



Cambridge Assessment
International Education

Cambridge International AS & A Level

CANDIDATE
NAME

CENTRE
NUMBER

--	--	--	--	--

CANDIDATE
NUMBER

--	--	--	--



BUSINESS

9609/31

Paper 3 Case Study

October/November 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** possible disadvantages to AP of a merger with SC.

[illegible]

5

(iii) Calculate the total float of activity G.

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

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.

3 Evaluate the likely impact on AP of the introduction of the new employment legislation (lines 58–62).

[illegible]

4 (a) Refer to lines 39–44. Calculate, for the new government contract:

(i) total contribution

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

(ii) total profit or loss.

.....

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

- (b)** You may refer to your answer to **4(a)** and other information. Recommend how the Marketing Manager should respond to the proposed government contract. Justify your recommendation.

[illegible]

[illegible]

[16]

17

Section B

Answer **one** question in this section.

- 6 Evaluate whether decision tree analysis or force field analysis will be more useful to AP's directors when making a strategic choice.
- 7 Evaluate the importance to AP of effective strategic management in an increasingly competitive world.

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 apart, providing a guide for letter height and placement. The background is plain white, and there are no other markings or text present.

[20]

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.