



# Cambridge International AS & A Level

CANDIDATE  
NAME

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CENTRE  
NUMBER

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CANDIDATE  
NUMBER

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**BUSINESS**

**9609/31**

Paper 3 Case Study

**October/November 2021**

**3 hours**

You must answer on the question paper.

You will need: Insert (enclosed)

## INSTRUCTIONS

- Section A: answer **all** questions.
- Section B: answer **one** question.
- 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 100.
- The number of marks for each question or part question is shown in brackets [ ].
- The insert contains the case study.

This document has **20** pages. Any blank pages are indicated.





2 (a) Refer to Table 1 and other information. Assume that Total Quality Management (TQM) is implemented successfully. Calculate the:

(i) capacity utilisation

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.....  
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..... [3]

(ii) increase in contribution per unit.

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.....  
..... [3]













4 (a) Refer to Tables 2 and 3. Calculate the:

(i) payback period

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..... [2]

(ii) accounting rate of return (ARR)

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..... [3]

(iii) net present value (NPV).

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.....  
.....  
..... [3]





















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