

CANDIDATE  
NAME

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**BUSINESS**

**9609/03**

Paper 3 Case Study

**For Examination from 2018**

SPECIMEN PAPER

**3 hours**

Candidates answer on the Question Paper.

No Additional Materials are required.

**READ THESE INSTRUCTIONS FIRST**

Write your Centre number, candidate number and name in the spaces at the top of this page. If you need additional answer paper ask the invigilator for a continuation booklet.

Write in dark blue or black pen.

You may use an HB pencil for any diagrams, graphs or rough working.

Do not use staples, paper clips, glue or correction fluid.

**DO NOT WRITE IN ANY BARCODES.**

**Section A**

Answer **all** questions.

**Section B**

Answer **one** question.

You are advised to spend no more than 40 minutes on Section B.

Refer to the Insert for the case study for this Paper.

At the end of the examination, fasten all your work securely together.

The number of marks is given in brackets [ ] at the end of each question or part question.

This document consists of **19** printed pages, **1** blank page and **1** Insert.



**Section A**

Answer **all** questions in this section.

- 1** Analyse the likely impact on PC’s profitability of the economic changes referred to in lines 9–16.

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2 (a) Refer to lines 17–27 and Appendix 1. Calculate:

(i) change in the annual depreciation of the new production equipment.

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(ii) gearing ratio after the revaluation of PC’s intangible assets by the Finance Director (assume he makes no other changes).

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[16]







- 5 Evaluate the factors that the Human Resources manager should consider before completing the workforce plan for PC's operations in country X.

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Section B

Answer **one** question from this section.

- 6 PC has the objective of increasing long term profits. Evaluate the strategic factors that the directors should consider when making the choice between option A and option B.
  
- 7 Several strategic changes are likely to occur within PC. Evaluate how senior managers could implement these changes most effectively.

Write the question number here: .....

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