



# Cambridge International AS & A Level

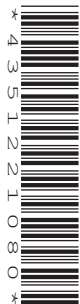
CANDIDATE  
NAME

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**BUSINESS**

**9609/31**

Paper 3 Case Study

**October/November 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.

This document has **20** pages.

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.

1 Analyse **two** possible disadvantages to AP of a merger with SC.

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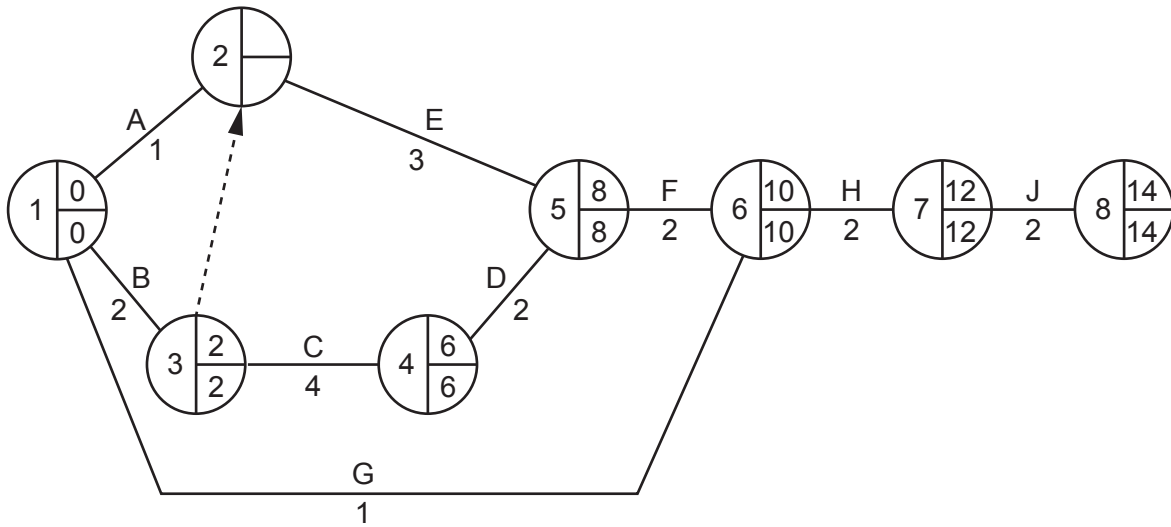
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[10]

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



**Fig. 1: Network diagram for the installation of new machines**

(i) Complete the network diagram at node 2. [2]

(ii) Calculate the free float of activity E.

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(iii) Calculate the total float of activity G.

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..... [3]



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Ruled writing area consisting of 25 horizontal dotted lines.

Dotted lines for writing.

4 (a) Refer to lines 39–44. Calculate, for the new government contract:

(i) total contribution

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(ii) total profit or loss.

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**Section B**

Answer **one** question in this section.

- 6** Evaluate whether decision tree analysis or force field analysis will be more useful to AP's directors when making a strategic choice.
- 7** Evaluate the importance to AP of effective strategic management in an increasingly competitive world.

Write the question number here .....

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