Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME	

CENTRE NUMBER							CANDIDATE NUMBER					

6860354480

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.

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

[10]

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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(b) You may refer to your answer to **2(a)** and other information. Recommend how HD could solve the problem of operating over maximum capacity. Justify your recommendation.

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3 Evaluate the extent to which the organisational structure of the Design Division contributes to the success of HD.

[16]

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

(i) return on capital employed (ROCE)

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(ii) gearing ratio

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(iii) dividend cover.

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(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.

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[12]

5 Evaluate the changes HD should make to the marketing of its products in response to the website manager's market report (lines 85–94).

[16]

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: ....

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