

CANDIDATE
NAME

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CENTRE
NUMBER

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CANDIDATE
NUMBER

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BUSINESS

9609/32

Paper 3 Case Study

October/November 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 **20** printed pages and **1** Insert.

- 2 (a)** Refer to Appendix A and lines 74–79. Produce a forecast Income Statement for the year ending 30 September 2019. Assume no other changes.

[6]

(b) Using your result to **2(a)** calculate the forecast gross profit margin for 2019.

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..... [2]

(c) Discuss the usefulness of forecast Income Statements to the directors of DLR.

[illegible]

- 3** Recommend changes the Human Resources Director could make to DLR's human resource strategy. Justify your recommendation.

[illegible]

4 (a) Refer to Table 1. Calculate for 2018:

(i) capacity utilisation

[2]

(ii) the number of apartments that must be occupied each day for DLR to break even.

[4]

(b) Discuss the importance to DLR of increasing capacity utilisation.

[illegible]

- 5** Assess the extent to which any **two** of the forecast changes in Table 3 could influence DLR's future decision-making.

[illegible]

- 6 Discuss the importance to DLR's future profitability of business planning.
- 7 Discuss whether DLR's use of strategic choice techniques can eliminate risk when taking strategic decisions.

[illegible]

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