



# Cambridge International AS & A Level

CANDIDATE NAME



CENTRE NUMBER

--	--	--	--	--

CANDIDATE NUMBER

--	--	--	--



**BUSINESS**

**9609/32**

Paper 3 Business Decision-Making

**October/November 2024**

**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 **two** impacts on HCC of the increase in competition in country E.

Dotted lines for writing the answer.

[8]







3 (a) Refer to Table 1.1. Calculate annual labour productivity for 2023.

.....  
.....  
..... [1]

(b) Refer to Table 1.1. Calculate the rate of absenteeism for 2023.

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
..... [3]

(c) Evaluate HCC's approach to human resource management (HRM).

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

DO NOT WRITE IN THIS MARGIN

DO NOT WRITE IN THIS MARGIN

DO NOT WRITE IN THIS MARGIN

DO NOT WRITE IN THIS MARGIN

DO NOT WRITE IN THIS MARGIN





A series of horizontal dotted lines spanning the width of the page, intended for writing answers. The lines are spaced evenly down the page.

[12]

DO NOT WRITE IN THIS MARGIN





4 (a) Refer to Table 1.2. Calculate for 2023–24, the operating profit margin.

Dotted lines for calculation. [4]

(b) Evaluate methods HCC could use to increase profitability.

Dotted lines for evaluation.







5 Evaluate the usefulness to HCC of critical path analysis (CPA) as a management tool for operations planning.

Dotted lines for writing the answer.

DO NOT WRITE IN THIS MARGIN







.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [12]

DO NOT WRITE IN THIS MARGIN





BLANK PAGE

DO NOT WRITE IN THIS MARGIN

DO NOT WRITE IN THIS MARGIN

DO NOT WRITE IN THIS MARGIN

DO NOT WRITE IN THIS MARGIN

DO NOT WRITE IN THIS MARGIN





BLANK PAGE

DO NOT WRITE IN THIS MARGIN





**BLANK PAGE**

DO NOT WRITE IN THIS MARGIN

DO NOT WRITE IN THIS MARGIN

DO NOT WRITE IN THIS MARGIN

DO NOT WRITE IN THIS MARGIN

DO NOT WRITE IN THIS MARGIN

---

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](http://www.cambridgeinternational.org) after the live examination series.

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

