



Cambridge Assessment
International Education

Cambridge International AS & A Level

CANDIDATE
NAME

CENTRE
NUMBER

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CANDIDATE
NUMBER

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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.

This document has **20** pages.

Section A

1 Analyse **two** benefits to HD of increasing its focus on corporate social responsibility (CSR).

[illegible]

4**2 (a)** Refer 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

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..... [3]

- (ii) capacity utilisation in May 2022.

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..... [2]

[illegible]

[illegible]

10

4 (a) Refer to Tables 2 and 3. Calculate HD's:

(i) return on capital employed (ROCE)

[4]

(ii) gearing ratio

[3]

(iii) dividend cover.

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..... [2]

- (b)** You may refer to your answer to **4(a)** and other information. Recommend whether the directors of HD should accept MW's joint venture offer. Justify your recommendation.

[illegible]

[illegible]

17

Section B

Answer **one** question in this section

- 6 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.
- 7 Evaluate the role of corporate planning in the successful implementation of either option 1 or option 2.

Write the question number here:

This image shows a full page of a handwriting practice worksheet. It consists of multiple rows of horizontal dashed lines spaced evenly down the page, providing a guide for letter height and placement. The background is plain white, and there are no other markings or text present.

9609/31/M/J/22