Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

9208254480

BUSINESS **9609/32**

Paper 3 Case Study **February/March 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** benefits to UBH of its approach to human resource management (HRM).

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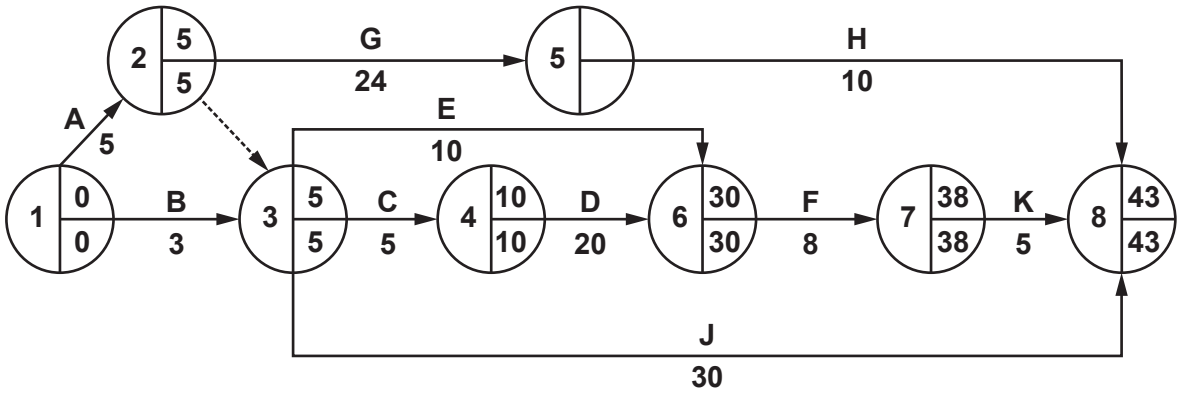
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[10]

2 **(a)** Refer to Table 2 and Fig. 1.

(i) Complete node 5 on the network diagram below (reproduced from the Insert). [2]



(ii) Identify the minimum project duration assuming no delays in the project.

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..... [1]

(iii) State the activities on the critical path.

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(iv) Calculate the total float of Activity J.

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..... [2]

(b) You may refer to your answer to **2(a)** and other information. Evaluate the usefulness of critical path analysis (CPA) to UBH in planning the opening of new centres.

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[12]

3 Evaluate the likely impact on UBH of the changes the government made to its economic policies in response to the recession.

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[16]

4 **(a)** Refer to Table 3. Calculate for 2021 the:

(i) gearing ratio

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..... [4]

(ii) current ratio

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(iii) dividend cover.

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(b) You may refer to your answer to **4(a)** and other information. Recommend whether UBH should change into a public limited company (plc). Justify your recommendation.

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[12]

5 Evaluate **two** changes that UBH could make to its current marketing strategy to increase sales and reach its target capacity utilisation.

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[16]

Section B

Answer **one** question in this section.

6 Evaluate the usefulness to UBH of Porter's Five Forces analysis as a framework for developing its business strategy.

7 Evaluate the strategic choice techniques that would be most useful to UBH when deciding between strategic option 1 and strategic option 2.

Write the question number here: .....

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[20]

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