

Cambridge International AS & A Level

CANDIDATE NAME						
CENTRE NUMBER				CANDIDATE NUMBER		

BUSINESS 9609/32

Paper 3 Case Study February/March 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]

2 (a) Refer to Table 2 and Fig. 1.

(i) Compl	lete node 5 or	the network	diagram belov	w (reprodu	ced from the Insert).	[2]
(A 2	2 5 5	G 24 E	5		H 10	
1 0 0	B 3	5 C 5 5	4 10 D 10 20	6 30	F 7 38 K 5	8 43 43
				J		
				30		
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[2]

(ii)	Identify the minimum project duration assuming no delays in the project.	
(iii)	State the activities on the critical path.	
		ניו
(iv)	Calculate the total float of Activity J.	

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[40]

[16]

ļ.	(a)	Ref	er to Table 3. Calculate for 2021 the:
		(i)	gearing ratio
			[4]
		(ii)	current ratio
		/:::\	[2]
		(111)	dividend cover.

		[40]

ts target c	apacity u	illisation	•			

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[16]

Section B

Answer **one** question in this section.

6 Evaluate the usefulness to UBH of Porter's Five Forces analysis as a framework for developing its business strategy.

7	Evaluate the strategic choice techniques that would be most useful to UBH when deciding between strategic option 1 and strategic option 2.
	Write the question number here:

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