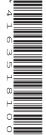


Cambridge International AS & A Level

CANDIDATE NAME		
CENTRE NUMBER	CANDIDATE NUMBER	



BUSINESS 9609/31

Paper 3 Case Study

October/November 2021

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.

Λ ΙΙ	nalyse the advantages to FF of the privatisation of the electricity and water industries.	

[10]

mpl	er to Table 1 and other information. Assume that Total Quality Management (TQM) is emented successfully. Calculate the:
(i)	capacity utilisation
	[3]
ii)	increase in contribution per unit.
	্রে
	i)

(b)	Evaluate whether total quality management (TQM) is sufficient to solve FF's production problems.

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[46]
146

ŀ	(a)	Ref	er to Tables 2 and 3. Calculate the:
		(i)	payback period
			[2]
		(ii)	accounting rate of return (ARR)
			[3]
		(iii)	
			101

(b)	You may refer to your answers to 4(a) and any other information.
	Recommend whether FF should invest in buying 3D printers. Justify your recommendation.

ı	[12]
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[16]

Section B

Answer **one** question in this section.

6 Evaluate the strategic choice techniques FF's directors could use when making the decision whether to enter the Asia Pacific retail glasses market.

·	team working at FF.
١	Write the question number here:

[20]

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