

Cambridge International AS & A Level

	CANDIDATE NAME			
	CENTRE NUMBER		CANDIDATE NUMBER	
γ Ο Π	BUSINESS			9609/34
N	Paper 3 Case S	itudy		May/June 2021
N 00				3 hours
0 5 2 6 2 8 3 3 1 2 *	You must answe	er on the question paper.		
N *	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. •

Section A

Answer all questions in this section.

1 Analyse how TT might be affected by an increase in interest rates in the Eurozone.

.....

[10]

2 (a) Refer to Appendix 1 and lines 35–37. Calculate the impact on TT's profit if the special order from the US toy retailer is accepted.

 (b) Refer to your answer to part (a) and other information from the case. Advise TT whether to accept the special order from the US toy retailer.

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Refer to Appendix 3 and other information from the case. Discuss whether TT's directors made the right decision in choosing candidate Y as the new Marketing manager. 3

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[16]

(a)	(a) Refer to Appendix 2. Calculate, for the purchase of the CAM equipment:			
	(i)	the payback period		
		[2]		
	(ii)	the accounting rate of return (ARR)		
		[4]		

4

(b) Refer to your answers to part (a) and other information from the case. Recommend whether TT should purchase the CAM equipment or outsource toy train production. Justify your recommendation.

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		[14]
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Discuss whether TT should introduce Total Quality Management (TQM).

 [16]

Section **B**

Answer **one** question from this section.

- 6 Discuss the usefulness of strategic choice techniques to TT's directors when choosing between the joint venture with company A or the merger with company B.
- 7 Assume TT merges with company B. Evaluate strategies senior management could use to manage the necessary changes.

Write the question number here:

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