Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME	

CENTRE NUMBER						CANDIDATE NUMBER				

BUSINESS **9609/33**

Paper 3 Case Study **May/June 2021**

3 hours

You must answer on the question paper.

You will need: Insert (enclosed)

INSTRUCTIONS

- 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.

INFORMATION

- 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.

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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 opportunities to SBC of the current economic environment in country X.

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

(i) return on capital employed in 2020

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(ii) profit margin in 2020

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(iii) forecast gearing ratio in 2021, assuming the website development is financed using a bank loan.

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(b) Assess whether SBC should change its legal structure to a public limited company.

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3 Evaluate the importance to SBC of using social media to maintain and increase customer loyalty.

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4 **(a)** Refer to Table 2. Calculate, for the proposed government contract, the forecast:

(i) total contribution for the five years

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(ii) profit for the five years.

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(b) You may refer to your results from **4(a)** and other information. Recommend whether SBC should accept the government contract. Justify your recommendation.

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5 Evaluate the importance of workforce planning to the success of SBC.

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Section B

Answer **one** question from this section.

6 Evaluate the usefulness to SBC of force field analysis as a means of making the strategic choice between option A and option B.

7 Evaluate the importance to SBC of effective strategic implementation if option B is chosen.

Write down the question number here: .....

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