Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

4351221080

BUSINESS **9609/31**

Paper 3 Case Study **October/November 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.

© UCLES 2022

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** possible disadvantages to AP of a merger with SC.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

[10]

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

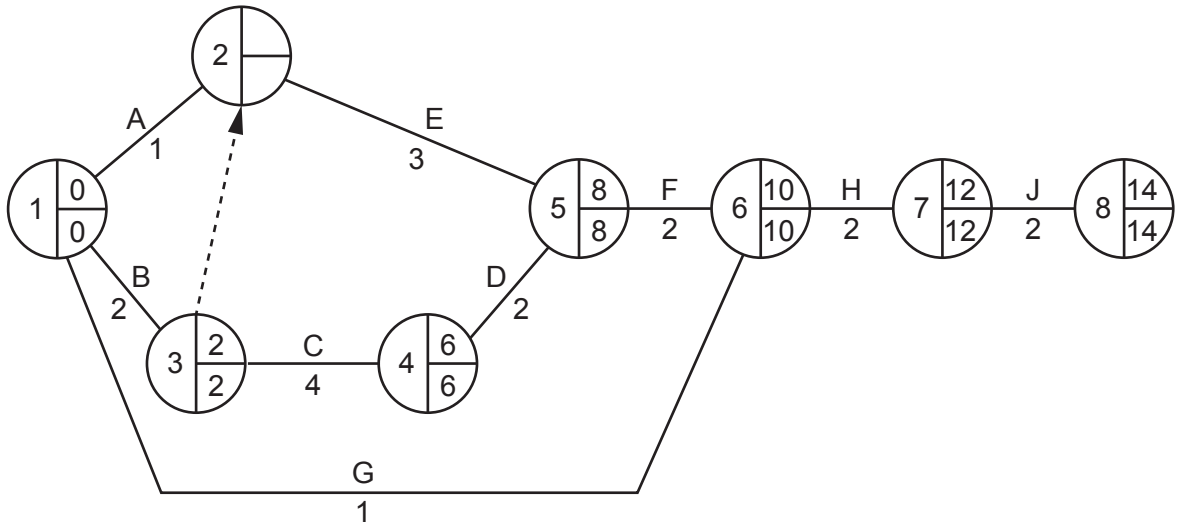


Fig. 1: Network diagram for the installation of new machines

(i) Complete the network diagram at node 2. [2]

(ii) Calculate the free float of activity E.

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

(iii) Calculate the total float of activity G.

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

(b) Evaluate whether the Operations Manager is right to be confident that the new machines will be ready for production within the 14-day deadline.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

© UCLES 2022

[12]

3 Evaluate the likely impact on AP of the introduction of the new employment legislation (lines 58–62).

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

© UCLES 2022

[Turn over

[16]

© UCLES 2022

4 **(a)** Refer to lines 39–44. Calculate, for the new government contract:

(i) total contribution

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

(ii) total profit or loss.

.....

.....

.....

.....

.....

.....

.....

.....

..... [3]

(b) You may refer to your answer to **4(a)** and other information. Recommend how the Marketing Manager should respond to the proposed government contract. Justify your recommendation.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

[12]

5 Recommend which international market AP should expand into, country P or country T. Justify your recommendation.

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

[16]

Section B

Answer **one** question in this section.

6 Evaluate whether decision tree analysis or force field analysis will be more useful to AP's directors when making a strategic choice.

7 Evaluate the importance to AP of effective strategic management in an increasingly competitive world.

Write the question number here .....

© UCLES 2022

.... [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 Cambridge Assessment. Cambridge Assessment is the brand name of the University of Cambridge Local Examinations Syndicate (UCLES), which is a department of the University of Cambridge.