Cambridge International **A Level**

**Cambridge International Examinations**
Cambridge International Advanced Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

*8431270413*

**BUSINESS** **9609/31**

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 **19** printed pages, **1** blank page and **1** Insert.

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CAMBRIDGE International Examinations

## Section A

Answer **all** questions in this section.

**1** Analyse the advantages to SU of its workers being in a trade union.

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[10]

**2** **(a)** Refer to Table 1. Calculate:

**(i)** difference in capacity utilisation between forecast production in the first six months and the most efficient level

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**(ii)** change in monthly total cost between forecast production in the first six months and the most efficient level of production.

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**(b)** Refer to your results to **2(a)** and any other information. Discuss the value of implementing ERP in the new factory.

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**3** Recommend an appropriate organisation structure for SU.

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**4** **(a)** Refer to Appendix 2. Calculate:

**(i)** the promotional elasticity of SU beach umbrellas

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**(ii)** the total contribution that Beach Umbrellas made to SU in the year ending November 2018.

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**(iii)** Refer to Appendix 3. Calculate:
return on capital employed with promotion spending change, stating one assumption made.

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**(b)** Refer to your results from **4(a)** and any other information. Discuss whether SU should continue to manufacture and sell beach umbrellas.

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[12]

**5** Discuss the role of product development to the future success of SU.

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[16]

## Section B

Answer **one** question in this section.

**6** Evaluate the importance of strategic implementation for the success of Options 1 and 2.

**7** Evaluate strategic choice techniques SU might use when deciding between Option 1 and Option 2.

Write the question number here: .....

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[Turn over

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[20]

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