

Cambridge International AS & A Level

CANDIDATE NAME						
CENTRE NUMBER				CANDIDATE NUMBER		

BUSINESS 9609/31

Paper 3 Case Study May/June 2022

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.

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

© UCLES 2022 9609/31/M/J/22

[10]

2

(a)

Ref	er to Table 1 and lines 45–48. Calculate the:
(i)	difference in labour turnover between the Design Division and the Manufacturing Division for January to May 2022
	[3]
(ii)	capacity utilisation in May 2022.

© UCLES 2022 9609/31/M/J/22

 		 	 	 	• • • • • • • • • • • • • • • • • • • •	
 	•••••	 	 	 		

success of HD.

[16]

4	(a)	Ref	er to Tables 2 and 3. Calculate HD's:
		(i)	return on capital employed (ROCE)
		(ii)	gearing ratio [4]
			[3]

(iii)	dividend cover.
	[2]

	 	 	 	 ••••
• • • • • • • • • • • • • • • • • • • •	 	 	 	 • • •
	 	 	 	 •••
		 		•••

 •••••	 	
		[40]

•••••	 	•••••	 • • • • • • • • • • • • • • • • • • • •	
			 •••••	

-

Section B

Answer one question in this section

Evaluate the usefulness of SWOT analysis as part of the strategic analysis required before HD's directors make the choice between option 1 and option 2.

VVIII	e the	questi	on nu	ımbeı	here	∋:							
							• • • • • • • • • • • • • • • • • • • •	 	 	 	 	 	

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 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.