* 0000800000001 *

Cambridge Assessment International Education

# Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

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

Paper 3 Business Decision-Making **October/November 2024**

**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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**[Turn over**

**Answer all questions**

**1** Analyse **two** benefits to TC of marketing planning for the new range of chocolate bars.

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**2** Analyse **two** benefits to TC of investing in artificial intelligence (AI) for human resource management (HRM).

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**3** **(a)** Refer to Table 1.1. Calculate the acid test ratio.

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**(b)** Refer to Table 1.1. Calculate the trade receivables turnover (days).

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**(c)** Evaluate methods TC could use to improve liquidity.

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**4** **(a)** Refer to Fig. 1.1. Calculate the expected monetary value (EMV) for the new factory in country M (option B).

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**(b)** Evaluate whether TC should build the new factory in country M (option B).

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**5** Evaluate the extent to which implementing total quality management (TQM) might reduce costs for TC.

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