

Cambridge
International
AS & A Level

Cambridge Assessment International Education
Cambridge International Advanced Subsidiary and Advanced Level

CANDIDATE
NAME

CENTRE
NUMBER

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BUSINESS

Paper 3 Case Study

9609/31

May/June 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.

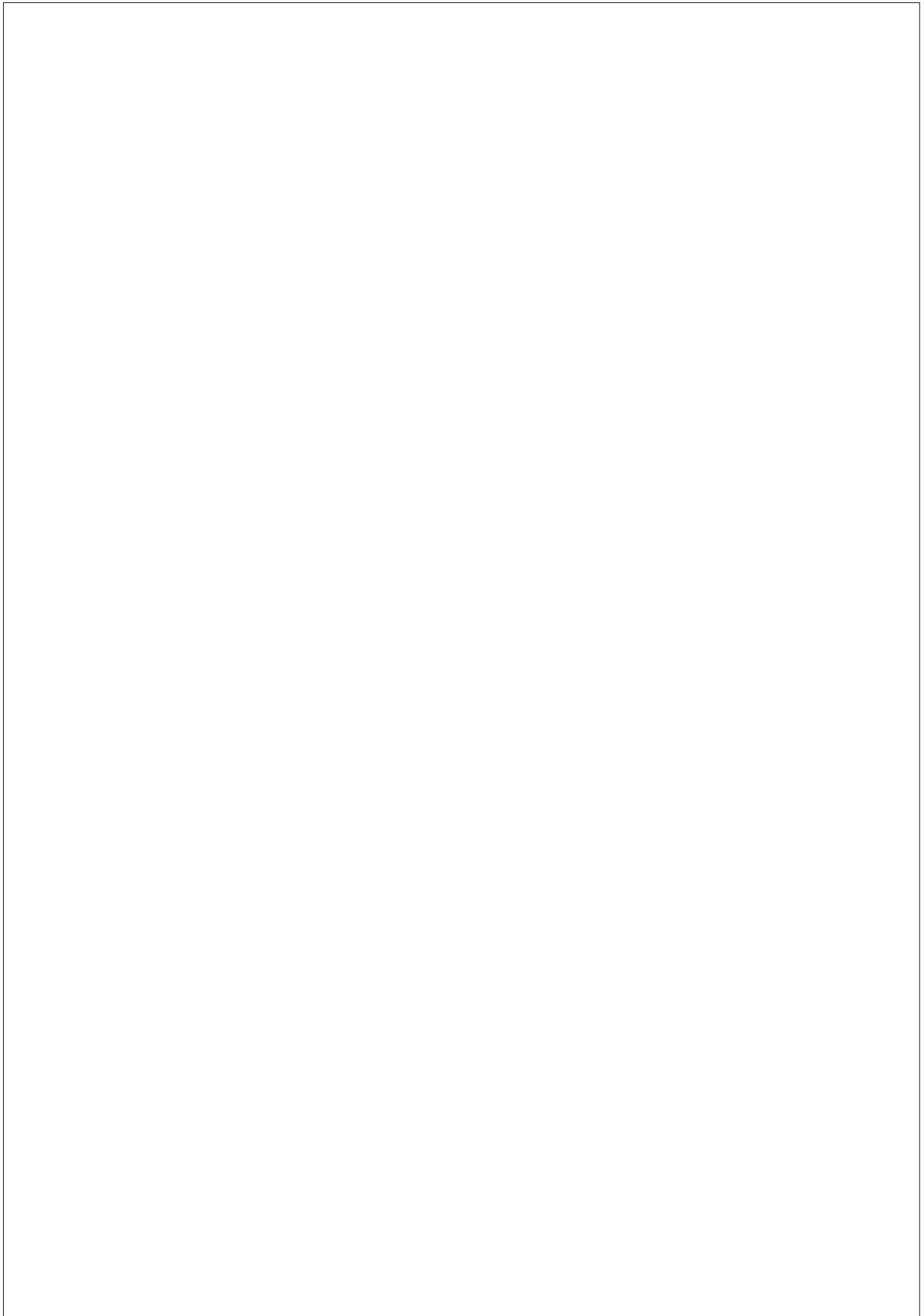
This document consists of **20** printed pages and **1** Insert.

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[10]

2 Refer to Table 1.

- (a) Construct a network diagram, including the earliest start times (EST) and latest finishing times (LFT) of all the activities.



[6]

(b) Calculate the following:

(i) minimum project duration

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..... [1]

(ii) free float for activity D.

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..... [2]

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4 (a) Refer to Appendix 1. Calculate the following:

(i) gearing ratio

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..... [2]

(ii) return on capital employed.

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..... [3]

5 Discuss the factors which will influence the method of entry into international markets if Option A is chosen.

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