Cambridge International AS & A Level

Cambridge Assessment International Education
Cambridge International Advanced Subsidiary and Advanced Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

8723705053

BUSINESS **9609/31**

Paper 3 Case Study **May/June 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.

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Section A

Answer **all** questions in this section.

1 Analyse the benefits to BSJ of implementing a corporate social responsibility policy for the purchase of raw materials.

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2 Refer to Table 1.

(a) Construct a network diagram, including the earliest start times (EST) and latest finishing times (LFT) of all the activities.

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(b) Calculate the following:

(i) minimum project duration

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(ii) free float for activity D.

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(c) BSJ currently has problems meeting deadlines for jewellery trade fairs (lines 36–42).

Evaluate the usefulness of critical path analysis to BSJ in helping the company meet these deadlines.

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3 Discuss whether improving internal communication will be enough to ensure BSJ overcomes its quality problems.

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

(i) gearing ratio

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(ii) return on capital employed.

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(b) Refer to your answer to **4(a)** and any other information. Recommend whether BSJ's shareholders should accept the takeover offer from Gonfo. Justify your recommendation.

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5 Discuss the factors which will influence the method of entry into international markets if Option A is chosen.

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Section B

Answer **one** question in this section.

6 Evaluate the usefulness of strategic analysis techniques, other than SWOT analysis, to BSJ's directors as they consider Option A and Option B.

7 Assume the directors choose Option B. Discuss the importance to BSJ of effective strategic implementation of this option.

Write the question number here: .....

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.... [20]

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