Cambridge Assessment International Education

Cambridge International AS & A Level

CANDIDATE NAME

CENTRE NUMBER

CANDIDATE NUMBER

4163518100

BUSINESS **9609/31**

Paper 3 Case Study **October/November 2021**

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. Any blank pages are indicated.

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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 the advantages to FF of the privatisation of the electricity and water industries.

[10]

2 **(a)** Refer to Table 1 and other information. Assume that Total Quality Management (TQM) is implemented successfully. Calculate the:

(i) capacity utilisation

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.... [3]

(ii) increase in contribution per unit.

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.... [3]

(b) Evaluate whether total quality management (TQM) is sufficient to solve FF's production problems.

[12]

3 Evaluate the most effective way that FF's directors could improve communication between line managers and employees.

[16]

4 **(a)** Refer to Tables 2 and 3. Calculate the:

(i) payback period

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.... [2]

(ii) accounting rate of return (ARR)

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.... [3]

(iii) net present value (NPV).

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.... [3]

(b) You may refer to your answers to **4(a)** and any other information.

Recommend whether FF should invest in buying 3D printers. Justify your recommendation.

[12]

5 Evaluate the importance to FF of following the product development process before adding metal glasses frames to its product range.

[16]

Section B

Answer **one** question in this section.

6 Evaluate the strategic choice techniques FF's directors could use when making the decision whether to enter the Asia Pacific retail glasses market.

7 Evaluate the importance of change management techniques to the successful introduction of team working at FF.

Write the question number here: ....

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