

Cambridge International AS & A Level

| CANDIDATE NAME | | | | | |
|-------------------|--|--|---------------------|--|--|
| CENTRE NUMBER | | | CANDIDATE NUMBER | | |

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.

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.

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| [10] |
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2 (a) Refer to the network diagram in Fig. 1 (copied below) and to Table 1 in the Insert.

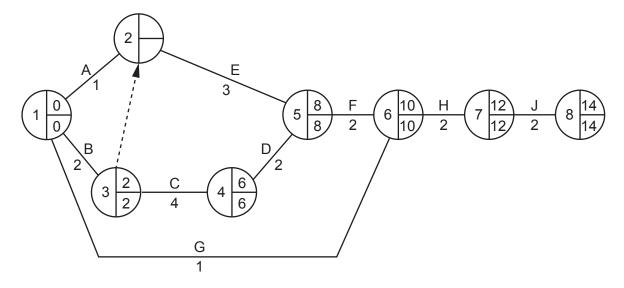


Fig. 1: Network diagram for the installation of new machines

| (i) | Complete the network diagram at node 2. | [2] |
|------|---|-----|
| (ii) | Calculate the free float of activity E. | |
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| (iii) | Calculate the total float of activity G. |
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| (a) F | fer to lines 39–44. Calculate, for the new government contract: |
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| (| total contribution |
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| | [3] |
| (i | total profit or loss. |
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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 |
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