



CANDIDATE
NAME

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9609/32

October/November 2023

1 hour 45 minutes

You will need: Insert (enclosed)

- 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.

- 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.

[8]

2 Analyse how **two** qualities of leadership demonstrated by Frederico have contributed to CQ's success.

[8]

3 (a) Refer to line 35. Calculate CQ's capacity utilisation.

..... [1]

(b) Refer to Appendix 1. Calculate CQ's rate of inventory turnover.

[3]

(c) Evaluate whether introducing lean production will be sufficient to achieve CQ's operational objectives.

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.

4 (a) Refer to lines 48–49 and Table 1.1. Calculate the net present value (NPV).

[4]

(b) Evaluate whether CQ should invest in measures to improve sustainability.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

5 Evaluate the importance to CQ's future success of new product development.

[illegible]

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..... [12]

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