



Cambridge International AS & A Level

CANDIDATE
NAME
CENTRE
NUMBER

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CANDIDATE
NUMBER

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**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.

Section A

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

This image shows a full page of white paper with horizontal dotted lines. The lines are evenly spaced and run across the width of the page, providing a guide for handwriting practice. There are no margins, text, or other markings on the page.

[illegible]

4

- 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.

[illegible]

[12]

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

[illegible]

10

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]

[illegible]

[illegible]

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:

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

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.

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