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Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME	

CENTRE NUMBER						CANDIDATE NUMBER					

BUSINESS **9609/33**

Paper 3 Case Study **May/June 2022**

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.

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Answer **all** questions in Section A and answer **one** question in Section B.

You are advised to spend no more than 40 minutes on Section B.

Section A

Answer **all** questions in this section.

1 Analyse **two** opportunities for TK resulting from changes in the external environment (lines 17–23).

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2 **(a)** Refer to lines 60–64 and Table 1. Calculate, for Kitchen 2, the:

(i) average daily capacity utilisation

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..... [2]

(ii) total contribution for the last six months.

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(b) You may refer to your results from **2(a)** and other information. Recommend whether TK should close Kitchen 2. Justify your recommendation.

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3 Evaluate the importance of product and process innovation to the future profitability of TK.

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4 **(a)** Refer to Table 2. Calculate for 2021 the:

(i) operating profit margin

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(ii) return on capital employed (ROCE)

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(iii) gearing ratio.

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(b) You may refer to your results from **4(a)** and other information. Recommend whether TK should finance the automated delivery vehicle (ADV) trial by a new share issue. Justify your recommendation.

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5 Evaluate whether introducing Just in Time (JIT) will be sufficient to solve the inventory problems at TK.

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Section B

Answer **one** question from this section.

6 Evaluate the usefulness to TK's directors of the strategic choice data in Appendix 1 as they make the decision between option 1 and option 2.

7 Evaluate the importance to TK of contingency planning when implementing strategies to diversify the activities of the business.

Write down the question number here: .....

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