



Cambridge International AS & A Level

CANDIDATE
NAME

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CENTRE
NUMBER

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CANDIDATE
NUMBER

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BUSINESS

9609/33

Paper 3 Business Decision-Making

May/June 2026

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. Do **not** use correction fluid or tape.
- 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.



1 Analyse **two** likely benefits to RR of introducing lean production.

[8]





2 Analyse **one** advantage and **one** disadvantage for RR of Reeta's leadership.

[8]



- 3 (a) Using the data in Table 1.1, calculate the percentage increase in the exports of country X between 2016 and 2025.

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..... [1]

- (b) Using the data in Table 1.1, calculate the income elasticity of demand for luxury beauty products in 2025.

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..... [3]

- (c) Evaluate the likely impact on RR of the rapid economic growth in country X between 2016 and 2025.

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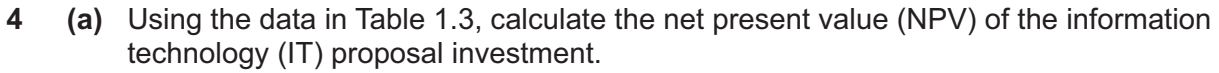




5

[12]





[4]

(b) Evaluate whether RR should invest in the information technology (IT) proposal to support its international expansion.

[illegible]



[12]



5 Evaluate the usefulness of accounting data to FSA in the decision to purchase shares in RR.

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.



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..... [12]









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