Cambridge International AS & A Level

Cambridge Assessment International Education
Cambridge International Advanced Subsidiary and Advanced Level

CANDIDATE NAME

CENTRE NUMBER | CANDIDATE NUMBER

3956977642

BUSINESS **9609/31**

Paper 3 Case Study **October/November 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 **20** printed pages and **1** Insert.

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[Turn over

Section A

Answer **all** questions in this section.

1 Analyse the advantages to QH of its HRM policy.

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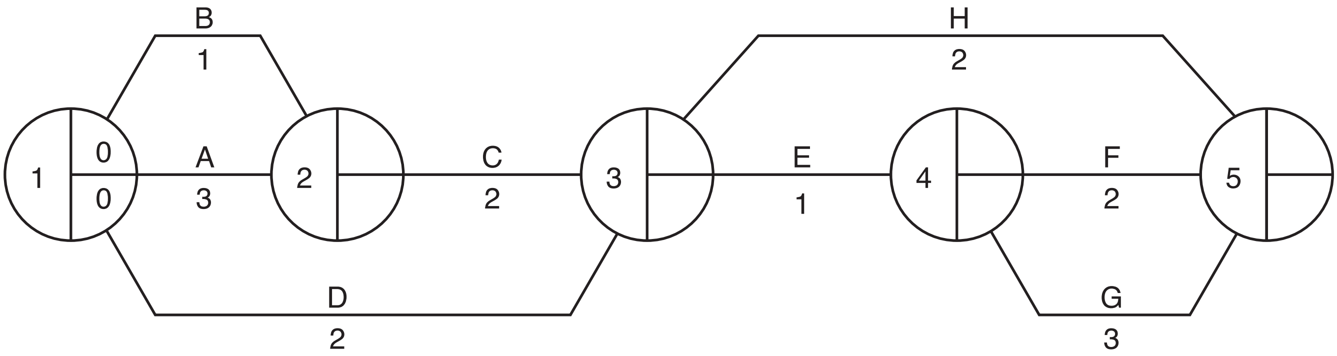
[10]

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

Appendix A: Network for assembling a kit house



Activity	Description
A	Build foundations
B	Walls unpacked and prepared for assembly
C	Assemble walls
D	Roof unpacked and prepared for assembly
E	Assemble and fit roof
F	Install plumbing
G	Install electrics
H	Install windows and doors

Calculate:

(i) total duration of house assembly

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.... [2]

(ii) free float of activity H

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.... [2]

(iii) total float of activity F.

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.... [2]

(b) Evaluate the role of critical path analysis (CPA) in meeting QH's quality targets.

[12]

3 Discuss the possible effects on QH of the changes to the macroeconomic policies as announced by the Finance Minister of Country Z.

[16]

4 **(a)** Refer to Table 1. Calculate:

(i) payback period

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(ii) accounting rate of return (ARR)

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(iii) net present value (NPV).

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(b) Refer to your results from **4(a)** and any other information. Discuss whether QH should purchase the new machinery.

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[12]

5 Recommend which method of market entry QH should use to start selling houses in the European 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.

Write the question number here: ....

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