

CANDIDATE
NAME

CENTRE
NUMBER

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CANDIDATE
NUMBER

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BUSINESS

9609/31

Paper 3 Case Study

May/June 2018

3 hours

Candidates answer on the Question Paper.

No Additional Materials are required.

READ THESE INSTRUCTIONS FIRST

Write your Centre number, candidate number and name in the spaces at the top of this page. If you need additional answer paper ask the invigilator for a continuation booklet.

Write in dark blue or black pen.

You may use an HB pencil for any diagrams, graphs or rough working.

Do not use staples, paper clips, glue or correction fluid.

DO **NOT** WRITE IN ANY BARCODES.

Section A

Answer **all** questions.

Section B

Answer **one** question.

You are advised to spend no more than 40 minutes on Section B.

Refer to the Insert for the case study for this Paper.

At the end of the examination, fasten all your work securely together.

The number of marks is given in brackets [] at the end of each question or part question.

This document consists of **19** printed pages, **1** blank page and **1** Insert.

- 2 (a)** Refer to Table 2. Calculate the difference between the annual cost of outsourcing the transport of fuel in country X and the existing annual cost of transport.

..... [8]

- (b)** Using your result to **2(a)** and other relevant information, recommend to PGP's directors whether the transport of fuel should be outsourced in country X. Justify your recommendation.

This image shows a full page of white paper with horizontal dashed lines, typical of primary-ruled notebook 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.

- 3** Discuss the likely advantages and disadvantages to PGP of the proposed layering of its organisational structure.

This image shows a full page of a worksheet designed for handwriting practice. It consists of approximately 20 horizontal rows. Each row is defined by two parallel dotted lines, creating a series of uniform gaps for writing. The lines are evenly spaced across the entire page, providing a guide for letter height and placement. There is no text or other markings on the page.

4 Refer to Table 3.

(a) Calculate for PGP:

(i) price earnings ratio

[3]

(ii) dividend yield.

[3]

(b) Discuss **two** ways in which PGP could improve its accounting ratio results in future.

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

5 Evaluate the usefulness of the moving average method to forecast sales of oil and gas to PGP.

[illegible]

- 6 Evaluate the usefulness of any **two** techniques of strategic analysis to PGP's Board of Directors.
- 7 Discuss whether the techniques referred to in Appendix 1 are sufficient to allow the directors to make the strategic choice between Option A and Option B.

This image shows a full page of white paper with horizontal dotted lines. The lines are evenly spaced and run across the width of the page, providing a guide for handwriting practice. There are no margins, text, or other markings on the page.

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