Cambridge International AS & A Level

Cambridge Assessment International Education
Cambridge International Advanced Subsidiary and Advanced Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

3956977642

BUSINESS **9609/31**

Paper 3 Case Study **October/November 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.

DC (ST) 169859/2
© UCLES 2019

Section A

Answer **all** questions in this section.

1 Analyse the advantages to QH of its HRM policy.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

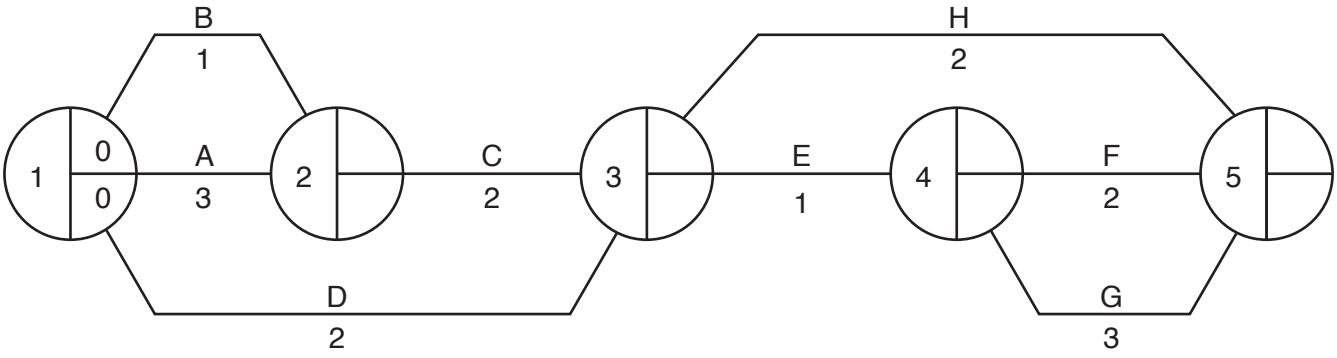
.....

© UCLES 2019

[10]

2 **(a)** Refer to Appendix A below (reproduced from the insert).

Appendix A: Network for assembling a kit house



Activity	Description
A	Build foundations
B	Walls unpacked and prepared for assembly
C	Assemble walls
D	Roof unpacked and prepared for assembly
E	Assemble and fit roof
F	Install plumbing
G	Install electrics
H	Install windows and doors

© UCLES 2019

Calculate:

(i) total duration of house assembly

.....

.....

.....

.....

.....

.....

.....

..... [2]

(ii) free float of activity H

.....

.....

.....

.....

.....

.....

.....

..... [2]

(iii) total float of activity F.

.....

.....

.....

.....

.....

.....

.....

..... [2]

(b) Evaluate the role of critical path analysis (CPA) in meeting QH's quality targets.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

© UCLES 2019

....

....

....

....

....

....

....

....

....

....

....

....

....

....

....

....

....

....

....

....

....

....

....

....

....

....

....

....

.... [12]

3 Discuss the possible effects on QH of the changes to the macroeconomic policies as announced by the Finance Minister of Country Z.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

© UCLES 2019

© UCLES 2019

[Turn over

[16]

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

(i) payback period

.....

.....

.....

.....

.....

..... [2]

(ii) accounting rate of return (ARR)

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

(iii) net present value (NPV).

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

(b) Refer to your results from **4(a)** and any other information. Discuss whether QH should purchase the new machinery.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

[12]

5 Recommend which method of market entry QH should use to start selling houses in the European market.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

© UCLES 2019

[Turn over

[16]

Section B

Answer **one** question in this section.

6 Evaluate whether the strategic analysis undertaken by Artur is sufficient to provide QH with a framework for business strategy.

7 Assume QH has decided to manufacture and sell steel framed houses. Evaluate the importance of developing a strategy to manage this change.

Write the question number here: .....

© UCLES 2019

© UCLES 2019

[Turn over

.... [20]

Permission to reproduce items where third-party owned material protected by copyright is included has been sought and cleared where possible. Every reasonable effort has been made by the publisher (UCLES) to trace copyright holders, but if any items requiring clearance have unwittingly been included, the publisher will be pleased to make amends at the earliest possible opportunity.

To avoid the issue of disclosure of answer-related information to candidates, all copyright acknowledgements are reproduced online in the Cambridge Assessment International Education Copyright Acknowledgements Booklet. This is produced for each series of examinations and is freely available to download at www.cambridgeinternational.org after the live examination series.

Cambridge Assessment International Education is part of the Cambridge Assessment Group. Cambridge Assessment is the brand name of the University of Cambridge Local Examinations Syndicate (UCLES), which itself is a department of the University of Cambridge.