CANDIDATE NUMBER					

0792086071

BUSINESS **9609/32**

Paper 3 Case Study **February/March 2020**

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. Blank pages are indicated.

DC (LEG) 180939/3
© UCLES 2020

PLATINUM
BUSINESS ACADEMY
0777898626

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 the likely impact of changes in interest rates on FE.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

PLATINUM
BUSINESS ACADEMY
0777898626

..... [10]

PLATINUM
BUSINESS ACADEMY
0777898626

2 **(a)** Refer to lines 29–31. Calculate the forecast capacity utilisation for 2020 in FE's factory.

.....

.....

.....

.....

.....

.....

.....

..... [2]

(b) Refer to Table 1. Calculate the difference in unit cost of towers produced by expanding the factory or outsourcing.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

PLATINUM BUSINESS ACADEMY
0777898626

(c) Refer to your results from **2(a)** and **2(b)** and other information. Recommend to FE's directors whether to outsource production of the towers.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

PLATINUM
BUSINESS ACADEMY
0777898626

..... [12]

PLATINUM BUSINESS ACADEMY
0777898626

3 Evaluate changes to the marketing strategy of FE needed to increase its market share of the household market for wind turbines.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

PLATINUM
BUSINESS ACADEMY
0777898626

PLATINUM
BUSINESS ACADEMY
0777898626

..... [16]

PLATINUM
BUSINESS ACADEMY
0777898626

4 **(a)** Refer to Tables 2 and 3. Calculate for 2019:

(i) inventory turnover

.....

.....

.....

.....

.....

..... [2]

(ii) gearing

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [4]

(iii) current ratio.

.....

.....

.....

.....

.....

.....

..... [3]

PLATINUM
BUSINESS ACADEMY
0777898626

(b) Evaluate the usefulness of ratio analysis to FE's managers when making decisions.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

PLATINUM
BUSINESS ACADEMY
0777898626

..... [12]

PLATINUM
BUSINESS ACADEMY
0777898626

5 Evaluate the significance of workforce planning to FE's future success.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

PLATINUM
BUSINESS ACADEMY
0777898626

PLATINUM
BUSINESS ACADEMY
0777898626

..... [16]

PLATINUM
BUSINESS ACADEMY
0777898626

Section B

Answer **one** question in this section.

6 Evaluate the usefulness of decision tree analysis to FE's Directors when making the strategic choice between options A and B.

7 Discuss the importance of FE's Directors developing a detailed corporate plan before implementing strategies for future growth.

Write the question number here: .....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

PLATINUM
BUSINESS ACADEMY
0777898626

PLATINUM
BUSINESS ACADEMY
0777898626

PLATINUM
BUSINESS ACADEMY
0777898626

..... [20]

PLATINUM
BUSINESS ACADEMY
0777898626

BLANK PAGE

Permission to reproduce items where third-party owned material protected by copyright is included has been sought and cleared where possible. Every reasonable effort has been made by the publisher (UCLES) to trace copyright holders, but if any items requiring clearance have unwittingly been included, the publisher will be pleased to make amends at the earliest possible opportunity.

To avoid the issue of disclosure of answer-related information to candidates, all copyright acknowledgements are reproduced online in the Cambridge Assessment International Education Copyright Acknowledgements Booklet. This is produced for each series of examinations and is freely available to download at www.cambridgeinternational.org after the live examination series.

Cambridge Assessment International Education is part of the Cambridge Assessment Group. Cambridge Assessment is the brand name of the University of Cambridge Local Examinations Syndicate (UCLES), which itself is a department of the University of Cambridge.

© UCLES 2020