



Cambridge International AS & A Level

CANDIDATE NAME					
CENTRE NUMBER			CANDIDATE NUMBER		

BUSINESS 9609/32

Paper 3 Business Decision-Making

February/March 2025

1 hour 45 minutes

You must answer on the question paper.

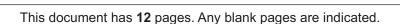
You will need: Insert (enclosed)

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.





[Turn over



Answer all questions.

Analyse one advantage and one disadvantage to IPA of changing employment contracts from full-time to zero hours for most production employees.
[8]

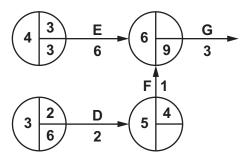
* 0000800000003 * Analyse two methods to improve IPA's liquidity.
[8]

	* (0000800000004 *
		4
3	(a)	Refer to lines 9–11. Calculate, for 2024, IPA's market share.
		rol
	(b)	Refer to lines 9–10. Calculate, for 2025, the expected percentage market growth.
	(6)	Trefer to lines 3—10. Calculate, for 2023, the expected percentage market growth.
		[2]
	(c)	Evaluate the Marketing Director's proposed changes to IPA's marketing mix.

* 0000800000005 *
Short Short
[12]

[2]

Complete nodes 5 and 6 on the network diagram below (reproduced from the Insert).



Calculate the total float f	or Activity F.	
		[2]
		[2]

(c)	Evaluate the benefit to	IPA	of (Critica	l Path .	Analysis	s (CPA	a) as a	mar	nage	ement	tool ir	planning
	operations.				64/	V							
	•									_ \			

* 0000800000007 *
[1



Refer to lines 70- changes.	–75. Evaluat	e the mos	t likely im	pact on	IPA of the	fiscal and	monetary polic
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			SINC				
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ES 2025			0600/22/E/M/2				•••••

* 0000800000009 *	_
	[12]



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* 0000800000012 *

12

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