Cambridge International AS & A Level

Cambridge Assessment International Education
Cambridge International Advanced Subsidiary and Advanced Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

9891483051

BUSINESS **9609/32**

Paper 3 Case Study **May/June 2019**

3 hours

Candidates answer on the Question Paper.

No Additional Materials are required.

READ THESE INSTRUCTIONS FIRST

Write your centre number, candidate number and name in the spaces at the top of this page. If you need additional answer paper ask the invigilator for a continuation booklet.
Write in dark blue or black pen.
You may use an HB pencil for any diagrams, graphs or rough working.
Do not use staples, paper clips, glue or correction fluid.
DO **NOT** WRITE IN ANY BARCODES.

Section A
Answer **all** questions.
Section B
Answer **one** question.
You are advised to spend no more than 40 minutes on Section B.

Refer to the Insert for the case study for this Paper.

At the end of the examination, fasten all your work securely together.
The number of marks is given in brackets [ ] at the end of each question or part question.

This document consists of **19** printed pages, **1** blank page and **1** Insert.

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Cambridge Assessment International Education

Section A

Answer **all** questions in this section.

1 Analyse how SWF might benefit from introducing a quality assurance system.

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[10]

2 **(a)** Refer to lines 37–48 and Table 2. Calculate, for the purchase of the automated milking machinery, the:

(i) accounting rate of return (ARR)

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(ii) net present value (NPV) at a discount rate of 10%.

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(b) Recommend to SWF whether the new automated milking machinery should be purchased. Justify your recommendation.

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[12]

3 Assess the likely impact on SWF's profitability of the changing external environment.

[16]

4 **(a)** Refer to the table in Appendix 1. Calculate:

(i) the centred quarterly moving average for quarter 3, 2018

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(ii) the seasonal variation for quarter 3, 2015.

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(b) Refer to the table and graph in Appendix 1. Calculate SWF's forecast sales for Quarter 3 in 2019.

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(c) Refer to your result from **4(b)**. Discuss the usefulness of sales forecasts to SWF when making marketing and operational decisions.

[12]

5 The Board of Directors is to consider changes to the organisational structure of SWF needed during a period of business growth.

Recommend changes to the organisational structure of SWF. Justify the changes you recommend.

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[16]

Section B

Answer **one** question in this section.

6 Evaluate the usefulness of strategic analysis techniques when making decisions about the future direction of SWF.

7 Discuss the importance of contingency planning to the future success of SWF.

Write the question number here: ....

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