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Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

6693211598

BUSINESS **9609/31**

Paper 3 Business Decision-Making **May/June 2025**

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** advantages to WS of using an environmental audit.

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2 Analyse **two** ways that enterprise resource planning (ERP) could improve the efficiency of WS.

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3 **(a)** Using the data in Table 1.1, calculate the average monthly labour productivity for January to May 2025.

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(b) Using the data in Table 1.1, calculate the percentage of output that failed to meet quality standards for January to May 2025.

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(c) Evaluate the best approach for WS to improve the performance of its production employees.

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4 **(a)** **(i)** Using the data in Table 1.2, calculate the average seasonal variation for Quarter 4.

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(ii) Jon has calculated the trend for 2025 Quarter 4 as $21.41 million.

Using your answer to **(a)(i)**, calculate forecast sales for 2025 Quarter 4.

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(b) Evaluate whether time series analysis is sufficient to allow WS to make decisions to achieve its marketing objective.

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5 Evaluate the most effective method WS could use to improve investor return.

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