



CANDIDATE
NAME

CENTRE
NUMBER

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CANDIDATE
NUMBER

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9609/32

May/June 2021

3 hours

You will need: Insert (enclosed)

- 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.

- 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. Any blank pages are indicated.

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 impact on Inolla of **two** changes in the economic environment in country Q.

This image shows a full page of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page, providing a template for handwriting practice or general writing. There are no margins, text, or other markings on the page.

2 (a) Refer to Table 1. Calculate for 2020:

(i) labour turnover

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..... [3]

(ii) labour productivity.

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..... [3]

- (b)** You may refer to your results to **2(a)** and other information. Assess the effectiveness of Inolla's approach to human resource management (HRM).

This image shows a full page of a handwriting practice worksheet. It consists of approximately 20 horizontal rows. Each row is defined by two parallel dashed lines, creating a series of uniform gaps for letter height. The lines are evenly spaced across the entire page, providing a guide for consistent letter formation. There is no text or other markings on the page.

- 3** Evaluate whether Inolla will need to change its marketing strategy to increase sales to businesses that rent out scooters in the shared micromobility market.

[illegible]

4 (a) Refer to lines 72–74 and Table 2. Calculate the:

(i) accounting rate of return (ARR)

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..... [4]

(ii) payback.

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..... [4]

- (b)** You may refer to your results to **4(a)** and other information. Recommend whether Inolla should invest in enterprise resource planning (ERP). Justify your recommendation.

[illegible]

- 5 Evaluate whether Inolla should subcontract production of electric scooters to solve the problem of insufficient capacity.

This image shows a full page of white paper with horizontal dashed lines, typical of primary school writing paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

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