



# Cambridge International AS & A Level

| CANDIDATE<br>NAME |  |  |                     |  |  |
|-------------------|--|--|---------------------|--|--|
| CENTRE<br>NUMBER  |  |  | CANDIDATE<br>NUMBER |  |  |

**BUSINESS** 9609/31

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.

1



## **Answer all questions**

| - | benefits to TC of ma | ٠.    | -    |      |
|---|----------------------|-------|------|------|
|   |                      |       | <br> | <br> |
|   |                      |       |      |      |
|   |                      |       |      |      |
|   |                      |       | <br> | <br> |
|   |                      | ••••• | <br> | <br> |
|   |                      |       |      |      |
|   |                      |       |      |      |
|   |                      |       | <br> |      |
|   |                      |       | <br> | <br> |
|   |                      |       | <br> | <br> |
|   |                      |       | <br> | <br> |

|   | * 000080 |     |          |    |    |    |           |    |            |              |      |     |       |          |
|---|----------|-----|----------|----|----|----|-----------|----|------------|--------------|------|-----|-------|----------|
|   |          |     |          |    |    |    |           | 3  |            |              |      |     |       | l        |
| 2 | Analyse  | two | benefits | to | TC | of | investing | in | artificial | intelligence | (AI) | for | human | resource |

| management (HRM). |     |
|-------------------|-----|
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   |     |
|                   | [8] |

DO NOT WRITE IN THIS MARGIN

DO NOT WRITE IN THIS MARGIN

DO NOT WRITE IN THIS MARGIN

| (a) | Refer to Table 1.1. Calculate the acid test ratio.                   |
|-----|--|
|     |  |
|     |  |
|     |  |
|     |  |
|     | [2]  |
| (b) | Refer to Table 1.1. Calculate the trade receivables turnover (days). |
|     |  |
|     |  |
|     |  |
|     | rol  |
|     | [2]  |
| (c) | Evaluate methods TC could use to improve liquidity.                  |
|     |  |
|     |  |
|     |  |
|     |  |
|     |  |
|     |  |
|     |  |
|     |  |
|     |  |
|     |  |

| * C | 0000800000005 * | 5    |
|-----|-----------------|------|
|     |                 |      |
|     |                 |      |
|     |                 |      |
|     |                 |      |
|     |                 |      |
|     |                 |      |
|     |                 |      |
|     |                 |      |
|     |                 |      |
|     |                 |      |
|     |                 |      |
|     |                 |      |
|     |                 |      |
|     |                 |      |
|     |                 |      |
|     |                 |      |
|     |                 | [40] |
|     |                 | [12] |

| * (   | 000080000006 *<br>  |
|-------|---|
| 4 (a) | Refer to Fig. 1.1. Calculate the expected monetary value (EMV) for the new factory in country M (option B). |
|       |   |
|       |   |
|       |   |
|       |   |
|       |   |
|       |   |
|       |   |
|       |   |
|       | [4]   |
| (b)   | Evaluate whether TC should build the new factory in country M (option B).                                   |
|       |   |
|       |   |
|       |   |
|       |   |
|       |   |
|       |   |
|       |   |
|       |   |
|       |   |

| 7 |  |
|---|--|
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |
|   |  |



|   | * 000080000008 *  |
|---|---|
| 5 | Evaluate the extent to which implementing total quality management (TQM) might reduce costs for TC. |
|   |   |
|   |   |
|   |   |
|   |   |
|   |   |
|   |   |
|   |   |
|   |   |
|   |   |
|   |   |
|   |   |
|   |   |
|   |   |
|   |   |
|   |   |
|   |   |
|   |   |
|   |   |
|   |   |

\* 0000800000009 \*

| 9    |
|------|
|      |
|      |
|      |
|      |
|      |
| <br> |
| <br> |
| <br> |
| [40] |

10

### **BLANK PAGE**





11

### **BLANK PAGE**



### **BLANK PAGE**

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.

