* 0000800000001 * DFD

Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME						
CENTRE NUMBER					CANDIDATE NUMBER	

* 5 7 2 0 7 6 5 8 9 1 *

BUSINESS **9609/32**

Paper 3 Business Decision-Making **October/November 2025**

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 or correction fluid.
- 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.

Answer **all** questions.

1 Analyse **one** advantage and **one** disadvantage to KTJ of delegation.

[8]

2 Analyse **two** impacts on KTJ of its commitment to corporate social responsibility (CSR).

[8]

3 (a) Using the data in Table 1.2, calculate the payback period of the country C location.

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.... [2]

(b) Using the data in Table 1.3, calculate the accounting rate of return (ARR) of the country D location.

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.... [2]

(c) Evaluate which location KTJ should choose for its new factory.

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[12]

4 **(a)** Using the data in Table 1.4, calculate the four period centred moving average for Quarter 1 2025.

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.... [4]

(b) Evaluate the usefulness of time series analysis to KTJ in making business decisions.

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[12]

5 Evaluate the likely impact on KTJ of fluctuations in the exchange rate of country B’s currency.

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.... [12]

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