Cambridge International A Level

Cambridge International Examinations
Cambridge International Advanced Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

4930606705

BUSINESS **9609/32**

Paper 3 Case Study **February/March 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 **20** printed pages and **1** Insert.

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Section A

Answer **all** questions in this section.

1 'The Government of country X has decided to end international trading agreements with neighbouring countries.' (Lines 15–16)

Analyse the likely impact on AP of this decision.

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[10]

2 **(a)** Refer to lines 34–41 and Table 2. Calculate the forecast change in the dividend yield from 2017 to 2018.

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(b) Refer to your answer to part **(a)** and other information from the case. Recommend to AP's shareholders whether they should sell their shares in the company.

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[12]

3 To what extent might AP's focus on corporate social responsibility be the most important factor for the success of the proposed new marketing strategy for international markets?

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[16]

4 **(a)** Refer to Table 3 below (reproduced from the insert) and the network diagram on the opposite page.

Table 3: Estimated times for activities for building and equipping the new factory

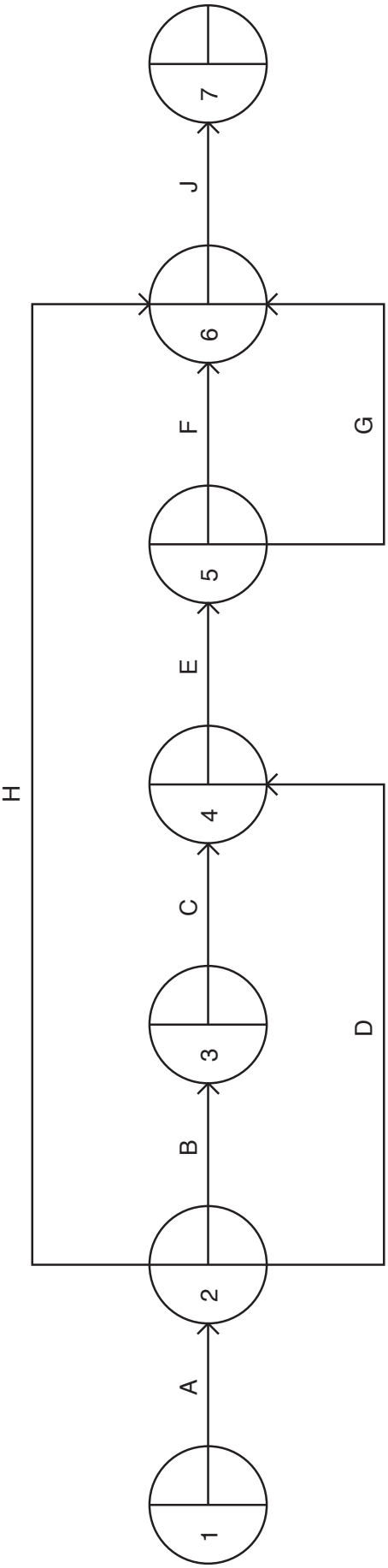
Activity		Duration (weeks)	Preceding activities
A	Plan new building and employ building contractor	8	None
B	Remove existing building	2	A
C	Clear and prepare the site	1	B
D	Deliver building materials to site	1	A
E	Complete building work	4	C, D
F	Connect water supply and electricity	2	E
G	Install machinery	3	E
H	Recruit new workforce	4	A
J	Train workforce on site	1	F, G, H.

(i) **Calculate and enter on the network diagram** the earliest start time (EST) and latest finish time (LFT) for each activity. [7]

(ii) **Identify on the network diagram** the critical path. [1]

You may use the space below to show any workings, if needed.

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(b) Refer to your answer to part **(a)** and other information from the case. Assess the usefulness of critical path analysis (CPA) to AP when planning the new factory project.

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[12]

5 Discuss the importance of human resource management to the success of the new African factory.

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[16]

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Section B

Answer **one** question from this section.

6 Evaluate the usefulness of strategic choice **techniques** to AP's directors to help them decide between the two options for growth.

7 Assume that AP's directors choose option A. Evaluate how this strategy may be successfully implemented.

Write the question number here: .....

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[Turn over

.... [20]

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