

Cambridge Assessment International Education

Cambridge International Advanced Subsidiary and Advanced Level

CANDIDATE NAME					
CENTRE NUMBER		1	NDIDATE IMBER		

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

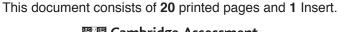
Answer **one** question.

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.



Section A

Answer all questions in this section.

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[10]

2

	4	
Ref	efer to Table 1.	
(a)	Construct a network diagram, including the earliest start times (EST) and latest fin times (LFT) of all the activities.	ishing

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(b)	Cal	culate the following:	
	(i)	minimum project duration	
			[1]
	(ii)	free float for activity D.	
			[2

(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.

[12]

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[16]

4	(a)	Ref	er to Appendix 1. Calculate the following:
		(i)	gearing ratio
			[2
		(ii)	return on capital employed.
			[3

[12]

osen.								

[16]

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:

	••••
	•••••
1	20

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