Cambridge Assessment International Education

# Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

*5909336170*

**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.


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**Answer all questions**

**1** Analyse **two** benefits to WP of using quality assurance.

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**2** Analyse **two** limitations to WP of its methods of internal communication.

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

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..... [2]

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

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

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**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.

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

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[12]

**5** Evaluate the possible effects on WP if the new economic policy measures are implemented.

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