



Cambridge Assessment International Education
Cambridge International Advanced Subsidiary and Advanced Level

CANDIDATE
NAME

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CENTRE
NUMBER

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CANDIDATE
NUMBER

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BUSINESS

9609/32

Paper 3 Case Study

February/March 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.

This document consists of **19** printed pages, **1** blank page and **1** Insert.

Section A

Answer **all** questions in this section.

- 1** Analyse the benefits to PY of maintaining a centralised organisational structure.

This image shows a full page of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page, typical of notebook or legal stationery. There are no margins, text, or other markings on the page.

- 2 (a) Refer to the network diagram in Fig. 1 and to Table 2 in the Insert.

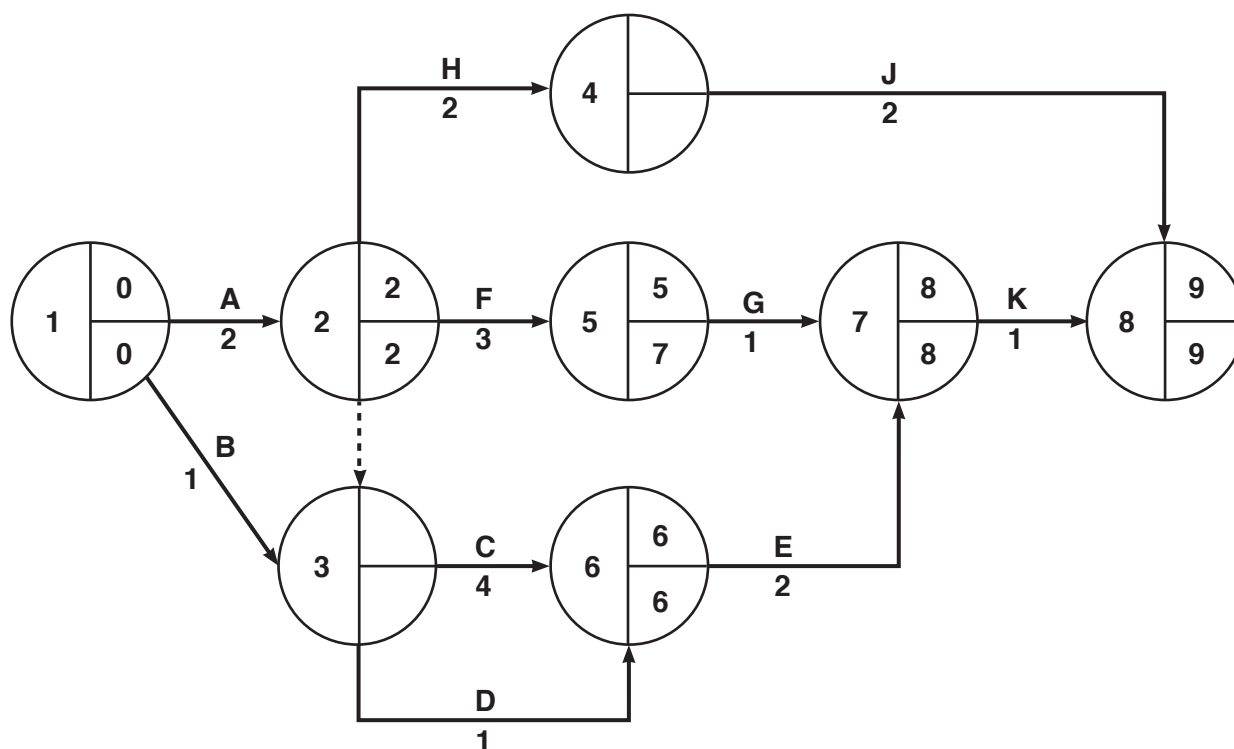


Fig. 1: Network diagram for opening new café

- (i) Complete the network diagram at nodes 3 and 4. [4]
- (ii) State the activities on the critical path. [1]
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-
- (iii) State the minimum time to complete the opening of the new café. [1]
-
-
- (iv) Calculate the free float of Activity F. [2]
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-
-
-

- (b)** Refer to your answers to **2(a)** and any other information. Discuss whether PY's directors should be confident that the café in city X will be open in time for the summer season.

This image shows a full page of primary-ruled paper. It features approximately 20 horizontal dashed lines spaced evenly down the page, providing a guide for handwriting practice. The paper is otherwise blank, with no margins, text, or other markings.

- 3** Recommend whether PY should close the three cafés in the North East of country S. Justify your answer with reference to Table 1 and other information.

This image shows a full page of a handwriting practice worksheet. It consists of multiple rows of horizontal dashed lines spaced evenly down the page, providing a guide for letter height and placement. The background is plain white, and there are no other markings or text present.

[illegible]

.....[16]

4 (a) Refer to Appendix 1. Calculate:

(i) seasonal variation in 2018 Quarter 1

.....
.....
.....[1]

(ii) average seasonal variation in Quarter 2.

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.....
.....
.....
.....
.....[2]

(b) Refer to Appendix 1 and Appendix 2. Calculate PY's forecast sales for Quarter 3 in 2019.

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.....[3]

- (c)** Refer to your result from **4(b)** and any other information. Discuss the usefulness of sales forecasting to PY when making marketing decisions.

[illegible]

.....[12]

5 Assess the significance of corporate social responsibility (CSR) to PY's future profitability.

This image shows a full page of white paper with horizontal dashed lines, typical of primary school writing paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

.....[16]

Section B

Answer **one** question in this section.

- 6** Yoon has produced a strategic analysis of PY's potential entry into the North American market.

Evaluate the usefulness of this strategic analysis to PY's Directors when they consider the plan to expand into North America.

- 7** Evaluate the importance of business planning to the future success of PY.

Write the question number here:

[illegible]

[illegible]

This image shows a full page of white paper with horizontal dashed lines, typical of primary school writing paper. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

.....[20]

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