

Cambridge Assessment International Education

Cambridge International Advanced Subsidiary and Advanced Level

CANDIDATE NAME			
CENTRE NUMBER		CANDIDATE NUMBER	
BUSINESS			9609/31
Paper 3 Case	Study	Oc	tober/November 2019
			3 hours
Candidates ans	swer on the Question Paper.		
No Additional N	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

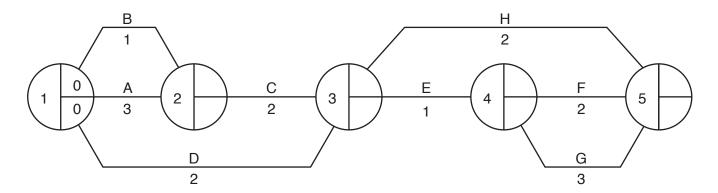
Answer all questions in this section.

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[10]

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

Appendix A: Network for assembling a kit house



Activity	Description
А	Build foundations
В	Walls unpacked and prepared for assembly
С	Assemble walls
D	Roof unpacked and prepared for assembly
E	Assemble and fit roof
F	Install plumbing
G	Install electrics
Н	Install windows and doors

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Calculate:

(i)	total duration of house assembly	
		[2]
(ii)	free float of activity H	
		[2]
(iii)	total float of activity F.	
		[2]

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[12]

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[46]

4	(a)	Rei	er to Table 1. Calculate:
		(i)	payback period
			[2]
		(ii)	accounting rate of return (ARR)
			[3]
		(iii)	net present value (NPV).
			[0]

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 	 	 	 	 	· • • • •

[12]

market.				

[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.

[20

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