



Cambridge International AS & A Level

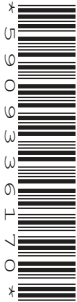
CANDIDATE
NAME

CENTRE
NUMBER

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CANDIDATE
NUMBER

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BUSINESS

9609/31

Paper 3 Business Decision-Making

May/June 2023

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.

[8]

[8]

3 (a) Using the data in Table 1.1, calculate the seasonal variation for 2022 Q2 (**X**).

..... [2]

(b) Using the data in Table 1.1, calculate the forecast revenue for 2023 Q3 (**Y**).

[2]

(c) Evaluate the importance to WP's business planning of using sales forecasts based on time series analysis.

[illegible]

4 Refer to Table 1.2 and lines 41–66.

(a) Calculate the forecast return on capital employed (ROCE) for the year ending 31 May 2024.

[4]

(b) Evaluate whether the financial information is sufficient for WP to decide if it should produce the new outdoor product range.

[illegible]

[illegible]

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..... [12]

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