Cambridge International AS & A Level

Cambridge Assessment International Education
Cambridge International Advanced Subsidiary and Advanced Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

9294518427

BUSINESS **9609/32**

Paper 3 Case Study **February/March 2019**

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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Section A

Answer **all** questions in this section.

1 Analyse the benefits to PY of maintaining a centralised organisational structure.

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.... [10]

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2 **(a)** Refer to the network diagram in Fig. 1 and to Table 2 in the Insert.

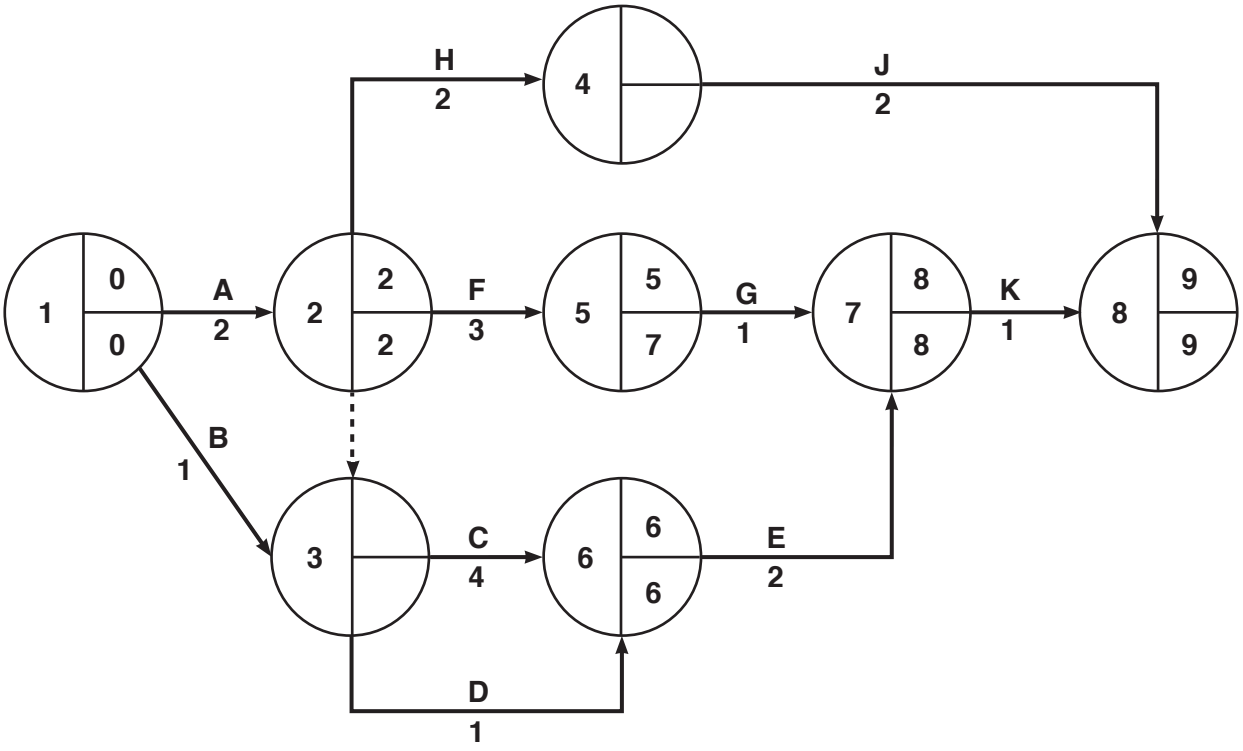


Fig. 1: Network diagram for opening new café

(i) Complete the network diagram at nodes 3 and 4. [4]

(ii) State the activities on the critical path.

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.....[1]

(iii) State the minimum time to complete the opening of the new café.

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.....[1]

(iv) Calculate the free float of Activity F.

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(b) Refer to your answers to **2(a)** and any other information. Discuss whether PY's directors should be confident that the café in city X will be open in time for the summer season.

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3 Recommend whether PY should close the three cafés in the North East of country S. Justify your answer with reference to Table 1 and other information.

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4 **(a)** Refer to Appendix 1. Calculate:

(i) seasonal variation in 2018 Quarter 1

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.....[1]

(ii) average seasonal variation in Quarter 2.

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(b) Refer to Appendix 1 and Appendix 2. Calculate PY's forecast sales for Quarter 3 in 2019.

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(c) Refer to your result from **4(b)** and any other information. Discuss the usefulness of sales forecasting to PY when making marketing decisions.

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5 Assess the significance of corporate social responsibility (CSR) to PY's future profitability.

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....[16]

Section B

Answer **one** question in this section.

6 Yoon has produced a strategic analysis of PY's potential entry into the North American market.

Evaluate the usefulness of this strategic analysis to PY's Directors when they consider the plan to expand into North America.

7 Evaluate the importance of business planning to the future success of PY.

Write the question number here: .....

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