



CANDIDATE
NAME

--

CENTRE
NUMBER

--	--	--	--	--

CANDIDATE
NUMBER

--	--	--	--

9609/32

October/November 2021

3 hours

You must answer on the question paper.

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 benefits of changing to a decentralised organisational structure as AC continues to expand.

This image shows a single page of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page, leaving small margins at the top and bottom. There is no handwriting or other markings on the page.

2 (a) Refer to Table 1. Calculate for 2021 the:

(i) return on capital employed (ROCE)

[4]

(ii) gearing ratio

[3]

(iii) current ratio.

[2]

- (b)** You may refer to your results from **2(a)** and other information. Evaluate whether Omar and his family should convert the business to a public limited company (plc).

[illegible]

- 3** Recommend a possible marketing strategy for AC to enter the consumer fitness equipment market. Justify your recommendation.

[illegible]

4 (a) Refer to Table 3 and lines 54–56. Calculate for 2020 the:

(i) labour productivity per month

.....

.....

.....

.....

.....

..... [2]

(ii) monthly cost of correcting substandard output.

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

- (b)** Evaluate whether the introduction of Total Quality Management (TQM) will be sufficient to solve the problems faced in the factory.

[illegible]

- 5** Evaluate the likely impact on AC's future profitability of the forecast economic changes in Appendix 1.

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.

BLANK PAGE

Permission to reproduce items where third-party owned material protected by copyright is included has been sought and cleared where possible. Every reasonable effort has been made by the publisher (UCLES) to trace copyright holders, but if any items requiring clearance have unwittingly been included, the publisher will be pleased to make amends at the earliest possible opportunity.

To avoid the issue of disclosure of answer-related information to candidates, all copyright acknowledgements are reproduced online in the Cambridge Assessment International Education Copyright Acknowledgements Booklet. This is produced for each series of examinations and is freely available to download at www.cambridgeinternational.org after the live examination series.

Cambridge Assessment International Education is part of the Cambridge Assessment Group. Cambridge Assessment is the brand name of the University of Cambridge Local Examinations Syndicate (UCLES), which itself is a department of the University of Cambridge.