Cambridge International **A Level**

Cambridge International Examinations
Cambridge International Advanced Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

6182465904

BUSINESS **9609/33**

Paper 3 Case Study **May/June 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.

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Section A

Answer **all** questions in this section.

1 Analyse the likely benefits to RW of introducing Total Quality Management (TQM).

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[10]

2 **(a)** Refer to Table 1 and line 39. Calculate:

(i) profit margin of bicycle sales for 2017–18

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(ii) contribution per unit for the new university order

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(b) Refer to your results to **2(a)** and any other information. Discuss whether RW should accept the new university order.

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3 Discuss whether introducing Management by Objectives (MBO) is the most effective way for RW to solve its human resource problems.

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

(i) accounting rate of return

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(ii) net present value (at 6% discount rate)

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(b) Refer to your results to **4(a)** and any other information. Recommend whether or not RW should offer guided bicycle tours. Justify your decision.

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5 Discuss an appropriate marketing strategy RW could use if it decides to expand by offering guided bicycle tours.

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[16]

Section B

Answer **one** question from this section.

6 Evaluate the importance of using a strategic management approach to improve RW's competitive advantage.

7 Discuss the importance of effective strategic implementation for the future success of RW.

Write the question number here: .....

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[Turn over

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[20]

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