Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME			
CENTRE NUMBER		CANDIDATE NUMBER	

8009346229

BUSINESS **9609/32**

Paper 3 Business Decision-Making **May/June 2024**

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.

DC (SK) 328344

Answer **all** questions.

1 Analyse **two** advantages to SF of using flexible employment contracts.

[8]

2 Analyse **two** problems SF may experience when implementing total quality management (TQM).

[8]

3 (a) Refer to Table 1.1. Calculate for quarter 1, 2023, the seasonal variation.

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.... [1]

(b) Refer to Table 1.1. Calculate for quarter 2, 2023, the centred quarterly moving average.

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.... [3]

(c) Evaluate the usefulness to SF of sales forecasting.

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[12]

4 **(a)** Refer to Table 1.2. Calculate the accounting rate of return (ARR) of automating production.

.... [4]

(b) Evaluate whether SF should invest in automating production.

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[12]

5 Evaluate the impact on SF of country B becoming a member of the NFTA international trading agreement.

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