



Cambridge Assessment
International Education

Cambridge International AS & A Level

CANDIDATE
NAME

CENTRE
NUMBER

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CANDIDATE
NUMBER

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BUSINESS

9609/33

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. Any blank pages are indicated.

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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.

- 1** Analyse **two** opportunities for TK resulting from changes in the external environment (lines 17–23).

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

2 (a) Refer to lines 60–64 and Table 1. Calculate, for Kitchen 2, the:

(i) average daily capacity utilisation

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..... [2]

(ii) total contribution for the last six months.

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..... [4]

This image shows a full page of primary-ruled paper. It features approximately 20 horizontal dashed lines spaced evenly down the page, providing a guide for handwriting practice. The paper is otherwise blank, with no margins, text, or other markings.

This image shows a full page of white paper with horizontal dashed lines, typical of primary school writing paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

4 (a) Refer to Table 2. Calculate for 2021 the:

(i) operating profit margin

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..... [2]

(ii) return on capital employed (ROCE)

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..... [3]

(iii) gearing ratio.

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..... [3]

- (b)** You may refer to your results from **4(a)** and other information. Recommend whether TK should finance the automated delivery vehicle (ADV) trial by a new share issue. Justify your recommendation.

This image shows a full page of white paper designed for handwriting practice. It features approximately 20 evenly spaced horizontal dotted lines running across the width of the page. There are no margins, text, or other markings present.

This image shows a full page of white paper with horizontal dashed lines, typical of primary school writing paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

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Section B

Answer **one** question from this section.

- 6 Evaluate the usefulness to TK's directors of the strategic choice data in Appendix 1 as they make the decision between option 1 and option 2.
- 7 Evaluate the importance to TK of contingency planning when implementing strategies to diversify the activities of the business.

Write down the question number here:

This image shows a full page of a handwriting practice worksheet. It consists of multiple rows of horizontal dotted 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.

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