Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

5341825338

BUSINESS **9609/31**

Paper 3 Business Decision-Making **October/November 2023**

1 hour 45 minutes

You must answer on the question paper.

You will need: Insert (enclosed)

INSTRUCTIONS

- Answer **all** questions.
- 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 60.
- The number of marks for each question or part question is shown in brackets [ ].
- The insert contains the case study.

This document has **12** pages. Any blank pages are indicated.

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Answer all questions

1 Analyse **two** advantages to CP of changing to a product-based organisational structure.

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2 Analyse **two** ways technological change might impact on CP's decision to develop nanopaints.

[8]

3 Refer to Table 1.1 and Fig. 1.1.

(a) Calculate the minimum project duration.

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..... [1]

(b) Calculate the total float for activity D.

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..... [3]

(c) Evaluate whether critical path analysis (CPA) will ensure CP achieves its objective of minimising interruption to production.

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[12]

4 **(a)** Using the data in Table 1.2, calculate the forecast dividend cover ratio for 2024.

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..... [4]

(b) Evaluate the usefulness of the annual report to CP's shareholders in deciding whether to sell their shares.

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[12]

5 Evaluate which method CP should use to enter the market in country D.

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