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CANDIDATE
NAME

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CENTRE
NUMBER

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CANDIDATE
NUMBER

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9609/32

February/March 2021

3 hours

You must answer on the question paper.

You will need: Insert (enclosed)

- 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.

- 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.

(a)

(i)

[4]

(ii)

[4]

(iii) acid test ratio.

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- 4 (a) Refer to Appendix 1. Calculate the inventory turnover ratio.

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Section B

Answer **one** question from this section.

- 6 Evaluate the importance to BFB of strategic analysis when making strategic decisions.
- 7 Evaluate the usefulness to BFB of focusing only on Force Field Analysis when choosing between strategic options.

Write the question number here:

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[20]

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